



## **UGA College of Pharmacy Faculty and Staff Search Activities Guide**

### **Introduction**

The UGA College of Pharmacy is dedicated to recruiting the best candidates possible and is committed to hiring underrepresented minorities and women. This guide will assist in conducting a search process through the use of a search committee.

In addition, the University offers the "Faculty Search Committee Training" workshop through its [Professional Education Portal](#). It is designed for use by Committee Chairs and Committee Members and is strongly recommended for Search Chairs to attend. Attendees will learn about best practices and policies that align with UGA's mission in recruitment.

If at any point in using this guide you feel there is additional information or resources that would be useful, please contact Ashley Townsend ([amtown@uga.edu](mailto:amtown@uga.edu)) or Jessica Hart ([jchart@uga.edu](mailto:jchart@uga.edu)).

UGA is an EEO/AA/Vet/Disability Institution. If at any point you have questions regarding equal opportunities for the recruitment or hiring process please contact the Equal Opportunity Office:

#### **Equal Opportunity Office**

University of Georgia  
278 Brooks Hall  
Athens, GA 30602

**Phone:** (706) 542-7912

**Fax:** (706) 542-2822

**Email:** [ugaeoo@uga.edu](mailto:ugaeoo@uga.edu)

**PURPOSE:**

- To affirm the commitment of the University of Georgia (UGA) to the principles of equal opportunity and diversity in its efforts to select the best qualified candidates in all its hiring and promotion decisions
- To ensure compliance with equal employment opportunity laws and affirmative action guidelines

**SEARCH REQUIRED:**

The general rule is that all faculty and administrative appointments require a search

**EXCEPTIONS TO THE SEARCH REQUIREMENT:**

- Temporary appointments:
  - Employment over 75%
  - Appointment for one-year terms
  - Maximum of two one-year terms
  - Third one-year appointment requires Provost approval
- Part-time appointments:
  - Employment 75% or less
  - No limitations on part-time appointments
- Accompanying spouse:
  - Subject to criteria set by the Provost
- Acting or Interim appointments
- Appointees who have been awarded grants in their names
- Add-on administrative duties
- Target of opportunity or uniquely qualified

**GOALS:**

- To attract a diverse array of highly-qualified candidates
- To provide all candidates with an equal opportunity to apply and compete for faculty and administrative positions
- To ensure the search process is conducted without any prohibited consideration of race, color, ethnicity, religion, national origin, gender, sexual orientation, age, disability or veteran status
- To avoid even the appearance of any prohibited bias or other impropriety in carrying out the charge
- To identify areas of underrepresentation of women, veterans, persons with disabilities, and minorities
- To select the candidate that is best qualified for the position considered

**RESPONSIBILITIES:**

- To understand and carry out the charge
- To have relevant knowledge about the responsibilities and requirements of the position for which the search is being undertaken
- To ensure the position announcement accurately describes the duties of the position and the qualifications required and/or desired
- To advertise and publicize the availability of each position to a broad cross-section of members of affected disciplines or professions as possible
- To aggressively seek and encourage qualified persons to consider and apply for available positions with appropriate emphasis on women and minority candidates in underrepresented positions
- To narrow the field of candidates to a manageable number of top candidates for final consideration, interview and presentation to constituents, as applicable
- To contact candidates' references consistent with candidates' wishes and confidentiality

**The following suggestions are designed to assist Search Committees in the search process.**

1. To facilitate the search process, Units/Departments should form a Search Committee. and appoint a Search Chair. While committee size may vary depending on department and area, a group of approximately five is desirable. Refer to **the Roles and Responsibilities of the Search Process (APPENDIX A), the Sample Agenda for Charge Meeting (APPENDIX B), the Hiring Authority and Committee Contact Information Worksheet (APPENDIX C) and a Timeline for Candidate Recruitment (APPENDIX D).**
  - a. Search Committees should make every effort to include female and minority members. In cases where there are no minorities or females in a unit/department to serve on a search committee, female or minority faculty or staff members from another department, or neighboring college, should be invited, if appropriate, to join the Search Committee
  - b. The Hiring Authority should not be a member of the committee
  - c. Committee members should have adequate time to devote to the process
2. Search Committees should keep a record of all meetings.
3. The Unit/Department Head/Hiring Authority should meet with the Search Committee and provide it with its charge. The charge should include information about:
  - a. The nature of the position and a review of the job description
  - b. Establish expectations from the Hiring Authority
  - c. The role of the Committee including its charge to recruit a diverse pool of candidates
  - d. A preferred time line
  - e. Specific responsibilities delegated to the Committee
  - f. Instruction as to the form in which the Committee's recommendations are to be presented and information about how the Hiring Authority will use the recommendations

## Specific Search Committee Responsibilities and Tasks

The Search Committee can work most efficiently by dividing the responsibilities and tasks of the Committee. A Search Committee chair should be selected. While specific searches may require some different approaches, the responsibilities and tasks of most searches will include:

1. Develop the search plan that increases the likelihood of an appropriately diverse pool of candidates. Refer to the sample of materials that will aid in developing search plan including a **Targeted Candidate Recruitment Worksheet (APPENDIX E)** and **Email Templates for the search committee to send to potential subject matter experts (APPENDIX F)**.

The position announcement should:

- Identify the duties assigned to the position under consideration
- Identify the skills required to perform duties assigned
- Specify the qualifications required or preferred
- Specify the education, degrees and/or training required or preferred
- Identify any atypical conditions of employment, if any
- Provide application instructions
- Specify any deadlines

A copy of the final draft will be sent to the Equal Opportunity Office for review and concurrence prior to publication via the UGAJobs system.

