

PPP-35

Search Guidelines for Filling Faculty, Administrative, and Clerical/Support Vacancies

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EAST TENNESSEE STATE UNIVERSITY**SECTION:** PPP-35**SUBJECT:** Search Guidelines for Filling Faculty, Administrative, and Clerical/Support Vacancies**TABLE
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CONTENTS****I. The Search Committee**

The structure of a search committee is vital to the success of the committee's objective. Search committees should be composed of individuals having a vested interest and direct knowledge of the position (faculty/administrative professionals from within the same school, college or department), and individuals having diverse backgrounds (faculty/administrative professionals from various departments across campus). Individuals from diverse backgrounds provide the committee with a broad knowledge base and a variety of perspectives. Minorities and females should be included on all committees. Committees may also include students, clerical/support staff, and retirees (professor emeritus, dean emeritus, etc.).

The individual supervisor is responsible for the coordination of all activities involved with the selection of new clerical/support staff. A supervisor may choose to enlist the assistance of a search committee, and a search committee chair.

A well structured committee and a carefully selected chairperson will enhance the capabilities of the search committee and insure a commitment to affirmative action issues.

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CONTENTS****II. Search Committee Procedures****Recruitment Plan:**

The chair of the search committee/supervisor is responsible for the coordination of all activities involved with the selection of new personnel. Prior to taking any recruitment action, the chair of the search committee/supervisor must contact the Affirmative Action Officer to review search procedures. The chair or supervisor conducting the hire may then submit the electronic recruitment plan through the electronic *eJobs at ETSU*, hereafter referred to as *eJobs*. (see *eJobs at ETSU* User Guide), which includes:

1. Proposed advertisement.
2. Composition of the search committee and responsibilities of the members, i.e., direct contacts, reference checks, interviews, etc.
3. An advertising plan, which provides the following:

For Administrative/Professional and Faculty:

- advertisement of the position in appropriate professional journals, minority publications, regional newspapers and internet sites;
- requests for nominations from organizations devoted to leadership training (ACE Office of Leadership Development);
- participation by other-race and/or minority members on all search, selection or advisory committees and,
- direct contacts to insure that qualified minorities are aware of the vacancy and are encouraged to apply.

For Clerical/Support:

- If a committee will be used, the composition of the committee and the responsibilities of the members must be determined.
- Obtain and review the vacant position's current position description. The position description should list "essential" and "secondary" functions (see Part IX - Americans With Disabilities Act and the Search Process). Position advertisements are required to include a list of the position's "essential functions." Secondary functions may also be listed in the advertisement; however, selection criteria (minimum qualifications) must be based on the requirements needed to perform the essential functions.
- Develop the advertising and recruitment plan, including the advertisement of the position in appropriate regional and local newspapers, and *eJobs*.

Correspondence with Applicants:

1. No direct correspondence with an applicant is required. By applying through *eJobs at ETSU*, applicants will receive a confirmation message and number, and may view the status of their application electronically.
2. Nominations should be acknowledged to the nominator and a letter (or email) sent to the nominee inquiring of his/her interest in the position, and directing the applicant to *eJobs at ETSU* (<https://jobs.etsu.edu>) to officially apply for the position.

Maintenance of Candidate Files:

ETSU applications, curriculum vitas and other requested materials are maintained indefinitely in *eJobs*. To store additional information, search committees should maintain:

1. A file should be developed for each candidate to house all additional correspondence and materials related to that candidate.
2. Finalists should be requested to send transcripts and letters of reference prior to interview.
3. Files should be secured to insure confidentiality.

4. Copies of the ETSU application, resume, curriculum vitae and other materials may be accessed through *eJobs*, or circulated via hard copy to members of the search committee as appropriate.
5. After the position has been filled, all physical files should be maintained within the department as required by Tennessee Board of Regents [Policy G-070](#), Disposal of Records.

Hints for Screening of Applicants:

1. Members of a search committee may find the candidate rating form ([Appendix A](#)) to be useful when screening applicants. A checklist provides each committee member a quick reference as to why individual candidates are preferred.
2. It is important to keep the position description in mind when reviewing applications.
3. Search committee members might find it helpful to request copies of publications from selected applicants.
4. Letters of reference should be carefully examined.
5. The Senate Joint Resolution 211 adopted by the 1984 General Assembly seeks assurance that all faculty at Tennessee Board of Regents institutions are proficient in oral and written English. Procedures for review and evaluation of oral and written English are described in [Appendix B](#). When recommending a candidate for hire, the appropriate approving authority will be prompted in *eJobs* to certify the candidate's communication proficiency.
6. After finalists are certified for interview by the Affirmative Action Officer, applicants who are not among the finalists do not need to be notified through a personal letter. *eJobs* will record the applicant's status for the applicant's viewing.
7. One of the most productive approaches to enhancing the employment success and long-term retention of persons hired for positions offered at ETSU is to determine that the candidate is fully qualified and suited to the position offered. A key element in this hiring process is the checking of references, employment histories, and prior employers. References are required in the candidate's application or letter of interest for all ETSU positions. Supervisors are requested to insure that employment histories are reviewed carefully. Further reference checks can be conducted on the finalists (with the finalists' consent) through focused telephone interviews of references ([Appendix C](#), Form for Recording Reference Checks/Telephone Conversation Notes). This method allows for comprehensive coverage of significant data. It also allows for follow-up on interesting or unclear responses.

Contact should be made with prior supervisors, along with the references offered by the candidate. The purpose of this check is to determine if the applicant's skill level, his/her work

habits, attendance and ability to work as a productive member of a team. Your questions should be aimed to discern these characteristics.

Supervisors should be particularly thorough in evaluating local records of applicants who previously worked at ETSU. Records are available in the Office of Human Resources and contact should be made with supervisors in the candidate's previous work center. You are entitled to information pertaining to quality of work and reasons for resignation or termination from departments within the University.

A statement must be included in the electronic hire request certifying that employment history and local records checks have been conducted for candidates who are recommended for hire for University positions.

Please Note: *Professional and personal references must be contacted prior to submitting a pool for certification and interview. Please inform the applicants that professional and personal references will be checked. Contacting an applicant's current supervisor must be done for the final recommended candidate following the interview, and after the proper notification of the candidate.*

A good reference check can take only ten minutes to conduct. A sample follows:

1. How would you evaluate his/her academic experience and scholarly achievements?

Probes (if not mentioned spontaneously): National recognition through scholarly publications, research grants, creative activities; teaching experience and evaluations; appreciation of the role of scholarship; understanding of what constitutes legitimate research and other creative activities.

2. How would you describe him/her as a person?

Probes (if not mentioned spontaneously): personal and professional integrity; ability to stimulate enthusiasm among others (i.e., subordinates, colleagues); consideration, support, equitable treatment of others; effective communication skills.

3. What are his/her principal strengths for this position?

4. What are his/her principal limitations for this position?

These questions are only samples, and will vary according to information included in the candidates' resume.

III. Recommendation of the Search Committee

Deliberation and Recommendations of Search Committee:

1. For faculty and chair positions, the search committee will seek the advice of the entire faculty in the department and others as desired. An interview rating sheet may be developed to gather this input and provide a consistent format.
2. Discussions/deliberations of the search committee should remain confidential. Lists of applicants should not be released without authorization from the director/dean and/or vice president.
3. Recommendations submitted by the search committee should follow agreed upon procedures between the search committee, chair, and dean or director. Some chairs/deans/directors may prefer a priority ranking of candidates, and others may only wish to know whether the search committee finds each finalist acceptable or unacceptable.
4. Recommendations should be made to the appropriate administrator. When necessary, negotiations concerning faculty rank and salary will be conducted between the dean and the vice president, prior to submission of the electronic request to hire; or for administrative positions negotiations concerning salary will be conducted between the director, vice president and the Office of Human Resources.
5. At the end of the search, the chair of the search committee/supervisor is responsible for entering each applicant's status into eJobs (see *eJobs at ETSU User Guide*). The Affirmative Action Office will generate from this data an "Applicant List" report.

Offer of Position and Follow-Up Activities:

1. Only the University President is authorized to offer a position to a faculty or administrative/professional candidate.
2. The Vice President for Finance and Administration is authorized to offer a position to a clerical/support candidate.
3. The department director/chair uses *eJobs* to submit their request to hire a candidate. The electronic submission will be routed through the dean to the vice president, Budget Office, Office of Human Resources, Affirmative Action Officer, and the Vice President for Finance and Administration or the University President. The electronic online system will prompt users to complete all required data fields and comments required to process the request.

Note: ETSU employs only U.S. citizens and aliens authorized to work in the United States. Recommended candidates must possess the required documents, as listed on an official employment application, for employment in the United States. Contact the Office of Human Resources for additional information.

Appointments Requiring Approval by the Chancellor

No offer of employment can be made for positions requiring the Chancellor's approval until the appointment form has actually been signed by the Chancellor or his/her designee. The university must submit the following positions for approval:

1. All vice presidents (academic, business, student affairs, etc.) including all interim appointments.
2. Academic deans, academic department and/or division heads, and directors of the centers of emphasis and excellence including those officers who varying titles have line responsibility for administration of academic faculty or staff at the academic disciplinary unit level, including interim appointments.
3. Appointments, promotions, and or transfers to positions with salaries in excess of \$100,000 at universities; and of non-faculty (the promotion process for faculty is governed by TBR Policies 5:02:02:10, 5:02:02:20, and 5:02:02:30) and/or transfers to positions with salaries in excess of \$100,000; and
4. And any other positions which may be designated by the Chancellor.

When recommending a salary for administrative/professional and clerical/support positions, salaries requested for new employees must conform to standard university policy, *East Tennessee State University Compensation Plan Guidelines*. An entry salary for newly hired administrative/professional employees may range from the minimum salary of each pay/grade level up to 90% of each level's midpoint. Newly hired clerical/support employees are normally paid at the minimum rate up to 90% of each level's midpoint in the skill level corresponding to their job classification. Grant funded positions must also comply with these guidelines.

The University President's or Vice President for Finance and Administration's electronic approval of a request to hire initiates correspondence with the candidate concerning the official offer and contract. After the decision is made by the President/Vice President to offer the position to a candidate, the Office of Human Resources will move the position advertisement in *eJobs* to a "Filled" status. *eJobs* will then send an automatic email to all "Not Hired" applicants noting that the position they applied for has been filled.

In accordance with the University President's memorandum, dated June 22, 1990, no employee is to be allowed to begin work prior to notification from the Office of Human Resources that the appointment has been approved. At that time, the department should contact the employee and set a starting date. Employees who begin work prior to the approval will not be paid by East Tennessee State University for the time worked. Department heads that allow potential employees to begin work prior to formal approval may be personally liable for wages due during the period prior to formal approval being obtained.