Advertisements should include the approved University boilerplate at the end of the ad:

*The University of Georgia is an Equal Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, ethnicity, age, genetic information, disability, gender identity, sexual orientation or protected veteran status.\**

**\*Subject to change. Please check with the EOO to ensure you have the most recent boilerplate**

### Increasing the Candidate Pool:

- Early in the recruitment process discuss the importance of attracting as large and diverse a pool of qualified candidates as possible
- Understand that the best candidates may not come independently
- Proactively contact potential candidates by phone, email, or letters
- Consult colleagues for additional contacts
- Include statements in the position announcement encouraging women and minorities to apply
- Where appropriate, recruit qualified candidates outside of academe

2. Prepare the appropriate documentation and forms and screen all received applications. Select a group of candidates for more careful review, rating the candidates to determine the finalists who will be invited to campus (**APPENDIX G**) (**APPENDIX H**).

#### **Screening Applicants:**

- Develop criteria for evaluating candidates and apply them consistently to all candidates
  - Periodically evaluate your criteria and their implementation
  - Ensure that the same information is available for all candidates when it is used in screening even if additional contact with the candidate is required to gather the information
  - Unless specifically prohibited in the charge, openly discuss biases and assumptions and consciously strive to minimize their influence on evaluation of candidates
  - Be able to objectively defend every decision for rejecting or retaining candidate
  - Review any unit and/or university strategic and staffing plans that indicate expectations for programs with underrepresentation of women and minorities
  - Ensure information gathered by committee members through informal or personal affiliations are cleared and verified by the chair before the information is shared with the full committee
3. Schedule campus visits to arrange for interviews, meetings, presentations as well as travel arrangements, accommodations and meals for the candidates. **Refer to the example Travel Itinerary (APPENDIX I), Interview Inquiry Guide (APPENDIX J), Staff Interview Sample Questions (APPENDIX K), and Candidate Travel and Expense Information (APPENDIX L).**
  4. Provide materials (welcome packet of brochures, etc.) on the Unit/Department, University and the community to provide the candidate during an onsite visit.
  5. Solicit feedback from all individuals that interviewed the candidates and review the documentation and ratings to determine the ranking of the finalists. Use this information to determine who to recommend for hire (or invite back for a second interview if applicable) The Search Committee should discuss the finalists with the Hiring Authority (**APPENDIX M**).
  6. The Search Committee Chair should talk to the Hiring Authority and the Unit/Department Head to determine if a faculty vote on the candidate is required
  7. If instructed by the Hiring Authority, the Search Committee Chair may conduct a telephone reference check on the Hiring Authority's top candidate (**APPENDIX N**).
  8. Once a finalist has been determined, the Search Committee Chair should provide the UGAJobs Administrator the appropriate information regarding the recommendation for hire. **Refer to the UGAJOBS Worksheet (APPENDIX O).**

# APPENDIX A

## **Roles and Responsibilities for the Search Process**

Purpose: Outlines the responsibilities for the Hiring Authority, Search Chair, and Search Committee

### Hiring Authority

- Determination of job description
- Appointment of search committee and search chair
- Approval of strategic recruitment and advertising plan
- Charge to search committee
- Time frame of search
- Confidentiality charge
- Request for number of finalists from search committee
- Interview finalists
- Review results of background check and reference checks

### Search Chair

- Manage the search process
- Act as liaison to hiring authority
- Lead committee in review of candidate profiles, process of semi-finalists, and presentation of finalists to hiring authority

### Search Committee

- Provide suggestions for additional resources in the strategic recruitment and advertising plan
- Assist the search chair in creating a credible search process
- Follow guidelines set up by hiring authority for candidate selection and finalist determination
- Review and screen candidates according to determined search criteria
- Participate in first and second round interviews
- Make recommendations to search chair for finalist's strengths and concerns
- Submit candidate information form and required materials to UGAJobs liaison

# APPENDIX B

## Sample Agenda for Charge Meeting

### Search Name

#### Search Committee Charge Meeting

### Hiring Authority Name – Opening Remarks and Charge

#### Opening Remarks –

- Short introductions all around
- Thank members for their willingness to serve

#### Search Instructions –

- Position importance – Discuss the importance of the position, as well as candidate qualifications deemed important for success in the position.
  - Key characteristic/competency #1
  - Key characteristic/competency #2
  - Key characteristic/competency #3
  - Etc.
- This is going to be a national search.
- **Active recruitment**
  - Indicate that a qualified, diverse candidate pool is desired, and that active recruitment of applicants for this position is expected. If applicable, the search chair should be prepared to explain why specific candidates were not included among the committee's recommended interviewees.
- **Evidence-based evaluation**
  - Ask that all candidates be considered fairly and systematically, on the basis of the criteria defined by the position announcement.
  - To achieve this, committee members should evaluate the candidates with the use of a rubric, created by the search committee before any applicant review begins. The rubric should include the required and preferred attributes described in the position announcement.
  - Candidate screening should be compliant with all applicable laws and policies regarding non-discrimination on the basis of race, color, religion, sex, national origin, disability, gender identity, age, sexual orientation, or protected veteran status.
- **Confidentiality** - Confidentiality in the search process
  - Ask that they respect the wishes of the candidates and keep candidate names confidential until the appropriate time. They should not solicit information concerning candidates from any source, including trusted friends or colleagues, before referencing has begun, and only then from individuals that the candidate has approved as references, in order to avoid the potential for bias. A confidentiality breach prior to the campus visits could prove very detrimental to the process.
- Proxies or substitutes - Ask that search committee members not send proxies or substitutes to meetings, because they have missed the charge meeting and search committee training.



- Position announcement –
  - Today there will be an opportunity to briefly review the position announcement. This review will be primarily for errors and omissions, rather than a full rewrite.
  - OR, if the committee will write the position description, describe this responsibility, whether or not you want to review it before submission to UGAJobs, and emphasize what qualifications should be listed as “required” in the announcement.
- Opportunity profile - An “Opportunity Profile” document will be developed to share with prospective candidates. This promotional material will afford us a chance to communicate more detail about the position than we have room to share in the job announcement. The committee will also be asked for feedback on this document.
- Feedback - A feedback form will be made available to the University community participating in this process to provide me with their views on the finalists. That feedback will come directly to me for review.
- Committee questions – Allot some time at the meeting for questions regarding the search process. After this meeting, if they have questions or comments regarding the search process, they should contact the search chair.