Contracts for all regular budgeted positions will be generated by Human Resources (excluding Faculty Appointment Letters & Contracts for College of Medicine, Family Medicine, and

College of Pharmacy, which will be generated by the college and sent to Human Resources via campus mail). All regular budgeted employees (excluding faculty in the College of Medicine, Family Medicine and the College of Pharmacy) will be required to visit Human Resources to sign their contract and complete their W-4, I-9 and direct deposit information. Offsite locations should contact Human Resources to coordinate the proper submission of paperwork.

All physical files should be maintained within the department as required by Tennessee Board of Regents [Policy G-070](#), Disposal of Records.

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IV. Legal Basis of Equal Employment Opportunity

Affirmative Action

East Tennessee State University is fully in accord with the belief that educational and employment opportunities should be available to all eligible persons without regard to race, creed, color, sex, religion, age, national origin, physical or mental disabilities, veteran status, or sexual orientation/gender identity.

The university fully complies with Executive Order 11246, as amended; the Rehabilitation Act of 1973, as amended; the Vietnam Era Veterans Readjustment Act of 1974, as amended; the Equal Pay Act of 1963, as amended; the Pregnancy Discrimination Act; the Age Discrimination Act of 1967 and as amended in 1975; Titles VI and VII of the Civil Rights Act of 1964, as amended, and the CRA of 1991; the American with Disabilities Act (ADA) of 1990, the ADA Amendments Act of 2008 (ADAA); Title IX of the Education Amendments of 1972; all applicable Federal and State statutes and regulations; and all Tennessee Board of Regents policies and guidelines, i.e., Tennessee Board of Regents Guideline No. P-010, and Policy No. 5:01:00:00.

The university will not permit discriminatory employment practices or behavior, and will take affirmative action to ensure equal employment opportunity and equitable treatment in all areas of employment which include, but are not limited to: Recruitment; hiring practices; promotion; tenure or retention; termination; layoff and rehiring; leave policies; salary and fringe benefits; job classification; job assignments; lines of progression and seniority; anti-nepotism policy; condition or privilege of employment.

Equal Employment Opportunity/Affirmative Action Program

Responsibility for overall development, implementation, coordination, and monitoring of academic and non-academic affirmative action programs rests with the University President. He has appointed the Affirmative Action/Equal Employment Opportunity Officer for both academic and non-academic employees. The Affirmative Action Officer has been delegated authority to represent the University President in matters assuring that the university, through the vice presidents, the deans, and the Office of Human Resources, is meeting Affirmative Action requirements.

V. Affirmative Action Procedures/Guidelines

ETSU specifically finds that diversity of faculty, administrators and staff is a crucial element of the educational process and reaffirms its commitment to enhancing education through affirmative action to increase diversity at all levels. ETSU will take affirmative action and document good faith efforts to identify and employ minority applicants. The following procedures should be followed for all searches, and should be incorporated into the search committee's electronic recruitment plan:

1. The chair of each search committee/supervisor shall discuss with the Affirmative Action Officer, prior to initiating search procedures, to review the procedures outlined in this manual for conducting a search. The Affirmative Action Officer should meet with each search committee.
2. Advertisements/job descriptions that are distributed, must clearly describe criteria for selection.
3. Faculty advertisements should be placed in at least: *The Chronicle of Higher Education*, and either *INSIGHT Into Diversity*, or *Diverse: Issues in Higher Education*, or other appropriate minority publication.
 - All full-time and one year temporary administrative positions (with benefits) will require at least regional advertisement, and/or national advertisement (listed above) as determined by the Affirmative Action Officer.
 - Some positions will also require advertisement in newspapers from major metropolitan areas in Tennessee and the Southeast region.
 - Professional journal advertisements are encouraged. (Depending upon the professional nature of the position, journals may be used in lieu of minority publications with concurrence of the Affirmative Action Officer.)
 - Exceptions to any of the above must have prior approval of the Affirmative Action Officer.
4. Nominations can be solicited from professional organizations, institutions, groups, and/or individuals likely to generate diverse applicants by: Direct contacts with professional organizations; mailings/contact with appropriate counterparts at other colleges and universities including Historically Black Colleges and Universities (HBCU'S), institutions with high minority enrollment, and/or institutions with high Hispanic enrollment; mailings/contact with professional organizations; review of minority data banks; and, telephone calls/contact with counterparts at other institutions.
5. When making direct contact for nominations, contact should be made to personal/professional acquaintances whenever possible: Contact should be made to appropriate departments or units ([Appendix D, "Historically Black Colleges and](#)

Universities; or, U.S. Department of Education, *Institutions with High Hispanic Enrollment*, <http://www.ed.gov/about/offices/list/ocr/edlite-minorityinst-list-hisp-tab.html>); requests should be to “enhance pool of candidates”; ask for names of potential candidate, either from that institution or current/former students of that institution or professional colleagues.

-A log of all contacts should be maintained ([Appendix E "Personal Contact Log"](#)).

**The Affirmative Action Officer will determine the number of appropriate direct contacts to generate diverse applicants.

6. Make direct contact with those diverse individuals nominated. Describe the position/institution; determine interest; if interested, request the individual apply for the position through *eJobs at ETSU*.
7. Do not prematurely rule out apparently minimally qualified diverse applicants on the basis of resume/applications; follow-up applications with direct contact and describe position/institution and request any additional information required.
8. In all instances provide adequate time for responses from applicants.
9. Include diverse individuals in search/selection process.
10. The interviewee pool should be representative of the applicant pool. (The question to ask in determining whether to invite a diverse applicant for an interview is whether or not the individual meets the minimum qualifications.)
11. *eJobs* will prompt search committee chairs/supervisors to verify the completion of all necessary affirmative action procedures. Search Committee chairs/supervisors should follow the “Check List for Affirmative Action Procedures” ([Appendix F](#)) and maintain any additional hard copy documentation within the search files.

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VI. Procedures for Advertising

There are several basic steps to advertising a position through *eJobs*:

A vacancy exists when the division's vice president authorizes a position to be filled. The receipt of a letter of resignation does not necessarily establish a vacancy in a particular department. The need for a line replacement must be established with approval from the dean and the vice-president. This approval is documented through the submission of an advertising request through *eJobs*.

Position Advertisements:

A position advertisement ([Appendix G, Advertisements Short and Long Examples](#)) is submitted through *eJobs*. For all current regular budgeted positions, the system will download basic data

about the position as noted in the ETSU Banner system. Changes to this data can be made as needed to note current or requested changes to a position. *eJobs* will require all pertinent information be entered before saving or submitting the request to advertise. Job advertisements for newspapers, journals, internet sites, etc. should include the following information: **College and Department where vacancy exists; Position Title; Description of Position** (search extended, re-advertisement, part-time, contingent upon grant funds, etc., see Advertising Definitions); **Effective/Starting Date** (Fall 2010; Spring semester 2011; etc.); **Description of Essential Functions; Minimum Education and Experience Qualifications Required; Application Deadline Date** (if the pool of potential candidates is small, a deadline date is not appropriate or required); **Application Review Date/Statement** (Review of applications will begin immediately and continue until the position is filled; Review of applications will begin September 2011 etc.); and **Affirmative Action Statement**. Additional information may also include: **Rank and Salary** (a noncommittal statement such as "commensurate with education and experience" allows for negotiation); **Brief Description of the College and Department; Brief Description of the University and Community**.

NOTE: Because ETSU uses an Electronic Application System, all applicants for ETSU positions must complete and submit an application through *eJobs* at <https://jobs.etsu.edu>. Suggested language for newspaper and journal advertisements: *Apply at <https://jobs.etsu.edu>*.

The Office of Human Resources presently uses the following standard description of the university and community:

East Tennessee State University is a regional state-supported institution serving approximately _____ students yearly, and is located in a beautiful, prosperous, Southern Appalachian Mountain community. The northeast corner of Tennessee, which surrounds Johnson City (population _____) is metropolitan in population (a million people within a seventy-five mile radius) but provides a friendly, small town atmosphere. The area abounds in scenic beauty and in places of historical interest.

The Office of Human Resources will review all advertisements for proper content and will make any necessary changes. Major changes/problems in advertisement content, will be discussed with the department chair, or appropriate authority.

Reminders:

1. Designate a deadline date for receipt of applications (unless your pool of applicants is expected to be small). When calculating a deadline date allow enough time for your request to be processed and consider lead times and publishing schedules for regional and national journals and publications.

Keep in mind that all faculty and administrative positions must remain open for a minimum of 30 days (calculated from the date the advertisement appears in national journals); all clerical/support positions must remain open for a minimum of 14 days.

2. All external advertisements must contain the following affirmative action statement:

East Tennessee State University is an Equal Opportunity/Affirmative Action Employer (or AA/EOE)

3. All positions are required to be advertised on *eJobs at ETSU*, (<https://jobs.etsu.edu>).

Full-time and one year appointment faculty positions, must be advertised in *The Chronicle of Higher Education* and in an appropriate minority publication, i.e., *INSIGHT Into Diversity*, or *Diverse*. (*INSIGHT Into Diversity* is published once a month; *Diverse: Issues in Higher Education* is published twice a month; *The Chronicle* is published weekly.) Advertisements may also be placed in local and regional newspapers ([Appendix H, Newspaper and Journal Listings](#)).

Regular full-time and one year temporary administrative positions will require at least regional advertisements and/or national advertisements as determined by the Affirmative Action Officer.

Clerical/support positions are required to be advertised on *eJobs at ETSU*. Advertisements in local and regional newspapers are optional.

Exceptions to advertising in appropriate publications will be made after consultation with the Affirmative Action Officer for positions where advertisement in professional journals is required to reach potential applicants, i.e., College of Medicine physicians, professional positions and faculty, and coaching positions. Prior approval should be obtained from the Affirmative Action Officer.

The university has an annual agreement with HigherEdjobs.com to provide unlimited Internet advertising for vacant positions. Advertising on this site is free of charge to all university departments. The Office of Human Resources will coordinate the posting of jobs upon request from the department. Please note when submitting your electronic recruitment plan that you wish to advertise using Higheredjobs.com.

The Office of Human Resources (HR) automatically “tweets” all job advertisements on the HR *Twitter* web page, <http://twitter.com/etsuhr>. The tweets list the job’s working title, department, and the direct *eJobs* link to the position. The Office of Human Resources also maintains *Facebook* and *LinkedIn* social networking sites. On these sites users may utilize links directly to the *eJobs* applicant web site and/or the Office of Human Resources’ homepage. Human Resources does not directly post vacant jobs on *Facebook* or *LinkedIn* sites.

There is no requirement to advertise one-semester temporary faculty positions or less than one-year temporary administrative positions. But, to advertise such positions, the same advertising steps must be completed; advertisement in national journals and minority publications would not be required.

Temporary one-year positions with benefits must be advertised.

Advertisements to be used at conferences, conventions, professional meetings, etc., must also be submitted to the Office of Human Resources (jobs@etsu.edu) for approval.

All applicants must apply through ETSU's Electronic Online Position and Employment System. All advertisements must direct applicants to "Apply at <https://jobs.etsu.edu>".