## Advancing Candidates

- First-round interview selection (if 2-step interview process is likely)
  - Ask that the Chair to notify you of the candidates recommended by the committee for first-round interviews, prior to extending any interview invitations. The Chair should use the Faculty Search Recruitment Summary Form and completed rubrics to communicate these recommendations to you. After your review, invitations can go forward. If active recruitment has been insufficient, then the search should be extended.
  - Expected number of semi-finalists: approximately 8.
- On-Campus Interview Selection
  - Request that the committee’s unranked recommendations come to you through the Chair.
    - If first-round interviews were not conducted - The Chair should use the Faculty Search Recruitment Summary Form to communicate these recommendations to you. If active recruitment has been insufficient, then the search should be extended.
    - If first-round interviews were conducted - The Chair should provide you with updated rubrics for the interviewed candidates.
  - After your review, invitations for on-campus interviews will go forward.
  - Expected number of finalists: 4 with 1 alternate.
- Deliberation Meeting by the Search Committee
  - After all candidates have come to campus, I will ask the committee to convene one final time to share their individual thoughts on strengths and concerns for each finalist. I will join in the last 30 minutes of this meeting. Again, this should not include a ranking or acceptable/unacceptable designation. Your feedback will speak to these sentiments adequately.
  - You were each chosen for a reason. In this meeting, I am looking for your individual opinions, rather than opinions of any constituent groups you may represent. Others will have the opportunity to provide me with feedback forms to express their opinions.

## Wrapping Up

- Timeline
  - Official date calling for applications – Soft Close date of xxx
  - Expected start date of candidate xxx
- Search chair
  - The hiring authority will turn the meeting over to the chair and exit. The search chair will then outline the process in more detail for the committee, including introduction to active recruitment tools, development of the search rubric, and dates for candidate screening and interviews.

# APPENDIX C

**Hiring Authority and Committee Contact Information**  
Purpose: Template for the Search Chair to record contact information.

Name	Position	Phone Number	Email

# APPENDIX D

## Timeline for Search Committee

This document is an example of how to structure the process and generate a timeline for the search committee to follow.

Timeline Inputs	Date
First Committee Meeting	9/2/20
# of Recruiting Business Days Desired	40

Timeline	Estimated Date	Meeting Details
First Committee Meeting	9/2/20	Hiring authority delivers charge to the committee. Committee discusses search process.
Approval of Position Announcement	9/4/20	Approved by EOO other approval process as dictated by the position.
Position Soft Close	11/1/20	Request for application materials to be in by at this date at the latest.
Long List Meeting	11/5/20	Committee convenes to discuss applicants and recommend semi-finalists.
First Round Interviews (Day One)	11/19/20	Two weeks allotted to coordinate candidate schedules, as well as travel or video conferencing.
First Round Interviews (Day Two)	11/20/20	Assumes two days are necessary (generally 4-5 interviews/day are feasible w/ deliberation).
Recommendation Meeting	11/21/20	Recommended finalists are presented to Hiring Authority.
Second Round Interviews (Candidate 1)	12/5/20	May include this day and the next depending on length of Round Two interviews.
Second Round Interviews (Candidate 2)	12/7/20	May include this day and the next depending on length of Round Two interviews.
Second Round Interviews (Candidate 3)	12/12/20	May include this day and the next depending on length of Round Two interviews.
Second Round Interviews (Candidate 4)	12/14/20	May include this day and the next depending on length of Round Two interviews.
Final Deliberation Meeting	12/16/20	Committee convenes to present strengths/concerns for each candidate to Hiring Authority.

# APPENDIX E

## Targeted Candidate Recruitment

Purpose: Recruitment processes can have a huge effect on the number and type of candidates that apply for a position. This form is to help ensure the best applicants possible are aware of the position.

<b>Nominations</b> Colleagues, either internal or external, who you would think would be a good fit for the position.	
<b>Subject Matter Experts</b> Colleagues who would know key nominees for the position.	
<b>Top Institutions/Programs</b>	
<b>Journals, Associations, Listservs, and Advertising Venues</b> Publications ready by potential applicants in the field.  *Consider how to reach female and minority candidates Examples: <ul style="list-style-type: none"><li>- Association of Black Health- Systems Pharmacists</li><li>- Minority Women Pharmacists Associations</li></ul>	
<b>Ideas for Opportunity Profile</b> Website, strategic plan, vision accomplishments, budget, etc.	

# APPENDIX F

## Email Templates

Purpose: Provide an email template for committee members to send to subject matter experts asking for their help identifying possible candidates.

### Message from committee member to subject matter expert (more formal)

Dear X,

I hope this message finds you well. I am reaching out to you as a member of the search committee for **position name**.

Our internal executive search team recently requested that we send them names of individuals who may be able to help us identify strong individuals in this field, even those who may not be actively looking for a new challenge. Your name came to mind as someone who may have these types of connections, and I am hoping you can provide your contact information to our executive team.

Would you be open to a brief conversation on this?

On behalf of our entire committee, thank you for your time and consideration.

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### Message from committee member to subject matter expert (more personalized)

Dear X,

I hope you are doing well. I am currently serving as a member of the search committee for **position name**.

This individual will be responsible for **[key responsibilities]**. Our internal executive search team recently requested that we send the names of individuals who may be able to help us identify strong individuals in this field, even those who may not be actively looking for a new challenge, and your name to mind as someone who would have these types of connections. I am hoping to provide them with your contact information for a brief conversation. If this is okay with you, they will be reaching out to you in the coming days.

Thanks you for your time and consideration. I hope all is well at x.