Advertisements for Internet advertisement sites (free or paid sites) must also be submitted to the Office of Human Resources for approval. When purchasing access to a position listing site through eBucs, please remember that all applicable university search procedures remain in effect. Any changes to current advertisements and any new advertisements must be reviewed and approved through signatory channels before they can be listed on the Internet.

Advertising Definitions:

Advertisements must contain a thorough description of the position. The following is a list of commonly used terms which, if apply, must be included in the job advertisement:

Revised: If you have advertised a position within the past 12 month period, and then decide to re-advertise the position and revise the ad (upgrade qualifications, change position duties and responsibilities, etc.), the new ad must state that it is **Revised**.

Re-advertised: If you have a position which has been advertised, the search has been closed, and you then decide to again advertise the position within a 12 month period, the new ad must state that it is a **Re-advertisement**.

Contingent upon Grant or Extramural Funding: A position which is funded in any part through a grant is **Contingent upon Grant Funding**. **If funded in any part through outside funding (contract with local hospital) it is Contingent upon Extramural Funding**.

Search Extended: If you have advertised a position within the past 12 month period, stating a deadline for receipt of applications, and then decide to re-advertise the position to obtain additional applicants, the new ad must state that the **Search is Extended**.

Temporary: Temporary employees are appointed for periods of less than one-year. Such positions must be designated as **Temporary**. Faculty who are not tenure track and have a one year appointment are also designated as **Temporary**.

Part-time: Academic and/or administrative personnel who are employed on a continuing basis, expected to exceed one year and who have a regular work week of less than 37.5 hours or who are scheduled to carry less than a full teaching load or its equivalent are part-time employees. Such positions must be designated as **Part-time**.

Employment Opportunities:

Effective October 1, 2009 all regular budgeted university positions are posted to East Tennessee State University's Electronic Online Position and Employment System, *eJobs at ETSU*. During the transition phase to the Online System, positions posted prior to October 1, 2009 with active applicant pools will remain posted on the Office of Human Resources website, <http://www.etsu.edu/humanres/employment/opportunities.aspx>, until December 31, 2009, and search committees will follow the former paper application procedures.

eBucs Electronic Requisition System:

Effective in 2007, all requisitions are processed through the university's eBucs electronic purchasing system.

eBucs Tips: All advertisements must be processed on the eBucs system's Advertising Employment Screen. Requisitions must include start and end dates. Advertisements must be attached to the electronic requisition as a Word document. Requisition numbers for each journal/vendor must be listed on the electronic recruitment plan.

Advertisements to be placed "free of charge" in professional journals, newsletters, etc., should be noted on the electronic recruitment plan.

No advertisement should be posted prior approval by the Office of Human Resources. Please do not contact vendors directly to post advertisements. Vendors should be contacted for price quotes only.

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VII. The Applicant Pool

In accordance with the university's Affirmative Action Plan the search committee/supervisor must create a broad and diverse pool of applicants. The applicant pool must generally reflect the availability data for the defined vacancy, as determined by the appropriate job group in the university's Affirmative Action Plan.

To enlarge the pool of applicants, position advertisements should be placed in a variety of professional and minority publications; direct contacts should be made with qualified other-race individuals; and nominations must be sought from institutions, groups, and/or individuals likely to generate diverse applicants.

The Affirmative Action Officer must review and approve through *eJobs*, all applicant pools prior to the scheduling of interviews. After reviewing all candidate applications/resumes/vitas, the search committee chair/supervisor will choose those applicants they wish to interview, and note why other candidates were not chosen for interview. This information is inputted into the electronic system, i.e., *Recommended for Interview*, *Not Recommended for Interview*, etc. The chair/supervisor will then submit an email through their appropriate chain of command to the Affirmative Action Officer requesting to certify the pool of candidates and conduct interviews.

For the Divisions of Finance and Administration, University Advancement, and Health Sciences:

An email must be sent directly to the Affirmative Action Officer (equity@etsu.edu) asking for the pool to be reviewed and certified. The email ([Appendix I, Sample E-mail for Pool Certification](#)) should include the posting number, title of the position, contact information for questions, and certification that professional and personal references have been checked on the recommended candidates. You will receive approval to begin interviews via email from the Affirmative Action Officer or his/her designee. Only applicants with a status of *Approved for Interview* may be interviewed. Comments about the pool candidates who are not certified will be included in the email from Affirmative Action.

For the Division of Academic Affairs:

In the College of Arts and Sciences, College of Education, College of Business and Technology, School of Continuing Studies and Academic Outreach, School of Graduate Studies, University Libraries, and Honors College an email must be sent to the Chair asking for the pool to be reviewed and approved. The email ([Appendix I, Sample E-mail for Pool Certification](#)) should include the posting number, title of the position, contact information for questions, and certification that professional and personal references have been checked on the recommended candidates. The Chair must forward his or her approval to the Dean, and the Dean must forward his or her approval to the Affirmative Action Officer (equity@etsu.edu), who will review and certify the pool.

All other areas within Academic Affairs should verify with their Vice Provost whether or not the pool must be reviewed before submission to the Affirmative Action Officer. If no review is required, the pool should be submitted directly to the Affirmative Action Officer (equity@etsu.edu) for certification.

Please see the university's *eJobs at ETSU* User Guide for additional information.

In addition, Upper Level administrative vacancies require submission to the Tennessee Board of Regents for approval prior to the scheduling of interviews. Upper level administrators include all vice presidents, chief business officers, academic and administrative deans, academic department and/or division heads, and directors of the centers of excellence including those officers who, with varying titles, have line responsibility for administration of academic faculty or staff at the academic disciplinary unit level.

VIII. Campus Visits and Interviews

Coordination of Campus Visit:

1. For faculty, executive, upper level administrative and certain professional positions university recruitment accounts **may** be used to cover the costs of the campus visits. Contact the dean or vice president's office for the account to be used. Search committees who are recruiting candidates for positions not covered under university reimbursement accounts, should extend to out-of-town candidates similar courtesies as those mentioned

below. All search committees must remember that a candidate's first impression of the university comes from their interaction with the search committee.

2. The number of candidates a search committee decides to interview is dependent upon the uniqueness of the position and the size and quality of the applicant pool. Usually three to five candidates are invited to visit the campus for personal interviews. Positions should not be filled, as a rule, with only one person interviewed.
3. The committee should seek approval from the dean/director and/or the vice president on the number of candidates to be brought to campus for interviews.
4. For accounting purposes, it is preferred that candidates pay their own hotel and transportation costs for which they will be reimbursed. Travel advances are not available, but the Office of Financial Services provides quick turnaround on reimbursement. Encourage candidates to submit their travel reimbursement forms as soon as possible.
5. Transportation costs for spouses who accompany the candidates will not be reimbursed, except under special circumstances approved in advance by the vice president.
6. Hotel reservations should be made for the candidate. The reservations clerk may need to be told that the university will guarantee late arrivals.
7. Each candidate should be transported to and from the airport by a search committee member.
8. Local transportation should be provided by a member of the search committee to transport the candidate to and from the university for dining occasions. These arrangements should be made prior to the candidate's arrival in Johnson City.
9. Each candidate should be given a name and home telephone number of a search committee member to contact in case of emergency.
10. Candidates should be mailed an information packet about ETSU and the Tri-Cities area prior to their visit. Include such items as an *Accent* and *Catalog*, and specific program information related to the position which is vacant. The Office of University Relations may have additional items to be included in the packet. Contact the Chamber of Commerce for additional information concerning Johnson City and the surrounding area.
11. The "Proposed Faculty/Administrative Compensation Package" spreadsheet allows search committee chairs to calculate a candidate's proposed total compensation, including university payments for retirement, health/life insurance, FICA, FICA-Med, 401K, and longevity. This spreadsheet may be valuable when discussing salaries and benefits with potential candidates.

You may access the form here, <http://www.etsu.edu/humanres/forms.aspx>.

Coordination of Campus Interview Appointments

1. For faculty, executive, upper level administrative and certain professional position, members of the search committee should accompany the candidate to lunch and dinner. In order to minimize expenses, discretion must be used in determining the number of committee members who will accompany the candidate to meals. Should the candidate bring his/her spouse, the spouses of the committee members would also be welcome. Retain receipts for all meals and indicate on the expense voucher the names of all people dining with the candidate. Turn in all expense vouchers with receipts to your vice president's office via the office of the dean. (Prior approval should be obtained from the appropriate vice president regarding payment of meals for spouses of committee members.)
2. Candidates and committee members should know that tips and alcohol are not reimbursable.
3. An "Interview Schedule" ([Appendix J, Sample Interview Schedule](#)) and a listing by name and title of search committee members should be developed for the candidate's visit, and distributed to the candidate and those participating prior to the visit.
4. A hard copy of the candidate's curriculum vitae/resume and application (or guest access to *eJobs*) and the Interview Schedule should be made available to those persons on campus involved in the interview.
5. Persons to include in the Interview Schedule should be determined in consultation with the department chair/director and dean. All faculty in the department should have an opportunity to meet each candidate.
6. The Provost/Vice President for Academic Affairs is usually not involved in the interview process except for candidates at the level of professor, department chair or equivalent positions, or executive/upper level administrative positions. However, if such an interview is deemed necessary by the dean, it should be arranged.
7. The Vice President for Health Affairs and the Associate Vice President interview all dean candidates. The Associate Vice President interviews all faculty and chair candidates.

Note: Check with the appropriate vice president to determine their requirements to be involved in the interview process.
8. The interview schedule should include an appointment with the Office of Human Resources to discuss employee benefits.
9. Candidates are easier to compare if the same questions are used in each interview. Search committees need to keep in mind the position description and the needs of the department.

10. There are questions or inquiries that must be avoided in the interview process, including those during the informal time spent with the candidate. The *Pre-Employment Inquiry Guide*, [Appendix K](#), has a list of permissible inquiries, and a list of inquiries which must be avoided.
11. A time for informal conversation should be a part of the interview schedule. The candidate should also be given an opportunity to ask questions; an interview is a mutual exchange of information.

IX. The Americans With Disabilities Act and the Search Process

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The Americans with Disabilities Act (ADA) of 1990 was signed into law on July 26, 1990 and amended through the ADA Amendments Act of 2008 (ADAA). The Act gives civil rights protection to individuals with disabilities similar to those rights provided to individuals on the basis of race, color, religion, national origin and sex (Civil Rights Act of 1964). To be protected under the ADA, an employee or an applicant for employment must meet the definition of the term "disability," as stated in the law. Under the ADA, an individual with a disability is a person who has: (1) a physical or mental impairment that substantially limits one or more major life activities; (2) a record of such an impairment; or (3) is regarded as having such an impairment.

The ADA makes it unlawful to discriminate in all employment practices such as: recruitment, hiring, promotion, training, lay-off, pay, firing, job assignments, leave, benefits, and all other employment related activities. Search committee members and search chairpersons must not discriminate against applicants with disabilities during the advertising, interviewing and hiring processes.

The law prohibits using qualification standards, employment tests or other selection criteria that screen out an individual with a disability unless the qualification standard, test or other criteria, is shown to be job-related for the position.

Advertisements

Position advertisements are required to include a list of the position's "essential functions." As stated in the Equal Employment Opportunity Commission's rules and regulations (29 CFR, Part 1630, Equal Employment Opportunity for Individuals With Disabilities; Final Rule), the determination of which functions are essential can be critical to the determination of whether or not the individual with a disability is qualified. A job's essential functions are those functions that must be performed by an individual unaided or with a reasonable accommodation. A job function may be determined as "essential" when one or more of the following apply: (1) The position exists primarily to perform the function(s) and the absence of the function(s) would alter the job; (2) The number of other employees among whom the performance of the job function(s) can be distributed is limited; (3) The function(s) requires a highly specialized skill, expertise or ability to perform the function(s).

Secondary position functions may also be listed in the advertisement; however, selection criteria (minimum qualifications) must be based on the requirements needed to perform the essential functions.

Pre-Employment Testing

Under the ADA, employers may use pre-employment tests as selection criteria. The tests must be administered to all applicants seeking similar employment. If the tests tend to screen out applicants with disabilities, the employer must demonstrate that the test is job related and consistent with business necessity.

The Office of Human Resources discontinued the administration of mandatory typing tests for all clerical positions effective October 1, 2008. Skills assessment testing is under review.

Departments are discouraged from independently administering any pre-employment tests. Those departments desiring to administer pre-employment tests, i.e., computer software application, typing tests, etc., must seek prior approval in writing from the Office of Human Resources.

Interviewing

Pre-employment questions regarding the nature or severity of disabilities may not be asked during the interviews or throughout the search process. The following interviewing guidelines are adapted by permission from the authors of *College and University Personnel Association ADA Compliance Manual for Higher Education; A Guide to Title I*, 1992 (Chapter 6), and should be applied throughout the entire search process.

Inquiries You Cannot Make

These are examples of questions that cannot be asked in interviews or during reference checks.

- DO NOT ask questions about whether the individual has a current disability or a past disability.
- DO NOT ask whether the individual has any serious illness (such as AIDS), back problems, a history of mental illness or any other physical or mental condition.
- If the individual has a disability that is obvious to the interviewer (such as an applicant that is missing a limb or uses a wheelchair),
 - DO NOT inquire how the individual became disabled or the prognosis for the applicant.
 - DO NOT ask questions about the nature or severity of the applicant's disability.
- DO NOT comment in any way on the individual's physical condition except as described below.
- DO NOT ask whether the individual wears a hearing aid or needs to wear glasses while on the job.

- DO NOT ask questions about the applicant's past-on-the-job injuries.
- DO NOT ask about the applicant's medical problems by requesting the applicant to identify if he or she has or has ever suffered from a list of ailments, such as:

Diabetes	Heart Conditions	Back Problems
Ulcers	Hearing Problems	Hepatitis
Arthritis	Migraines	Visual Problems
- DO NOT ask whether the applicant has ever been treated for any mental condition.
- DO NOT ask applicants to list any conditions or diseases for which they have been treated in the past.
- DO NOT ask whether the individual has ever been hospitalized and, if so, for what condition.

- DO NOT ask whether the individual has ever been treated by a psychiatrist or psychologist and, if so, for what condition.
- DO NOT ask whether applicants have had a major illness in prior years, or whether they have any current illnesses.
- DO NOT ask whether the applicant has ever been treated for drug addiction or alcoholism.
- DO NOT ask how many days the applicant was absent from work last year because of illness.
- DO NOT ask whether applicants are taking or have been taking any prescribed drugs.
- DO NOT ask whether the applicant has a sexually transmitted disease, such as the HIV virus.
- DO NOT ask whether an applicant has ever requested and/or received assistance or assistive devices in performing past jobs.
- DO NOT inquire about an applicant's past or current need for or receipt of medical or disability benefits.
- DO NOT ask about an applicant's past drug use or alcohol use.
- DO NOT ask any questions regarding whether an applicant is or ever has been a drug addict or an alcoholic.
- DO NOT ask whether the individual has ever filed a workers' compensation claim.
- DO NOT ask whether the individual has ever received an award of workers' compensation benefits.
- DO NOT ask whether an individual has ever been found to be disabled.
- DO NOT ask whether the individual has a spouse, children or other friends with disabilities.
- DO NOT ask about problems the individual has had because of a disability.
- DO NOT ask questions of applicants with disabilities that you do not ask of other applicants, except as described below.

- DO NOT ask whether the individual has any disabilities or impairments that may affect performance in the position.
- DO NOT ask whether the applicant has any physical defects that preclude the applicant from performing certain kinds of work, or ask the applicant to describe such defects or specific work limitations.

Inquiries You Are Permitted To Make

These are questions you may ask in interviews or during reference checks if they are asked of all persons applying for a particular category of job, regardless of disability.

- YOU MAY ask whether the individual needs any reasonable accommodations or assistance during the hiring or interviewing process.
- YOU MAY ask about the individual's ability to perform essential job functions.
- YOU MAY give the individual a copy of the job description that identifies all essential functions and ask whether the individual is able to perform all of those essential functions with or without a reasonable accommodation. (ETSU Note: It is not however permissible to ask anything else that relates to reasonable accommodation except in situations described in "[Final ADA Guidance on Interviews](#)", see below)
- YOU MAY describe the job and ask whether the individual can perform those functions.
- YOU MAY ask about current use of illegal drugs or current alcohol use.
- YOU MAY state the institution's standards and expectations and ask if the individual can meet those standards. For example:
 - YOU MAY state the drug policy;
 - YOU MAY state the standards against on-the-job alcohol consumption;
 - YOU MAY state the smoking policy;
 - YOU MAY state the standards for attendance, including the availability or lack of availability of leave for newly hired employees;
 - YOU MAY state the expectations for a particular position.
- YOU MAY ask questions about any of the qualifications that are required for the position, including: Education; Experience; Licenses; Training; Basic reading and writing skills; mathematical skills; and other minimum qualification standards determined to be defensible that do not expressly relate to physical or mental conditions.
- YOU MAY ask about the individual's attendance at prior jobs, if the question is limited to days off or number of days late for any reason, and is not limited to days missed due to illness.
- YOU MAY ask whether the individual has ever been involved in an accident on-the-job that injured co-workers or members of the public.
- YOU MAY ask about an individual's accident record, especially accidents involving injury to property (such as traffic accident history for persons who will

do driving) if you avoid questions about the individual's own injuries.

- YOU MAY ask an individual how he or she could perform tasks, and with what accommodations, if the applicant indicates that he or she can perform the tasks with an accommodation.
- YOU MAY ask an individual to voluntarily disclose whether he or she has a disability.

Questions You May Ask

If the individual has an obvious disability or another disability *known* to you that you believe may interfere with or prevent the individual from being able to perform the essential functions of the job:

- YOU MAY ask the individual to explain or demonstrate how he or she can perform the essential functions of the job, with or without a reasonable accommodation.
- If an applicant has a known or obvious disability that would not interfere with or prevent performance of the job, you CANNOT ask or require the applicant to demonstrate performance of a job function, unless all applicants for those positions are required to do so.

Inquiries You Must Make During the Hiring Process

If the individual indicates that he or she has a disability and may require a reasonable accommodation *during the application and hiring process*; or at the *pre-offer* stage, an otherwise qualified individual indicates that he or she may require a reasonable accommodation to perform essential job functions:

- YOU MUST inquire about the types of accommodations the individual believes may be necessary.
- YOU MUST make inquiries with the individual and, if necessary, with others, as to the nature and costs of the accommodations that may be necessary.

If the individual has an obvious disability or a disability known to you that you believe will interfere with the applicant's *ability to complete the pre-employment procedures, including pre-employment testing*,

- YOU MUST raise that concern with the individual and inquire whether the individual will require any reasonable accommodation during the hiring process.

Final ADA Guidance on Interviews

Final guidance regarding pre-employment interviews was issued by the Equal Employment Opportunity Commission on October 10, 1995. Two pre-employment questions may be asked by employers to applicants:

1. Will you need a reasonable accommodation to perform the functions of the job?
2. What type of accommodation will be needed?

Important: These two pre-employment questions may only be asked if the employer becomes aware of the possible need for an accommodation under one of the following circumstances:

1. The applicant enters the interview and has an obvious disability. Obvious disabilities are considered to be mobility, visual, hearing, speech and amputees.
2. The applicant voluntarily discloses during the interview that they have a hidden disability.
3. The applicant voluntarily discloses that he/she needs reasonable accommodation during the interviews.

Reasonable Accommodation

An applicant is considered a "qualified individual with a disability" if the applicant can perform the essential functions of the position with or without reasonable accommodation. An accommodation is any change in the work environment or in the way things are customarily done that enables an individual with a disability to enjoy equal employment opportunities.

Standards for determining whether an accommodation to an otherwise qualified disabled applicant or employee is "reasonable" or imposes an "undue hardship" are adopted from the principles and considerations outlined in the *College and University Personnel Association ADA Compliance Manual for Higher Education: A Guide to Title I*, 1992 (Chapters 9 and 10).

For the accommodation to be "reasonable":

1. It must be effective.
2. It reduces barriers to employment related to the person's disability.
3. It need not be the best accommodation available, as long as it is an effective accommodation.
4. It is not primarily for personal use.
5. An accommodation which exceeds ADA's requirements will not set an adverse precedent. It is made with respect to the known limitations of an otherwise qualified individual with a disability.

Some examples of "reasonable" accommodations:

- a. Reassigning a disabled employee to a vacant position.

- b. Making existing facilities used by employees readily accessible to and usable by individuals with disabilities.
- c. Allowing part-time or modified work schedules.
- d. Acquiring or modifying equipment or service.

For the accommodation to impose an "undue hardship":

1. The cost of providing the accommodation would have a significant impact on the financial resources of the institution.
2. The accommodation would fundamentally alter the way the job is performed and have a detrimental effect on the operation of the university in that it would substantially disrupt the provision of services.
3. The cost of providing the accommodation would jeopardize the institution's ability to continue to provide essential services and academic programs to students and employees.
4. Some examples of accommodation which would impose an "undue hardship" to the university:
 - a. Providing the accommodation would render an economic blow resulting in the layoff of other employees.
 - b. Providing the accommodation would result in the closure of essential academic programs or services for students and employees.
 - c. Providing the accommodation would necessitate reallocating essential functions of the position to other employees.

The following steps will be taken to ensure adequate documentation of any decisions regarding refusal to hire or promote due to undue hardship:

The supervisor will submit through supervisory channels to the Office of Human Resources a detailed statement of justification for the decision regarding refusal to hire or promote due to undue hardship. It will include, as a minimum, the following information:

1. Job description (including essential functions of the position).
2. Description of the disability.
3. Type of accommodation requested by the employee/applicant.
4. Estimated cost of the requested accommodation.
5. Description of any non-cost effects of the requested accommodation.
6. Justification of why the accommodation should not be provided.
7. Impact on financial resources, programs, and services if the requested accommodation is provided.
8. Alternative accommodation proposed, if any, and whether it would be effective.