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### Message from search committee to subject matter expert

Dear X,

As you may have seen, we recently launched a search for the role of **[position name]**. We would sincerely appreciate your thoughts on strong prospective candidates for this position, regardless of interest level. Your name was given to us by X, and your recommendations will carry a great deal of weight. I am writing to ask whether you would be open to a brief conversation about this.

The University of Georgia is consistently ranked among the top 20 public institutions in the nation. Additionally, we are on a sharp upward trajectory, making this an especially exciting time to be part of the UGA College of Pharmacy. **[Include a few exciting points about positions here.]** More information about the position's areas of influence can be found in the position announcement at **[link to position announcement]**.

I look forward to speaking with you soon. Please let me know the most convenient day and time for me to call and I will be happy to fit your schedule.

# APPENDIX G

## Sample Candidate Screening

Purpose: Provide a consistent process for screening applicants and documentation of why a candidate did or did not advance to the next stage.

Applicant Name: \_\_\_\_\_

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

### Part I: Minimum Qualifications

B.S. degree or higher

☐ Yes

☐ No (if no, do not proceed to Part II; candidate is disqualified)

### Part II: Knowledge, Skills, Abilities and/or Competencies

CRITERION	RATING					
	<i>Unsatisfactory</i>	<i>Some Deficiencies</i>	<i>Satisfactory</i>	<i>Good</i>	<i>Exceptional</i>	<i>Not Applicable</i>
Educational background (student services, higher education, counseling or related area)						
Prior work experience						
Knowledge of higher education						
Professional experience with academic advisement						
Experience with student success, retention or support service						
Experience with student service, student affairs or student life						
Experience with student event management or programming						
Experience with professional or health-related programs						
Communication skills						

*Comments*

*(Please summarize the candidate's strengths, areas of concern and/or suitability for the position)*

### Part III: Overall Recommendation

☐ Interview

☐ Do Not Interview

# Appendix H

## Potential Candidate Tracking Document

Use this form to gather information regarding potential candidates for the role. Nominees, subject matter experts, who may recommend nominees, and institutions from which potential strong candidates may be found. Indicate level of interest under “Candidate Status” and/or any other important information for committee consideration.

Name or Institution	Current Title	Current Employer	Email	Telephone	Date(s) and or means of contact	Comments
<b>Nominees</b>						
<b>Name</b>						
<b>Subject Matter Experts</b>						
<b>Name</b>						
<b>Source Institutions in the field/ other research</b>		<b>Possible Contacts</b>				



# APPENDIX I

## Interview Agenda

Purpose: Provide the candidate with an outline of what their interview schedule will look like. Include arrival and departure times, hotel, rental car, and other pertinent information.

Position Title Interview Agenda

Candidate's Name

Date of Interview

Time of 1<sup>st</sup> Meeting Meeting with Dean (if applicable)

Location of meeting

Kelly Smith, Pharm.D., Dean

(You will be escorted to your next interview location)

Time of 2<sup>nd</sup> Meeting Meeting with Administrative Faculty (if applicable)

Location of meeting

Michael Bartlett, Ph.D., Georgia Athletic Association Professor in Pharmacy Associate Dean for Science Education, Research and Technology, Interim Lead for External Affairs

Lori J. Duke, Pharm.D., Assistant Dean for Experience Programs, Interim Lead for Curricular Affairs

Brian Cummings, Ph.D., Department Head, Pharmaceutical and Biomedical Sciences

Bradley G. Phillips, Pharm.D., Milliken- Reeve Professor, Department Head, Clinical and Administrative Pharmacy

Time of 3<sup>rd</sup> Meeting Meeting with Staff (if applicable)

Location of Meeting

Erik Dennison, Program Coordinator I, Experience Programs

Kim McKenzie, Administrative Manager I, Clinical and Administrative Pharmacy

Business Manager II, Pharmaceutical and Biomedical Sciences

Meagan Watkins, Administrative Specialist, Dean's Office

Toni Phelabaum, Administrative Specialist I, Dean's Office

# APPENDIX J

## Interviewer Inquiry Guide

Purpose: The following guidelines focus on interview inquiries prohibited by law and set forth permissible and impermissible inquiries. It is important that the interviewer ask only questions that are job related.

\*Tip One: Only ask questions that relate to the person's ability to do the job.

\*Tip Two: Remember you are always interviewing; in between meetings, while escorting candidates on-campus, and during meals.

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### 1. Name

#### Permissible Prehire Inquiries

“Have you worked for this company under a different name?” “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.”

#### Impermissible Prehire Inquiries

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.”

### 2. Family Status

#### Permissible Prehire Inquiries

Whether applicant can meet specified work schedules and work attendance requirements.

#### Impermissible Prehire Inquiries

Any inquiry indicating whether an applicant is married, single, divorced, engaged, etc. Number and age of children. Information on child-care arrangements. Any questions concerning pregnancy.

### 3. Age

#### Permissible Prehire Inquiries

Ask applicant if less than 18 years of age. 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.

#### Impermissible Prehire Inquiries

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 over the age of 40).

### 4. Disabilities

#### Permissible Prehire Inquiries

For employers subject to the provisions of the Americans with Disabilities Act of 1990 and the Rehabilitation Act of 1973, applicants will be ‘invited’ to self-identify. All applicants can be asked whether they are able to perform the essential duties of the job with or without accommodations.

#### Impermissible Prehire Inquiries

The Americans with Disabilities Act of 1990 and the Rehabilitation Act of 1973 forbids employers from asking job applicants general questions about whether they have a disability or asking them about the nature and severity of their disability. Except in cases where undue hardship can be proven, employers must make “reasonable accommodation” for the physical and mental limitations of an employee or applicant.

## APPENDIX J (Continued)

### 5. Gender, Gender Identity and Sexual Orientation Permissible Prehire Inquiries

Inquiry as to gender or restriction of employment to one gender is permissible only where a Bona Fide Occupational Qualification exists. (This BFOQ exception is interpreted very narrowly.) The burden of proof rests on the employer to prove that a BFOQ is necessary.