The Office of Human Resources will review justification and consult with the supervisor, the Affirmative Action Officer, the employee/applicant, and other university/TBR officials as appropriate.

A written recommendation on the supervisor's request will be submitted to the Vice President for Finance and Administration and/or the President, as appropriate, for final decision.

TABLE
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CONTENTS **X. Moving Expenses**

1. Travel expenses directly associated with a move may include mileage of all owned vehicles and en route lodging.

Lodging may be covered for the employee and all immediate family members residing in the household. En route lodging may be provided for one night if the distance of the move is 400 miles or more, plus one additional night for each additional 400 miles. Lodging for one night at the destination may be permitted.

Lodging will be consistent with the Tennessee Board of Regents travel policy rates. Mileage will be reimbursed at the current IRS rate for moving mileage. Travel expenses incurred when moving from another state to Tennessee will be reimbursed at the out-of-state rates.

For the purpose of these regulations, immediate family is defined as any of the following named members of the employee's household at the time he/she reports for duty at his/her new official station: spouse, children (including step-children, adopted children, or foster children) unmarried and under 21 years of age or physically or mentally incapable of supporting themselves regardless of age, or dependent parents of the employee and the employee's spouse.

2. If two or more members of an immediate family otherwise qualify for reimbursement or allowances under these regulations as Tennessee Board of Regents employees, only one member shall be eligible for employee reimbursement or allowances; the other is eligible for reimbursement as a family member.
3. Storage of household goods and personal effects may be allowed for a period of 30 consecutive days.
4. Arranging for Moving and Payment
 - A. If the total moving expense authorized exceeds \$5,000 and if the institution agrees to pay all of the cost of a commercial mover, the institution must arrange for the mover through normal purchasing procedures. The vendor should be paid directly by the institution.
 - B. In all other cases, the institution may require, at its option, that arrangements be made through its purchasing department or the employee may make the arrangements and seek reimbursement.
 - C. Only arrangements made directly by the institution will be reimbursed directly to vendors by the institution. In other cases the institution should reimburse the employee. Claims for reimbursement must be supported by an invoice.

5. Other Provisions

- A. Moving expenses will be paid or reimbursed only after a contract is executed between the employee and the institution. (Moving Expense Agreement is prepared by the Office of Human Resources.)
- B. All travel and travel expenses shall be accomplished as soon as possible, but in no event shall the effective date of the move to the completion of travel and transportation exceed twelve (12) months unless written extension is granted by the President. All payments or reimbursements must be made within twelve (12) months of the date employment begins for new employees or relocation occurs for relocated employees.
- C. The agreement on the amount of moving expenses to be paid, the type expenses to be paid, responsibility for arranging logistics, etc., should be clearly understood in writing between the employee and the institution.
- D. The institution shall assume no liability whatsoever for personal injuries, property damages, or other losses which may be sustained in connection with any moves undertaken pursuant to these regulations.

Source: TBR Policy 5:01:00:0

TABLE XI. Immigration Expense Allowance

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1. New employees may receive reimbursement for immigration expenses when considered to be in the interest of the institution and when such payment is a part of the employment negotiation with a new employee or the relocation of a current employee from another employer or institution. Reimbursement/fee allowance for immigration fees must be approved in advance by the President or his/her designee.
2. This provision applies only to candidates who are required to pay immigration fees to work and live in the U.S. No TBR employee may receive reimbursement more than once.
3. No payment shall be made unless the employee agrees in writing to remain in the service of the institution for a period of twenty-four (24) months following the effective date his/her employment agreement, unless separated for reasons beyond his/her control and acceptable to the institution. The service agreement statement should be maintained in the employee's personnel file. In case of a violation of such an agreement, any funds expended by the institution for such allowance shall be recoverable from the employee as a debt due the institution in the same manner as educational allowance payments. (Service Agreement is prepared by the Office of Human Resources.)
4. Reimbursement shall be in the maximum amount of \$4,500 and shall not exceed the employee's actual, documented expenses. The allowance cannot be used to defray non-immigration-related costs or any costs not associated with the individual employee's immigration expenses.

5. Reimbursable fees include: fees charged by a licensed immigration attorney retained in connection with the application, filing, permanent residence fee, fee for any application to enter the U.S., fee for application to remain in the U.S., and associated fees required in the application process, such as medical examinations, fingerprinting, photo identification, postal/courier fees, and costs of evaluating foreign academic credentials or translations of foreign documents.
6. The employee is responsible for making arrangements for representation, completion of paperwork, assistance in the immigration process, and submission of all bills and/or invoices for which reimbursement is sought. Faculty may submit a claim for reimbursement by sending a request with original receipts to the Provost/Chief Academic Officer.

Source: TBR Policy 5:01:00:00

TABLE OF CONTENTS XII. Hiring of Temporaries and Adjunct Faculty

Temporary employees are generally hired for emergency and/or peak period situations, i.e., registration, school opening, etc. Temporary positions are defined as those positions expected to last one calendar year or less. Due to the nature of temporary positions, most will not require advertising. Temporary appointments are approved for a maximum of one calendar year. If a limited continuation is necessary, a break in service of 14 calendar days must occur before a continuation can be approved.

Temporary employees are paid on the 15th and last working day of the month - they are not paid current. For example, work between the 1st and 15th of the month will be paid on the last working day of the month.

Adjunct Faculty are defined as all faculty whose temporary appointments are based on demand each semester.

Procedures for Hiring Temporary Employees and Adjunct Faculty

When an employee is hired on a temporary or adjunct basis, a "Request to Hire," or "Faculty Appointment" accompanied by an application form* is forwarded through proper signatory channels prior to the date the employee is needed.

All hire packets must include the employee's I-9, W-4, and direct deposit information found on the Human Resources website (<http://www.etsu.edu/humanres/forms.aspx>) and forwarded separately from the Request to Hire or Faculty Appointment and Application for Employment to the Office of Human Resources.

Newly hired temporary employees should be paid at the minimum entry rate up to 90% of the midpoint in the pay level corresponding to their job classification. Hourly wages for students hired as temporaries should be consistent with student wages authorized by the Office of Financial Aid. Grant funded positions must also comply with these guidelines.

In accordance with the University President's memorandum, dated June 22, 1990, no employee is to be allowed to begin work prior to notification from the Office of Human Resources that the appointment has been approved. At that time, the department should contact the employee and set a starting date. Employees who begin work prior to the approval will not be paid by East Tennessee State University for the time worked. Department heads that allow potential employees to begin work prior to formal approval may be personally liable for wages due during the period prior to formal approval being obtained.

*** Temporary employees must complete an application through *eJobs* at *ETSU*. Adjunct Faculty must complete a Faculty Profile through *eJobs* and attach a curriculum vita. The application or faculty profile should be printed and signed by the applicant and given to the department to submit with the request to hire or Faculty Appointment.**

Source: Effective October 1, 2009

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APPENDIX A
CANDIDATE RATING FORM

Candidate Rating Form
Position

Committee Member

Each category is based on the requirements specified in the job description.

- 1-
- 2-
- 3-
- 4-
- 5-

Please evaluate each category on the 4 point scale.

4-Superior

3-Good

2-Satisfactory

1-Acceptable

0-Unacceptable

<u>Candidate</u>	_____	_____	_____	_____	_____	<u>TOTAL</u>	<u>Comments</u>
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

Please evaluate each category on the 4 point scale.

4-Superior 3-Good 2-Satisfactory 1-Acceptable 0-Unacceptable

<u>Candidate</u>	_____	_____	_____	_____	_____	TOTAL	<u>Comments</u>
11							
12							
13							
14							
15							
16							
17							
18							
19							
20							
21							
22							
23							
24							
25							

Please evaluate each category on the 4 point scale.

4-Superior

3-Good

2-Satisfactory

1-Acceptable

0-Unacceptable

<u>Candidate</u>	_____	_____	_____	_____	_____	<u>TOTAL</u>	<u>Comments</u>
26							
27							
28							
29							
30							
31							
32							
33							
34							
35							
36							
37							
38							
39							
40							

Please evaluate each category on the 4 point scale.

4-Superior

3-Good

2-Satisfactory

1-Acceptable

0-Unacceptable

<u>Candidate</u>	_____	_____	_____	_____	_____	TOTAL	Comments
41							
42							
43							
44							
45							

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APPENDIX B
EVALUATION OF ORAL AND WRITTEN ENGLISH PROFICIENCY

EVALUATION OF ORAL AND WRITTEN ENGLISH PROFICIENCY

The Senate Joint Resolution 211 adopted by the 1984 General Assembly seeks assurance that all faculty at Tennessee Board of Regents' institutions are proficient in oral and written English. TBR policy 5:02:01:03 requires each institution to establish written procedures for review and evaluation of the English language competency of candidates for appointment to or tenure in a teaching position. In compliance with this policy, ETSU has established the following procedures:

- a. All candidates must be assessed, as part of the employment interview process, for their ability to speak and write English clearly, understand spoken and written English, and communicate effectively in an academic environment.
- b. Search committees may seek further demonstration of communication proficiency by requiring candidates to make oral presentations. If committees choose this option, they must require oral presentations of all candidates participating in on-campus interviews. Candidates will make brief oral presentations, followed by discussions with students. The presentations and discussions should be observed by at least one member of the search committee, preferably the chair, and one representative of the dean's office, each of whom will assess candidates' effectiveness in communicating with students. These written assessments will become part of the materials in candidates' application folders.
- c. If candidates will be required to make such presentations, they must be notified of this requirement in writing as part of the search process. Such notice should also make clear the purposes of the presentations.
- d. For every recommendation for appointment, the dean must provide a written statement on the findings of language assessments and a verification of the candidate's oral and written English proficiency.
- e. The Vice President for Academic Affairs or Health Affairs, as appropriate, must include a statement in every recommendation for appointment form stating: "I certify that (Name) is qualified to perform all duties of this position, is competent in the use and understanding of spoken and written English, and can communicate effectively in an academic environment." (Signed vice president)

Source: Academic Council, May 3, 2001.