#### Impermissible Prehire Inquiries

Gender, gender identity or sexual orientation of applicant. Any other inquiry that would indicate gender, gender identity or sexual orientation. Without a BFOQ, the preceding cannot be used as a factor for determining whether an applicant is qualified. 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

#### Permissible Prehire Inquiries

No prehire inquiry permitted.

#### Impermissible Prehire Inquiries

Applicant's race. Color of applicant's skin, eyes, hair, or other questions directly or indirectly related.

### 7. Address

#### Permissible Prehire Inquiries

Applicant's address. Inquiry into place and length of current and previous address, e.g., "How long a resident of this state or city?"

#### Impermissible Prehire Inquiries

Specific inquiry into foreign addresses that would indicate national origin. Names or relationships of persons with whom applicant resides. Whether applicant owns or rents home.

### 8. Birthplace

#### Permissible Prehire Inquiries

No prehire inquiry permitted.

#### Impermissible Prehire Inquiries

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

#### Permissible Prehire Inquiries

An applicant may be advised concerning normal hours and days of work required by the job. (Employers are required to make reasonable accommodations for religious purposes.)

#### Impermissible Prehire Inquiries

Applicant's religious denomination or affiliation, church, parish, pastor, or religious holiday's observed. Applicants may not be told that any particular religious groups are required to work on their religious holidays. Any inquiry to indicate or identify religious denomination or customs.

### 10. Military Record

#### Permissible Prehire Inquiries

Type of education and experience in service as it relates to a particular job.

#### Impermissible Prehire Inquiries

Type of discharge.

## APPENDIX J (Continued)

### 11. Photograph

#### **Permissible Prehire Inquiries**

Indicate that this may be required after hiring for identification.

#### **Impermissible Prehire Inquiries**

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.

### 12. Citizenship

#### **Permissible Prehire Inquiries**

“Are you legally authorized to work in the U.S. on a full time or permanent basis?”

#### **Impermissible Prehire Inquiries**

“Of what country are you a citizen?” Whether applicant or his or her parents or spouse are naturalized or native-born U.S. citizens.

### 13. National Origin

#### **Permissible Prehire Inquiries**

Languages applicant reads, speaks, or writes fluently. (If another language is necessary to perform the job.)

#### **Impermissible Prehire Inquiries**

Inquiries into national origin or birthplace of applicant, applicant’s parents or spouse.

### 14. Education

#### **Permissible Prehire Inquiries**

Applicant’s academic, vocational, or professional education school attended. Inquiry into language skills such as reading, speaking, and writing foreign languages.

#### **Impermissible Prehire Inquiries**

Any inquiry asking specifically the nationality, racial affiliations, or religious affiliation of a school. Inquiry as to how foreign language ability was acquired.

### 15. Experience

#### **Permissible Prehire Inquiries**

Applicant’s work experience, including names and addresses of previous employers, dates of employment, reasons for leaving, salary history.

#### **Impermissible Prehire Inquiries**

None.

### 16. Criminal Record

#### **Permissible Prehire Inquiries**

Inquiry into actual convictions that relate reasonably to fitness to perform particular job.

#### **Impermissible Prehire Inquiries**

Any inquiry relating to arrests only.

### 17. Relatives

#### **Permissible Prehire Inquiries**

Names of applicant’s relatives already employed by this company. Name and addresses of parents or guardian of minor applicant.

#### **Impermissible Prehire Inquiries**

Name or address of any relative of adult applicant, other than those employed by the company. 20

## **18. Notice in Case of Emergency**

### **Permissible Prehire Inquiries**

Name and address of persons to be notified in case of accident or emergency.

### **Impermissible Prehire Inquiries**

Name and address of relatives to be notified in case of accident or emergency.

## **19. Organizations**

### **Permissible Prehire Inquiries**

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 are held?”

### **Impermissible Prehire Inquiries**

“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**

### **Permissible Prehire Inquiries**

By who were you referred for a position here? Names of persons willing to provide professional and/or character references for applicant.

### **Impermissible Prehire Inquiries**

Require the submission of a religious reference. Request reference from applicant’s pastor.

## **21. Miscellaneous**

### **Permissible Prehire Inquiries**

Notice to applicants that any misstatements or omissions of material facts in the application may be cause for disqualification or dismissal, if hired.

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

✓ This list is provided as a general guideline. The list of prohibited prehire inquiries, although not all inclusive, represents the major areas of applicant inquiry.

✓ Under certain conditions, some information normally prohibited from preemployment inquiry may be collected for legal, security and/or government record keeping requirements, and may be obtained after the applicant has been hired.

# APPENDIX K

## **Staff Interview Sample Questions**

Purpose: Provide consistent questions for staff interviews.

### **Introduce yourself, the program, and position**

#### **Getting to Know the Applicant**

1. Please tell us a little about yourself/what are your administrative responsibilities in your current role.
2. What interests you about the position/working for the College of Pharmacy?
3. Tell us about the greatest challenge or toughest decision you had to make in your current role.
4. What would your current or former manager say you do well in your current position?
5. What would your current or former manager would like you to improve upon?
6. Where do you see yourself in 5 years? 10 years? What are your current career goals?

#### **Communication/Organization Skills**

1. Describe your communication style.
2. How you would define your organizational skills?
3. How do you make sure you have clearly and accurately understood a request made of you?
4. Describe a project you worked on that involved a large amount of detail. How did you manage it?
5. Tell me about a time when you were under extreme pressure to meet a deadline. How did you handle this?
6. Please give an example of when you had to point out a mistake to others.

#### **Customer Service Skills**

1. Tell me about a time you had to deal with a very demanding work colleague. How did you handle it?
2. Tell me about a time when you had major conflict with a work colleague.

## APPENDIX K (Continued)

Problem Solving – this position will often require you to assess problems and come up with workable solutions.