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APPENDIX C
REFERENCE CHECKS/TELEPHONE CONVERSATION NOTES

Reference Checks/Telephone Conversation Notes

Name of Candidate _____

Name of Caller _____

Name of Reference _____

Title _____ Organization _____

Date Called _____ Phone Number _____

Questions	Notes
<p>1. How long have you known (Candidate Name) ?</p> <p>In what capacity?</p> <p>How do/did you come in contact with him/her on the job?</p> <p>Could you briefly describe his/her strengths and weaknesses?</p>	<p>Known for how long? _____</p> <p>Capacity: _____</p> <p>Contact: _____</p> <p>Strengths: _____</p> <p>Weaknesses: _____</p>
<p>2. What is his/her leadership style?</p> <p>To what extent does (Candidate Name) seek advice from others in making decisions?</p>	<p>Leadership style: _____</p> <p>Degrees of participation: _____</p>
<p>3. How is (Candidate Name) perceived:</p> <p>A. By people within his her office?</p> <p>B. By the faculty?</p> <p>C. By the administration?</p> <p>D. By students?</p>	<p>A. _____</p> <p>B. _____</p> <p>C. _____</p> <p>D. _____</p> <p>Give examples:</p> <p>_____</p>

Questions	Notes
<p>4. Would this person be better described as an “innovator” or a “fine tuner”?</p>	<p>Innovator_____ Fine Tuner_____</p> <p>Give examples: _____</p>
<p>5. How would you assess his/her ability to retrieve data and generate reports?</p>	
<p>6. A. How do you assess the personal energy level of (Candidate Name) ?</p> <p>B. Can he/she handle stress?</p> <p>C. Can he/she handle criticism?</p>	<p>A. Energy level: _____</p> <p>B. Handling stress: _____</p> <p>C. Handling criticism: _____</p> <p>Give examples: _____</p>
<p>7. How well does (Candidate Name) relate to the following groups:</p> <p>A. By the faculty?</p> <p>B. By the administration?</p> <p>C. By students?</p>	<p>A. _____</p> <p>B. _____</p> <p>C. _____</p>
<p>8. What do you see as (Candidate Name)’s long term career plans?</p>	
<p>9. Would you comment on (Candidate Name)’s ability to attract and retain high quality people? (Staff and volunteers)</p>	

Questions	Notes
<p>10. How would you rate (Candidate Name) on:</p> <p>A. Loyalty?</p> <p>B. Integrity?</p> <p>C. Judgment?</p> <p>D. As a team player?</p> <p>E. As a communicator?</p> <p>F. As an organizer?</p>	<p>A. _____</p> <p>B. _____</p> <p>C. _____</p> <p>D. _____</p> <p>E. _____</p> <p>F. _____</p>
<p>11. A. Why you do think (Candidate Name) wants the position of _____ at ETSU?</p> <p>B. Is there any reason that you know of why this person wants to leave his/her present position?</p>	<p>A. _____</p> <p>B. _____</p>
<p>12. Is there anything about (Candidate Name) that you feel would cause another reference person to be cautious or hesitant about recommending him/her for this position?</p>	
<p>13. Is there anything else you may want to add?</p>	
<p>14. Overall, would you recommend (Candidate Name) for the position of _____?</p>	

Note: In case additional references are desired, the committee should contact the applicant for additional names. Or, if the committee desires to contact a certain person, prior approval should be obtained from the applicant.

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APPENDIX D
HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

Alabama A & M
4900 Meridian Street
Huntsville, AL 35762
256-372-5000
<http://www.aamu.edu>

Alabama State University
915 South Jackson Street
Montgomery, AL 36104
334-229-4100
<http://www.alasu.edu>

Albany State University
504 College Drive
Albany, GA 31705
229-430-4600
<http://www.asurams.edu>

Alcorn State University
1000 ASU Drive
Alcorn State, MS 39096-7500
601-877-6100
<http://www.alcorn.edu>

Allen University
1530 Harden Street
Columbia, SC 29204
803-376-5700
<http://www.allenuniversity.edu>

Arkansas Baptist College
1621 Dr. Martin Luther King Drive
Little Rock, AR 72202
501-370-4000
<http://arkansasbaptist.edu/>

Barber-Scotia College
145 Cabarrus Avenue
Concord, NC 28025-5143
704-789-2900 or 800 610-0778
<http://www.b-sc.edu>

Benedict College
1600 Harden Street
Columbia, SC 29204
803-253-5000
<http://www.benedict.edu>

Bennett College
900 E Washington Street
Greensboro, NC 27401-3239
336-517-2100
<http://www.bennett.edu>

Bethune-Cookman College
640 Dr. Mary McLeod Bethune Blvd.
Daytona Beach, FL 32114
386-481-2000
<http://www.bethune.cookman.edu>

Bishop State Community College
351 North Broad Street
Mobile, AL 36603-5898
251-405-7000
web address not available

Bluefield State College
219 Rock Street
Bluefield, WV 24701
304-327-4000
<http://www.bluefieldstate.edu>

Bowie State University
14000 Jericho Park Road
Bowie, MD 20715-9465
301-860-4000 or 877-772-6943
<http://bowiestate.edu>

Central State University
1400 Brush Row Rd.
Wilberforce, OH 45384
937-376-6011 or 1-800-388-2781
<http://www.centralstate.edu>

Cheyney University of Pennsylvania
1837 University Circle P.O. Box 200
Cheyney, PA 19319
610-399-2099 or 1-800-CHEYNEY
<http://www.cheyney.edu>

Claflin College
400 Magnolia Street
Orangeburg, SC 29115
803-535-5000 or 800-922-1276
<http://www.claflin.edu>

Clark Atlanta University
223 James P. Brawley Drive, SW
Atlanta, GA 30314
404-880-8000
<http://www.cau.edu>

Clinton Junior College
1029 Crawford Road
Rock Hill, SC 29730
803-327-7402
<http://www.clintonjrcollege.org>

Coahoma Community College
3240 Friars Point Road
Clarksdale, MS 38614
(662) 627-2571
<http://www.ccc.cc.ms.us>

Concordia College
1804 Green Street
Selma, AL 36701
334-874-5700
<http://www.concordiaselma.edu>

Coppin State College
2500 West North Avenue
Baltimore, MD 21216-3698
410-951-3000
<http://www.coppin.edu>

Delaware State University
1200 North DuPont Hwy
Dover, DE 19901
302-857-6060
<http://www.desu.edu/>

Denmark Technical College
500 Solomon Blatt Blvd
Denmark, SC 29042
803-793-5149
<http://www.denmarktech.edu>

Dillard University
2601 Gentilly Blvd.
New Orleans, LA 70122
504-283-8822
<http://www.dillard.edu>

Edward Waters College
1658 Kings Road
Jacksonville, FL 32209-6199
904-470-8000 or 1-888-898-3191
<http://www.ewc.edu>

Elizabeth City State University
1704 Weeksville Road
Elizabeth City, NC 27909
252-335-3400
<http://www.ecsu.edu>

Fayetteville State University
1200 Murchison Road
Fayetteville, NC 28301
910-672-1111
<http://www.uncfsu.edu>

Fisk University
1000 17th Avenue N
Nashville, TN 37203
615-329-8500
<http://www.fisk.edu/>

Florida A&M University
Tallahassee, FL 32307
850-599-3000
<http://www.famu.edu>

Florida Memorial University
15800 N.W. 42nd Avenue
Miami Gardens, FL 33054
305-626-3600
<http://www.fmuniv.edu/>

Fort Valley State University
1005 State University Drive
Ft Valley, GA 31030
478-825-6211
<http://www.fvsu.edu>

Gadsden State Comm. College
1001 George Wallace Dr.
Gadsden, Alabama 35903
256-549-8200
<http://www.gadsdenstate.edu>

Grambling State University
403 Main Street
Grambling, LA 71245
318-247-3811 or 800-569-4714
<http://www.gram.edu>

Hampton University
Hampton, VA 23668
757-727-5000
<http://www.hamptonu.edu>

Harris-Stowe State University
3026 Laclede Avenue St.
Louis, MO 63103-2136
314-340-3366
<http://www.hssu.edu/>

Hinds Community College, Utica
Utica, MS 39175
601-885-6062
<http://www.hindscc.edu/>

Howard University
2400 Sixth Street NW
Washington, DC 20059-0001
202-806-6100
<http://www.howard.edu>

Huston-Tillotson College
900 Chicon Street
Austin, TX 78702-2795
512-505-3028
<http://www.htc.edu>

Interdenominational Theological Center
700 Martin Luther King, Jr. Drive
Atlanta, GA 30314-4143
404-527-7700
<http://www.itc.edu>

J.F. Drake Technical College
3421 Meridian Street,
North Huntsville, AL 35811
256-539-8161 ext. 100 or 888-413-7253
<http://www.dstc.cc.al.us>

Jackson State University
1400 John R. Lynch Street
Jackson, MS 39217
601-979-2121 or 1-800-848-6817
<http://www.jsums.edu>

Jarvis Christian College
Hwy 80E 7631, Private Rd.
Hawkins, TX 75765
(903) 769-5700
<http://www.jarvis.edu>

Johnson C. Smith University
100 Beatties Ford Road
Charlotte, NC 28216
704-378-1000
<http://www.jcsu.edu>

Kentucky State University
400 E. Main Street
Frankfort, KY 40601
502-597-6000
<http://www.kysu.edu>

Knoxville College
901 College Street, NW
Knoxville, TN 37921
865-524-6500
<http://www.knoxvillecollege.edu>

Lane College
545 Lane Avenue
Jackson, TN 38301
731-426-7500
<http://www.lanecollege.edu>

Langston University
P.O. Box 1500
Langston, OK 73050
405-466-2231
<http://www.langston.edu>

Lawson State Community College
3060 Wilson Road SW
Birmingham, AL 35221
205-925-2515
<http://www.ls.cc.al.us>

LeMoyné-Owen College
807 Walker Avenue
Memphis, TN 38126
901-435-1000
<http://www.loc.edu>

Lewis College of Business
17370 Meyers Road
Detroit, MI 48235
313-862-6300
<http://www.lewiscollege.edu>

Lincoln University
1570 Old Baltimore Pike
P. O. Box 179
Lincoln University, PA 19352
484-365-8000
<http://www.lincoln.edu>

Lincoln University
820 Chestnut Street
Jefferson City, MO 65101
573-681-5000
<http://www.lincolnu.edu>

Livingstone College
701 W. Monroe Street
Salisbury, NC 28144
800-835-3435
<http://www.livingstone.edu>

Meharry Medical College
1005 Dr. D.B. Todd Blvd.
Nashville, TN 37208
615-327-6000
<http://www.mmc.edu>

Miles College
5500 Myron Massey Blvd.
Fairfield, AL 35064
205-929-1000
<http://www.miles.edu>

Mississippi Valley State University
14000 Highway 82
West Itta Bena, MS 38941
662-254-9041
<http://www.mvsu.edu>

Morehouse College
830 Westview Drive SW
Atlanta, GA 30314
404-681-2800
<http://www.morehouse.edu>

Morehouse School of Medicine
720 Westview Drive SW
Atlanta, GA 30310-1495
404-752-1500
<http://www.msm.edu/>

Morgan State University
1700 East Cold Spring Lane
Baltimore, MD 21251
443-885-3333
<http://www.morgan.edu>

Morris Brown College
643 Martin Luther King Jr. Dr.
Atlanta, GA 30314
404-739-1000
<http://www.morrisbrown.edu>

Morris College
100 West College Street
Sumter, SC 29150-3599
803-934-3200
<http://www.morris.edu>

Norfolk State University
700 Park Avenue Norfolk, VA 23504
757-823-8600
<http://www.nsu.edu>

North Carolina Agricultural
& Technical State University
1601 East Market Street
Greensboro, NC 27411
336-334-7500
<http://www.ncat.edu>

North Carolina Central University
1801 Fayetteville Street
Durham, NC 27707
919-530-6100
<http://www.nccu.edu>

Oakwood University
7000 Adventist Boulevard NW
Huntsville, AL 35896
256-726-7000
<http://www.oakwood.edu>

Paine College
1235 15th Street
Augusta, GA 30901
706-821-8200
<http://www.paine.edu>

Paul Quinn College
3837 Simpson Stuart Road
Dallas, TX 75241
214-376-1000
<http://www.pqc.edu>

Philander Smith College
900 Daisy Bates Drive
Little Rock, Arkansas 72202
501-370-5221
<http://www.philander.edu>

Prairie View A&M University
P. O. Box 519
Prairie View, TX 77446
936-261-3311
<http://www.pvamu.edu>

Rust College
150 Rust Avenue
Holly Springs, MS 38635
662-252-8000

<http://www.rustcollege.edu>

Saint Augustine's College
1315 Oakwood Avenue
Raleigh, NC 27610-2298
919-516-4200

<http://st-aug1.com/>

Saint Paul's College
115 College Drive
Lawrenceville, VA 23868
434-848-3111

<http://www.saintpauls.edu>

Savannah State College
3219 College Street
Savannah, GA 31404
912-358-4778

<http://www.savannahstate.edu>

Selma University
1501 Lapsley St
Selma, AL 36701
334-872-2533

<http://www.selmauniversity.org>

Shaw University
118 East South Street
Raleigh, NC 27601
919-546-8200

<http://www.shawuniversity.edu>

Shelton State Community College
9500 Old Greensboro Rd
Tuscaloosa, AL 35405
205-391-2211

<http://www.sheltonstate.edu>

Shorter College
604 Locust St
North Little Rock, AR 72114
501-372-6305

<http://www.shortercollege.4t.com/index.html>

South Carolina State University
300 College Street NE
Orangeburg, SC 29117
803-536-7000 or 1-800-260-5956

<http://www.scsu.edu>

Southern University and A&M College
Baton Rouge, LA 70813
225-771-4500

<http://www.subr.edu>

Southern University at New Orleans
6400 Press Dr.
New Orleans, LA 70126
504-286-5000

<http://www.suno.edu>

Southern University at Shreveport
3050 Martin Luther King, Jr. Drive
Shreveport, Louisiana 71107
318-670-6000

<http://www.susla.edu>

Southwestern Christian College
P.O. Box 10
Terrell, TX 75160
972-524-3341

<http://www.swcc.edu>

Spelman College
350 Spelman Lane SW
Atlanta, GA 30314-4399
404-681-3643

<http://www.spelman.edu>

St. Philip's College
1801 Martin Luther King Drive
San Antonio, TX 78203
210-486-2000
<http://www.alamo.edu/spc>

Stillman College
P.O. Box 1430
Tuscaloosa, AL 35403
800-841-5722
<http://www.stillman.edu>

Talladega College
627 W Battle Street
Talladega, AL 35160
256-362-0206
<http://www.talladega.edu>

Tennessee State University
3500 John A. Merritt Blvd.
Nashville, TN 37209
615-963-5000
<http://www.tnstate.edu>

Texas College
2404 N. Grand Avenue
Tyler, TX 75702
800-306-6299
<http://www.texascollege.edu>

Texas Southern University
3100 Cleburne Avenue
Houston, TX 77004
713-313-7011
<http://www.tsu.edu>

Tougaloo College
500 W County Line Road
Tougaloo, MS 39174
601-977-7700
<http://www.tougaloo.edu>

Trenholm State Technical College
P.O. Box 10048
Montgomery, AL 36108-3199
334-420-4200 or 1-866-753-4544
<http://www.trenholmtech.cc.al.us>

Tuskegee University
1200 W. Montgomery Rd
Tuskegee, AL 36088
334-727-8011
<http://www.tuskegee.edu>

University of Arkansas at Pine Bluff
1200 North University
Pine Bluff, AR 71601
870-575-8000
<http://www.uapb.edu>

University of Maryland Eastern Shore
Princess Anne, MD 21853
410-651-2200
<http://www.umes.edu>

University of the District of Columbia
4200 Connecticut Avenue NW
Washington, DC 20008
202-274-5000
<http://www.udc.edu>

University of the Virgin Islands
RR1 10,000
Kingshill, USVI 00850-9781
340-692-4158
<http://www.uvi.edu>

Virginia State University
1 Hayden Drive
Petersburg, VA 23806
804-524-5000
<http://www.vsu.edu>

Virginia Union University
1500 North Lombardy Street
Richmond, VA 23220
804-257-5600
<http://www.vuu.edu>

Virginia University of
Lynchburg
2058 Garfield Ave
Lynchburg, VA 24501
434-528-5276
<http://www.vul.edu>

Voorhees College
1411 Voorhees Rd
Denmark, SC 29042
803-780-1234
<http://www.voorhees.edu>

West Virginia State University
P.O. Box 1000
Institute, WV 25112-1000
800-987-2112
<http://www.wvstateu.edu>

Wilberforce University
1055 N. Bickett Rd.
Wilberforce, OH 45384-1001
937-376-2911
<http://www.wilberforce.edu>

Wiley College
711 Wiley Avenue
Marshall, TX 75670
903-927-3300
<http://www.wileyc.edu>

Winston-Salem State University
601 Martin Luther King, Jr. Dr.
Winston-Salem, NC 27110
336-750-2000
<http://www.wssu.edu>

Xavier University of Louisiana
1 Drexel Drive
New Orleans, LA 70125
504-486-7411
<http://www.xula.edu>

Source: <http://www.ed.gov/about/inits/list/whhbcu/edlite-list.html>

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APPENDIX E
PERSONAL CONTACT LOG

DATE: _____ TIME: _____

INSTITUTION/ORGANIZATION _____

Contact Person _____

Position _____

Phone # _____ Address _____

Potential Candidates

Name _____ Letter Sent _____ (Date)

Address _____

Phone # _____ Phone Contact _____ (Date)

Current Position _____

Interested in ETSU: Yes _____ No _____

Letter of Application, Resume, 3 References by return mail (Requested _____)
(Date)

COMMENTS:

Name _____ Letter Sent _____ (Date)

Address _____

Phone # _____ Phone Contact _____ (Date)

Current Position _____

Interested in ETSU: Yes _____ No _____

Letter of Application, Resume, 3 References by return mail (Requested _____)
(Date)

COMMENTS:

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APPENDIX F
CHECK LIST FOR AFFIRMATIVE ACTION PROCEDURES

- | | |
|---|--|
| 5. Direct personal contact for solicitation of nominations from counterparts at HBC's, or institutions with high minority or Hispanic enrollment. | 5. Personal contact log. |
| 6. Solicitations of nominations from professional organizations, organizations devoted to leadership training, etc. (i.e., ACE Office of Leadership Development). | 6. Letters and personal contact log. |
| 7. Solicitation of applicants from minority or other personnel data banks. | 7. Letters, comments. |
| 8. Direct contact with diverse applicants or potential applicants. | 8. Personal contact log and copies of any written communication. |
| 9. Participation by diverse individuals in the search, selection, or advisory committees. | 9. Personal contact log and copies of any written communication. |
| 10. Other actions taken. | 10. Describe: |

* *eJobs* will prompt search committee chairs/supervisors in verifying the completion of all necessary affirmative action procedures.

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APPENDIX G
ADVERTISEMENTS (SHORT AND LONG EXAMPLES)

ADVERTISEMENT SAMPLE - SHORT EXAMPLE**ASSISTANT PROFESSOR**

College of Education - Department of Educational Leadership & Policy Analysis - Assistant Professor. Position available August 15, 2011. Essential functions: teaching in a thematic-based principal preparation program (M.Ed. program); teaching resource allocation and utilization, law and educational policy (Ed.D. program); active involvement in ongoing curriculum reform in the department that includes team teaching and work with cohort groups; advisement of master's, specialist and doctoral students; chairing doctoral dissertation committees; and maintaining an active record in research, publication and other scholarly activity. Qualifications: an earned doctorate in educational leadership, educational administration, or related field and a record of and/or potential for excellence in teaching, service and scholarly activity. In addition, candidates should have had prior experience in a public school leadership position. Review of applications will begin immediately. **Apply at <https://jobs.etsu.edu> AA/EOE**

ADVERTISEMENT SAMPLE - LONG EXAMPLE**ASSISTANT PROFESSOR - DEPARTMENT OF EDUCATIONAL LEADERSHIP & POLICY ANALYSIS****AVAILABLE**

August 15, 2011

ESSENTIAL FUNCTIONS

Teaching in a thematic-based principal preparation program (M.Ed. program); teaching resource allocation and utilization, law and educational policy (Ed.D. program); active involvement in ongoing curriculum reform in the department that includes team teaching and work with cohort groups; advisement of master's, specialist and doctoral students; chairing doctoral dissertation committees; and maintaining an active record in research, publication and other scholarly activity.

QUALIFICATIONS

An earned doctorate in educational leadership, educational administration, or related field and a record of and/or potential for excellence in teaching, service and scholarly activity. In addition, candidates should have had prior experience in a public school leadership position.

RANK AND SALARY

Commensurate with education and experience.

THE DEPARTMENT

(Insert appropriate information)

APPLICATION INFORMATION Review of applications will begin immediately.

Apply at <https://jobs.etsu.edu> AA/EOE.

UNIVERSITY AND COMMUNITY

East Tennessee State University is a regional state-supported institution serving approximately _____ students yearly and is located in a beautiful, prosperous, Southern Appalachian Mountain community. The northeast corner of Tennessee, which surrounds Johnson City (population _____) is metropolitan in population (a million people within a seventy-five mile radius) but provides a friendly, small town atmosphere. The area abounds in scenic beauty and in places of historical interest.