1. Describe a complicated problem you recently had to deal with in your job and the steps you took to solve it.
2. Tell me about a time you made a mistake and how you dealt with it.

### **Technology**

1. Please define your specific computer knowledge, including operation systems, programs, applications, and other?
2. Do you have experience using Outlook to manage calendar systems, coordinate meetings, etc.?
3. How do you feel about learning new systems?

### **Closing**

1. What are the top three ways you can contribute to our organization?
2. What questions do you have for me?

# APPENDIX L

## Faculty & Staff Search Expense Procedures

Purpose: This document outlines the search expense procedures for recruiting faculty and staff.

### Position Announcements

- **Chronicle of Higher Education:** UGA's Human Resources Department has a contract allowing unlimited online basic job postings. **Job postings are made online.** If you do not already have an account you will need to create one using your UGA e-mail address.
- **All others:** If required to pay online at point of placing the ad, a p-card may be used and should be paid for by the department.

### Lodging Expenses

*Departmental staff is responsible for making reservations, billing arrangements, and payments or alternatively it can be arranged by the candidate and they can be reimbursed*

- **UGA Hotel and Conference Center:** If using the UGA Hotel and Conference Center, call to make a reservation, and the center will send a direct billing form to you.
- **Other local hotels:** The UGA Hotel and Conference Center should always be first choice. If necessary to use outside hotels, the department should set up their own accounts with each hotel if you don't already have one. When the hotel sends their own Direct Bill Authorization form, the departmental accountants should use their name as the contact and "Bill to" in order to receive the invoice. Please ensure the hotel you are choosing is tax exempt, directly. Be sure to also set your accounts up with the hotels as tax exempt. We will not be able to pay any sales tax on these invoices.

**Keep in mind that because house hunting trips are taxable, you cannot direct bill these rooms. They will have to be reimbursed to the visiting candidate.**



## Travel/Shuttle

- **Shuttle services:** Similar procedures as above with lodging. A payment request will need to be processed once invoiced. If candidate chooses to make this reservation themselves, they can be reimbursed along with their other travel expenses when trip is complete.
  - Groome: an airport shuttle service for the Athens area to and from the Atlanta airport
    - (706) 612-1155
    - [athensoffice@groometrans.com](mailto:athensoffice@groometrans.com)
    - \$41 for the first adult. Find more pricing info on their website.
- **Airfare and Rental Cars:** Can be direct billed through one of the approved travel agencies. When an invoice is received a payment request can be processed against the department chart string. Alternatively, the candidate can book themselves and be reimbursed.

**Keep in mind that because House Hunting trips are taxable, you cannot direct bill any of this travel. It will have to be reimbursed to visiting candidate. Outline any relocation costs in a relocation agreement form.**

## Reimbursements to Candidates

- **Register:** Have candidates register as suppliers at [suppliers.uga.edu](http://suppliers.uga.edu). They must be registered as a supplier to be reimbursed.
- **Honoraria:** Have candidates sign original non-employee payment form while in Athens or mail back to you along with all original receipts for meals, parking, and other travel expenses to be reimbursed.
- **Receipts:** Have candidates include all receipts related to their reimbursement. Please be sure the candidates are aware that they should keep itemized receipts from any meal expenses that they pay for and be informed that **alcohol is not reimbursable with state funds**. However, if your department wishes to reimburse using one of your foundation accounts, that's at your discretion.
- **Itinerary:** Be sure to include a copy of the candidate's itinerary with your check request to reimburse their travel expenses.

## Reimbursements to Departmental Faculty

- **Receipts:** Keep itemized receipts from any meal expenses that you pay for. It is preferable that the candidate's meal be on a separate receipt from the faculty member's. Keep in mind that **alcohol is not reimbursable** with state funds.
- **Itinerary:** Be sure to include a copy of the candidate's itinerary with your check request to reimburse their travel expenses.
- **Per Diems:** Be mindful of state per diems for meals (listed below).

### In-State Travel Per Diems

Employees traveling overnight may be reimbursed for the daily per diem cost of meals within the maximum limits established in these travel regulations. Employees traveling overnight are generally eligible for per diem amounts designed to cover the cost of three (3) meals per day for all days on travel status including the day of departure and the day of return. Employees traveling overnight "In State" are eligible for 100 percent (100%) of the total per diem rate on the first and last day of travel, less any provided meals. For example, if the per diem rate allows a \$28 total reimbursement, the traveler would receive a full daily reimbursement amount. If lunch was provided at a conference, the total allowable reimbursement for that day would be \$21 (\$28 less \$7 lunch).

The meal per diem allowance for travel in Georgia is \$28 for standard travel and \$36 for high cost areas. High cost areas are limited to the following counties: Chatham, Cobb, DeKalb, Fulton, Glynn, and Richmond. Travel that does not include overnight stay will not be eligible for meal per diem reimbursements.

Eligible Meals	Standard Per Diem Rate	In State High Cost Rate
Breakfast	\$6	\$7
Lunch	\$7	\$9
Dinner	\$15	\$20

## APPENDIX L (Continued)

<b>Conference:</b> <b>Location:</b> <b>Dates:</b>								
	<b>1/1/01</b>	<b>1/1/01</b>	<b>1/1/01</b>	<b>1/1/01</b>	<b>1/1/01</b>	<b>1/1/01</b>	<b>Estimated Expenses</b>	<b>Actual Expenses</b>
<b>Meals (Per Diem)</b>								
Breakfast								
Lunch								
Dinner								
Subtotal								
Less Meals Provided by Conference								
Total								
<b>Lodging</b>								
<b>Transportation</b>								
Airfare								
<b>Ground Transportation</b>								
Airport Parking								
Taxi, Uber, Lyft...								
<b>Mileage</b>								
Personal car ( no UGA vehicle was available) \$.58 per mile								
Personal car (UGA vehicle was available) \$.20 per mile								
<b>Other</b>								
Miscellaneous Expenses								
<b>Registration</b>								
<b>TOTAL</b>								

# APPENDIX M

## Sample Feedback Form Sample 1

Purpose: Provides a consistent ranking system for candidates.

Candidates Name: \_\_\_\_\_  
 Interview Date: \_\_\_\_\_ Position to Fill: \_\_\_\_\_  
 Interviewers Name: \_\_\_\_\_ Contact Tel #: \_\_\_\_\_

### Interview Decision Matrix - Steps 1-7

1. Identify key attributes of the person you want to hire.
2. Weight the importance of the attribute — (1-2-3).
3. Identify behavior-based interviewing questions to complement each key attribute.
4. Provide the tool to each of the persons who are interviewing the candidate.
5. Interview the candidates rating them on their demonstration of the attribute — (1,2,3,4,or 5=HIGH).
6. Each peer interviewer fills out the form, multiplies the scores and adds up the totals for each candidate.
7. Collect the tools and compare the quantitative results to identify the best candidate.

Key Skills/ Traits	Question #	Rank 1-5 (5=High)	Weight 1,2,3	Total Score	Comments/Notes
1.					
2.					
3.					
4.					
5.					
6					
7.					
<b>TOTAL All Questions</b>					

# APPENDIX M

## Sample Feedback Form Sample 2

Purpose: Provides a consistent ranking system for candidates.

### Candidate Feedback Form

#### POSITION TITLE

**Please submit all feedback by DATE AND TIME. Forms can be submitted electronically or in person to CONTACT INFO.**

**Candidate Name:** \_\_\_\_\_

**Qualifications/Experience: (Overall understanding and Practical Application)**

Strengths:

Concerns:

**Communication Skills/Interpersonal Skills/Collaboration:**

**(Clarity of ideas, direct answers, personal presentation, perceived ability to work with others)**

Strengths:

Concerns:

**Leadership Skills: (Team building/Supervisory/Organizational and Management)**

Strengths:

Concerns:

**Fit with the University: (Interest and motivation to work at UGA, ability to work with the College and University)**

Strengths:

Concerns:

**Reviewer's Name (Optional):**

**(Please check) : Dean (Assoc/Asst)\_\_\_\_\_ Dept. Head\_\_\_\_\_ Director\_\_\_\_\_ Faculty\_\_\_\_\_ Staff\_\_\_\_\_ Student\_\_\_\_\_ Non UGA participant\_\_\_\_\_ Other\_\_\_\_\_**

# APPENDIX N

## Telephone Reference Check

Purpose: A reference check is a valuable tool in the recruitment process to verify facts and obtain additional information about the candidate. All sections should be completed to be considered a valid reference.

Indicate N/A if the question is not applicable.

Applicant Name: \_\_\_\_\_

Date of Reference Check: \_\_\_\_\_

Reference Name: \_\_\_\_\_

Relationship to Applicant:                      Supervisor                      Peer

Dates of Employment: From \_\_\_\_\_ To \_\_\_\_\_

Position(s) Held:

Person Checking Reference: \_\_\_\_\_

Reference Organization: \_\_\_\_\_

Other(Specify): \_\_\_\_\_

Salary: \_\_\_\_\_

What was the nature of the applicant's job?

Reason for Separation:      ☐ Voluntary  
   ☐ Involuntary Give Explanation:

---

Please rank the candidate based on the following areas:

Responds to Supervision	Poor	Fair	Good	Very Good	Excellent	N/A
Attendance	Poor	Fair	Good	Very Good	Excellent	N/A
Dependability	Poor	Fair	Good	Very Good	Excellent	N/A
Willingness to assume responsibility	Poor	Fair	Good	Very Good	Excellent	N/A
Ability to follow instructions	Poor	Fair	Good	Very Good	Excellent	N/A
Quality of work	Poor	Fair	Good	Very Good	Excellent	N/A
Quantity of work	Poor	Fair	Good	Very Good	Excellent	N/A

---

Additional Questions:

Were there any disciplinary actions? Please explain:

Were there any performance issues? Please explain:

What are the candidate's strong points?

What are the candidate's weak points?

If given the opportunity, would you employ this individual?

☐ Yes

☐ No, Any additional comments?