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APPENDIX H
NEWSPAPER AND JOURNAL LISTINGS

Regional Newspapers and Journal Listings

Regional Newspapers :

The Atlanta Journal &
Constitution Classified Dept.
P.O. Box 4689
Atlanta, GA 30302
404-526-5772 or 800-723-7884
FAX: 404-526-5904
<http://www.ajaclassified.com/placeads.html>

Kingsport Times-News
P.O. Box 479
701 Lynn Garden Dr.
Kingsport, TN 37662
423-929-2197; 423-246-8121; or
800-251-0328 FAX: 423-392-1398
<http://www.timesnews.net/>

The Asheville Citizen
Times Classified Dept.
P.O. Box 2090
Asheville, NC 28802
828-232-6000
<http://www.citizen-times.com/service/index.shtml>

Knoxville News Sentinel
208 W. Church Avenue
Knoxville, TN 37902
865-637-4111
<http://www.knoxnews.com>

Bristol Herald Courier 320
Bob Morrison Boulevard
Bristol, VA 24201
540-645-2525
<http://www.bristolnews.com>

The Commercial Appeal Classified
Advertising Department
495 Union Avenue
Memphis, TN 38103
901-529-2700 or 800-444-6397
FAX: 901-529-2278
<http://www.gomemphis.com>

Charlotte Observer
600 S. Tryon St.
Charlotte, NC 28202
704-377-5555 or 800-532-4348
<http://www.charlotte.com/mld/observer/>

The Tennessean 1100
Broadway Nashville, TN 37203
615-242-7253, 800-828-4237
FAX: 615-259-8820
<http://www.tennessean.com>

Chattanooga Times Free Press
400 East 11th Street
Chattanooga, TN 37403
423-757-6200
<http://www.timesfreepress.com/>

News & Observer
P. O. Box 191
215 South McDowell Street
Raleigh, NC 27602
919-829-4600 or 919-829-4800
<http://www.newsobserver.com>

Johnson City Press Chronicle
204 W. Main St.
Johnson City, TN 37605
423-929-3111
<http://www.johnsoncitypress.com/>

Journal Listings:

INSIGHT Into Diversity
8356 Olive Boulevard
St. Louis, MO 63132
314-991-1335 or 800-537-0655
FAX: 314-997-1788
www.InsightIntoDiversity.com

Diverse: Issues in Higher Education
10520 Warwick Avenue, Suite B-8
Fairfax, VA 22030
703-385-2981 or 800-783-3199
FAX: 703-385-1839
<http://www.diverseeducation.com>

The Chronicle of Higher Education
1255 23rd Street N.W.
Suite 700
Washington, DC 20037
202-466-1050
<http://chronicle.com/>

HigherEdJobs.com
200 Innovation Boulevard, Suite 205
State College, PA 16803
Phone: 814-861-3080
Fax: 814-861-3082
<http://www.higheredjobs.com/>

(Free to all departments. Please note on your Recruitment Plan that you wish Human Resources to post your position on HigherEdJobs.com.)

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APPENDIX I
E-MAIL REQUEST TO CERTIFY APPLICANT POOL FOR INTERVIEW

E-MAIL REQUEST TO CERTIFY APPLICANT POOL FOR INTERVIEW

Example email:

To: Affirmative Action (equity@etsu.edu)

From: Name, Title, Department

Subject: Request Certification of Applicant Pool for Interview

All applicants for posting number 00000, Title of Position, have been reviewed and moved to the statuses “Recommended for Interview”, “Not Recommended for Interview”, or “Recommend Alternate for Interview” as appropriate. Please contact Jane Smith at 9-0000 with any questions or concerns. We are requesting to certify this pool for interview. The professional and personal references of the recommended candidates have been checked and are satisfactory.

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APPENDIX J
SAMPLE INTERVIEW SCHEDULE

SAMPLE INTERVIEW SCHEDULE
January 18, 2009

7:30 -9:00 Breakfast with Associate Vice President

9:00 - 10:00 Academic Council, Office of Human Resources, Room 307

10:00 - 10:30 Human Resources Representative

10:30 - 11:00 Vice President for Health Affairs

11:00 - 12:00 Financial Administration Staff, Office of Human Resources, Room 307

12:00 - 1:30 Lunch with department representatives

2:30 -3:00 Tour of Campus, department representative

3:00 -3:30 Vice President for Academic Affairs

3:30 -4:00 President

4:00 -4:30 Vice President for Finance and Administration

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APPENDIX K
PRE-EMPLOYMENT INQUIRY GUIDE

**COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION (CUPA)
PREEMPLOYMENT INQUIRY GUIDE**

Subject	Permissible Inquiries	Inquiries That Must Be Avoided
1. Name	<p>“Have you worked for this company under a different name?”</p> <p>“Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work and educational record? If yes, explain.”</p>	<p>Inquiries about the name that would indicate applicant’s lineage, ancestry, national origin, or descent. Inquiry into previous name of applicant where it has been changed by court order or otherwise. “Indicate: Miss, Mrs., Ms.”</p>
2. Marital and Family Status	<p>Whether applicant can meet specified work schedules or has activities, commitments, or responsibilities that may hinder the meeting of work attendance requirements. Inquiries, made to males and females alike, as to a duration of stay on job or anticipated absences.</p>	<p>Any inquiry indicating whether an applicant is married, single, divorced, engaged, etc. Number and age of children. Information on child-care arrangements. Any question concerning pregnancy. Any similar question that directly or indirectly results in limitation of job opportunity in any way.</p>
3. Age	<p>If a minor, require proof of age in the form of a work permit or a certificate of age. Require proof of age by birth certificate after being hired. Inquiry as to whether the applicant meets the minimum age requirements as set by law and indication that, on hiring, proof of age must be submitted in the form of a birth certificate or other forms of proof of age. If age is a legal requirement: “If hired, can you furnish proof of age?” or statement that hire is subject to verification of age. Inquiry as to whether an applicant is younger than the employer’s regular retirement age.</p>	<p>Requirement that applicant state age or date of birth. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record. (The Age Discrimination in Employment Act of 1967 forbids discrimination against persons between the ages of 40 and 70.)</p>
4. Disabilities	<p>For employers subject to the provisions of the Rehabilitation Act of 1973, applicants may be invited to indicate how and to what extent they are disabled. The employer must indicate to applicants that: 1) compliance with the invitation is voluntary; 2) the information is being sought only to remedy discrimination or provide opportunities for the disables; 3) the information will be kept confidential; and 4) refusing to provide the information will not result in adverse treatment. All applicants can be asked whether they are able to perform all necessary job assignments and perform them in a safe manner.</p>	<p>The Rehabilitation Act of 1973 forbids employers from asking job applicants general questions about whether they are disabled or asking them about the nature and severity of their disabilities. An employer must be prepared to prove that any physical and mental requirements for a job are due to “business necessity” and the safe performance of the job. Except in cases where undue hardship can be proven, employers must make “reasonable accommodations” for the physical and mental limitations of an employee or applicant. “Reasonable accommodation” includes alteration of duties, alteration of physical setting, and provision of aids.</p>

5. Sex	Inquiry as to sex or restriction of employment to one sex is permissible only where a bona fide occupational qualification exists. (This BFOQ exception is interpreted very narrowly by the courts and EEOC.) The burden of proof rests on the employer to prove that the BFOQ does exist and that all members of the affected class are incapable of performing the job.	Sex of an applicant. Any other inquiry that would indicate sex. Sex is not a BFOQ because a job involves physical labor (such as heavy lifting) beyond the capacity of some women, nor can employment be restricted just because the job is traditionally labeled “men’s work” or “women’s work.” Sex cannot be used as a factor for determining whether an applicant will be satisfied in a particular job. Avoid questions concerning applicant’s height or weight unless you can prove they are necessary requirements for the job to be performed.
6. Race or Color	General distinguishing physical characteristics, such as scars.	Applicant’s race. Color of applicant’s skin, eyes, hair, or other questions directly or indirectly indicating race or color.
7. Address or Duration of Residence	Applicant’s address. Inquiry into place and length of current and previous address, e.g., “How long a resident of this state or city?”	Specific inquiry into foreign addresses that would indicate national origin. Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home.
8. Birthplace	“After employment (if employed by this institution), can you submit a birth certificate or other proof of U.S. citizenship?”	Birthplace of applicant. Birthplace of applicant’s parents, spouse, or other relatives. Requirement that applicant submit a birth certificate or naturalization or baptismal record before employment. Any other inquiry into national origin.
9. Religion	An applicant may be advised concerning normal hours and days of work required by the job to avoid possible conflict with religious or other personal convictions.	Applicant’s religious denomination or affiliation, church, parish, pastor, or religious holidays observed. Applicants may not be told that any particular religious groups are required to work on religious holidays. Any inquiry to indicate or identify religious denomination or customs.
10. Military Record	Type of education and experience in service as it relates to a particular job.	Type of discharge.
11. Photograph	Indicate that this may be required after hiring for identification.	Requirement that applicant affix a photograph to his or her application. Request that applicant, at his or her option, submit photograph. Requirement of photograph after interview but before hiring.

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| 12. Citizenship | <p>“Are you a citizen of the United States?” “If you are not a U.S. citizen, have you the legal right to remain permanently in the U.S.?” “Do you intend to remain permanently in the U.S.?” “If not a citizen, are you prevented from lawfully becoming employed because of visa or immigration status?” Statement that, if hired, applicant may be required to submit proof of citizenship.</p> | <p>“Of what country are you a citizen?” Whether applicant or his or her parents or spouse are naturalized or native-born U.S. citizens. Date when applicant or parents or spouse acquired U.S. citizenship. Requirement that applicant produce his or her naturalization papers. Whether applicant’s parents or spouse are citizens of the U.S.</p> |
| 13. Ancestry or National Origin | <p>Languages applicant reads or writes fluently. (If another language is necessary to perform the job.)</p> | <p>Inquiries into applicant’s lineage, ancestry, national origin, descent, birthplace, or mother tongue. National origin of applicant’s parents or spouse.</p> |
| 14. Education | <p>Applicant’s academic, vocational, or professional education: school attended. Inquiry into language skills such as reading, speaking, and writing foreign languages.</p> | <p>Any inquiry asking specifically the nationality, racial affiliations, or religious affiliation of a school. Inquiry as to how foreign language ability was acquired.</p> |
| 15. Experience | <p>Applicant’s work experience, including names and addresses of previous employers, dates of employment, reasons for leaving, salary history. Other countries visited.</p> | |
| 16. Conviction, Arrest, and Court Record | <p>Inquiry into actual convictions that relate reasonably to fitness to perform a particular job. (A conviction is a court ruling where the party is found guilty as charged. An arrest is merely the apprehending or detaining of the person to answer the alleged crime.)</p> | <p>Any inquiry relating to arrests. Ask or check into a person’s arrest, court, or conviction record if not substantially related to functions and responsibilities of the particular job in question.</p> |
| 17. Relatives | <p>Names of applicant’s already employed by this company. Name and addresses of parents or guardian of minor applicant.</p> | <p>Name or address of any relative of adult applicant, other than those employed by this company.</p> |

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| 18. Notice in Case of Emergency | Name and address of persons to be notified in case of accident or emergency. | Name and address of relatives to notified in case of accident or emergency. |
| 19. Organizations | Inquiry into the organizations of which an applicant is a member providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. "List all professional organizations to which you belong. What offices held?" | "List all organizations, clubs, societies, and lodges to which you belong." The names of organizations to which the applicant belongs if such information would indicate through character or name the race, religion, color, or ancestry of the membership. |
| 20. References | By whom were you referred for a position here? Names of persons willing to provide professional and/or character references for applicant. | Require the submission of a religious reference. Request reference from applicant's pastor. |
| 21. Miscellaneous | Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal. | |

Any inquiry should be avoided that, although not specifically listed among the above, is designed to elicit information as to race, color, ancestry, age, sex, religion, disability, or arrest and court record unless based upon a bona fide occupational qualification.