# APPENDIX O

## UGAJobs Work Flow Checklist

	Purpose: Outlines steps needed to take for EVERY candidate in UGAJobs		
CANDIDATE NAME			
JOB TITLE		DATE	
DEPARTMENT		HIRING AUTHORITY	
<b>Action Number</b>	<b>Action Instructions</b>	<b>Check Action Selected</b>	<b>Notes</b>
Action 1	Under review by Department		
	At this workflow state, the designated search committee or hiring official(s) are required to review every applicant. All applicants in the pool must be moved into the <b>Reviewed by Department</b> workflow status, unless the candidate has withdrawn their application. If that is the case, you have the option to select <b>Candidate withdrew application</b> .		
		<b>Check one of the following actions:</b>	
	Reviewed by Department .		
	Candidate withdrew application.		Use this designation for <b>any reason</b> the candidate voluntarily withdraws an application or indicates they no longer wish to be considered prior to the end of the search process.
Action 2	Reviewed by Department		
	Once all candidates have been reviewed, you have the option to choose <b>Selected for Interview, Candidate withdrew application, Candidate does NOT meet minimum qualifications, OR Candidate met the minimum qualifications, but was NOT interviewed.</b>		
		<b>Check one of the following actions:</b>	
	Selected for interview.		
	Candidate withdrew application.		Use this designation for <b>any reason</b> the candidate voluntarily withdraws an application or indicates they no longer wish to be considered prior to the end of the search process.
	Candidate does NOT meet minimum qualifications.		Use this designation for any reason the candidate does not meet the minimum standards of education, experience, degree, instructional experience or expertise, license, etc. as defined in the position posting.
	Candidate met minimum qualifications but was NOT interviewed.		If you select this another field will open, forcing you to select a sub-field. Remember you <b>must</b> make a choice among the available options in order to satisfy your obligation.
Action 3	Selected for Interview		
	At this point in the process, all candidates that are still viable can be moved by selecting Interviewed. If the candidate(s) chose(s) not to attend their interview, you have the option to select Candidate withdrew application.		
		<b>Check one of the following actions:</b>	
	Selected for 1st or only interview.		Choose this option if: the candidate was selected for first round interview and NOT selected for second round interview OR the unit only conducted one round of interviews.
	Selected for 2nd or more interviews.		Choose this option if the candidate was selected for multiple rounds of interviews.
	Candidate withdrew application.		Use this designation for <b>any reason</b> the candidate voluntarily withdraws an application or indicates they no longer wish to be considered prior to the end of the search process.
Action 4	Interviewed		
	At this point, you have the option to take action on your finalist(s) by transitioning them to <b>Recommended for hire</b> .		Remember you need to have the signed offer letter prior to moving your candidate into the recommended for hire state in the workflow.
Action 5	Recommended for Hire		
	Once you take action on your candidate by placing them in the <b>Recommended for Hire</b> state, you can now officially begin creating your appointment package. In the <b>UGAJobs System, the Hiring Proposal</b> feature will be used to complete your appointment package.		
Action 6	Reasons for Hiring the Applicant		
		<b>Check ALL that apply:</b>	
	The experience of the candidate selected to receive offer was stronger than those selected to interview.		
	The education of the candidate selected to receive offer was stronger than those selected to interview.		
	The research interests of the candidate selected to receive offer was more aligned and compatible with existing faculty and department goals than those selected to interview.		
	The research impact of the candidate selected to receive offer was stronger than those selected to interview.		
	The interview of the candidate selected to receive offer was stronger than those selected to interview.		
	The grant support of the candidate selected to receive offer was stronger than those selected to interview.		
	The publication history of the candidate selected to receive offer was stronger than those selected to interview.		
	Selected candidate offered a new area of interest not represented by other candidates or existing faculty.		

	Other (give reason)		
Action 7	Reasons for not Hiring other Applicants		
	Take action on your remaining candidates by selecting <b>Candidate withdrew application, Candidate was interviewed but NOT selected to receive offer, OR Candidate offered position but declined the offer/position</b> . After making your selection another field will open, forcing you to select a sub- field. Remember, you MUST make a choice among the available options in order to satisfy your obligation.		
		<b>Check one of the following actions:</b>	
	Candidate withdrew application.		
	Candidate does not meet minimum qualifications.		
	Candidate met minimum qualifications but was not interviewed.		<p>Use this designation for any candidate meeting the minimum standards of education, experience, etc. but not selected for an interview. In the event of questions of why a person was not interviewed, you must have a non-discriminatory, articulable basis for why an individual was not interviewed.</p> <ol style="list-style-type: none"> <li>1. Experience not as strong as that of candidates selected for interview.</li> <li>2. Education not as strong as that of candidates selected for interview.</li> <li>3. Research interests are not aligned with or not compatible with those of the department.</li> <li>4. Research impact not as strong as that of candidates selected for interview.</li> <li>5. Publication history not as strong as that of candidates selected for interview.</li> <li>6. Grant support not as strong as that of candidates selected for interview.</li> <li>7. Teaching experience does not align with the department's needs.</li> <li>8. Application submitted after full consideration date (only for Open Until Filled postings with identified full or priority consideration date)*.</li> </ol>
	Candidate was interviewed but NOT selected to receive offer.	<b>If checking this box remember to list a reason outlined in the notes</b>	<p>Use this designation for any reason the candidate was interviewed, but not found to be the highest rated candidate. In the event of questions of why a person was not hired, you must have a non-discriminatory, articulable basis for why an individual was not the most qualified. For example, candidate's interview or references about the candidate's qualifications. Candidate interviewed but candidate/candidate's...</p> <ol style="list-style-type: none"> <li>1. Experience not as strong as that of candidate selected to receive offer.</li> <li>2. Education not as strong as that of candidate selected to receive offer.</li> <li>3. Research interests are not aligned with or not compatible with those of the department.</li> <li>4. Research impact not as strong as that of candidate selected to receive offer.</li> <li>5. Interview not as strong as that of candidate selected to receive offer.</li> <li>6. Grant support not as strong as that of candidate selected to receive offer.</li> <li>7. Publication history not as strong as that of candidate selected to receive offer.</li> <li>8. Interview raised concerns about candidate's qualifications.</li> <li>9. References raised concerns about candidate's qualifications.</li> <li>10. Did not present favorably.</li> </ol>
	Candidate offered position but declined the offer/position .	<b>If checking this box remember to list a reason outlined in the notes</b>	<p>Use this designation for any reason the candidate is offered the job and declines.</p> <ol style="list-style-type: none"> <li>1. Candidate accepted different position.</li> <li>2. Relocation package not sufficient.</li> <li>3. Salary not sufficient.</li> <li>4. Candidate not willing or able to start position on/around position start date.</li> <li>5. Candidate not willing or able to commit to length of contract.</li> <li>6. Candidate indicates personal circumstances changed .</li> <li>7. Candidate did not accept job and did not give a reason.</li> </ol>

Questions concerning the provided Action Reason Codes for removing applicants from consideration, please contact the Equal Opportunity Office, [ugaeoo@uga.edu](mailto:ugaeoo@uga.edu) or 706-542-7912.

\*If a full/priority consideration date is used to eliminate any candidate from consideration, candidates applying after that date may be considered only according to the following procedure: A new full (priority, etc.) consideration date, at least 14 days from the prior one, is selected by the unit and appended to the previous date in the posting by Central HR or EEO. All candidates applying before the latest full consideration date, whether original or extended, must receive equal review of their qualifications and may not be excluded by date of application. All those applying after the latest date must be excluded from review beyond minimum qualifications unless a subsequent full consideration extension brings their application date into reviewable range.