

Abbreviated Search Process

Introduction:

These guidelines are intended to offer a structured approach to hiring that ensures fairness, inclusivity, and compliance with legal standards. Adhering to these procedures will ensure a robust and equitable hiring process.

Search Team

- 3 Total Members; Typically, those who work directly with the position.
- Each search member is deemed a voting member regardless of their role on the search team.
- The Hiring Manager assigns roles and responsibilities of search team members.
 - **Hiring Manager**
 - Directs the search team, defines the candidate profile, and ensures timely milestones.
 - Chairs candidate evaluations, ensures unbiased assessments, and mediates to reach a consensus on selections.
 - Acts as the main contact for critical communications, including job offer discussions.
 - Leads the formulation and negotiation of job offer terms, balancing organizational and candidate needs.
 - **Equity Advocate (Program Launching in Jan 2024. Use Diversity Champion for Now)**
 - Ensures that the search process is fair and equitable, addressing and preventing potential biases.
 - Monitors the search team's actions and decisions, suggesting corrective measures when biases appear to influence outcomes.
 - Advocates for a diverse candidate pool and reminds the search team of the importance of varied backgrounds, experiences, and perspectives.
 - Reviews interview questions and ensures questions being asked are directly from the job description.
 - Conducts phone screens for all qualified candidates.
 - **Search Administrator**
 - Typically, the Department's Human Resources Liaison (HRL), who manages logistical aspects of the search, including scheduling interviews, communicating with candidates, and maintaining documentation.
 - Collates and organizes feedback from search team members for decision-making. Dispositions candidates in real time as they are reviewed and discussed (If an HRL).
 - If a search team does not utilize an HRL as the Search Administrator, then the search team will need to fill out the Abbreviated Search Table and provide to their department HRL for action after search completion.
 - Ensures that all necessary resources, tools, and facilities are available and in working condition for interviews and other stages of the search process.

- Regularly schedule debrief sessions after interviews to consolidate feedback and next steps.

Equity-Minded Search Practice

In the search and selection process, biases can unintentionally influence outcomes due to individuals' unique identities and experiences. To minimize this impact, consider the following strategies for conducting a more equitable search.

- Convene the search committee early and regularly to ensure alignment on position requirements and search goals.
- Craft a job description with clear, well-defined duties and qualifications that correlate directly to the role's core responsibilities.
- Prioritize essential criteria over desirable extras; identify the non-negotiable skills required to commence the job effectively.
- Clearly articulate vital performance skills in the job listing to guide both applicants and evaluators.
- Shift the narrative from subjective terms like "good fit" to an assessment based solely on the candidate's specific performance skills.
- Facilitate candidates' optimal performance by providing necessary support such as tech assistance, dress code guidelines, and advance notice of interview topics or questions.
- Adopt an evidence-based approach in committee discussions by asking, "Do we have substantiated proof that this is a strength or weakness?"
- Treat feedback that is vague, biased, or lacks credibility as topics for committee debate rather than accepting them as factual input.
- In case of uncertainties or questions within the committee, consult Human Resources for expert guidance.

Preparatory Meeting

- This meeting is completed no later than a day before the job posting goes live on CU Careers.
- Establish the overall goal of the search process, ensuring all search team members are aligned on the position's objectives and requirements.
- Reiterate the importance of the role bias plays in the hiring process and review any training or guidelines related to this.
- Discuss the timeline and expectations for feedback and communication among search team members.
- Review any logistical elements like interview locations, tools for virtual interviews, or candidate assessment tools.

Posting & Timeframe

- Use the job posting template found [here](#).
- The posting should only be live for 3-10 days (Minimum-Maximum).
- A shorter posting time frame should be considered with the following factors in mind:

- Efficiency:
 - Time-Saving: If the department already has a preferred candidate in mind, a shorter posting time frame can expedite the hiring process. This ensures that the preferred candidate doesn't have to wait for an extended period before they get an official offer, reducing the risk of them considering other opportunities in the interim.
 - Resource Management: Prolonged job postings require search teams to consistently check and manage applications. A shorter time frame reduces administrative overheads and resources spent on processing applications.
- Candidate Experience:
 - Response Time: Shortening the posting period allows for quicker responses to applicants, enhancing their experience with the organization even if they are not selected.
- Internal Dynamics:
 - Morale and Retention: Identifying and prioritizing internal candidates can boost employee morale. It sends a message that UCCS values its current employees and recognizes their potential and can lead to increased retention rates.
 - Training and Onboarding: Internal candidates or those already familiar with the organization typically require shorter onboarding times, helping them transition into their new roles more seamlessly.
- Strategic Considerations:
 - Market Dynamics: In competitive markets, top candidates are often in high demand and get hired quickly. In finding a suitable candidate, it is prudent to act rapidly to secure top talent.
 - Organizational Needs: Sometimes, departments have urgent requirements due to project timelines, client demands, or sudden vacancies. In such cases, if a suitable candidate is already identified, it's pragmatic to have a shorter posting time to fill the vacancy swiftly.
- Ensure the job description is clear and accurately reflects the role and responsibilities within the job posting.

Candidate Evaluation

- Use prescreening, “Yes/No”, questions in the application to identify candidates who meet minimum qualifications.
 - If any candidates respond with “no” to any of the prescreening questions, then they are not qualified. They should be immediately dispositioned and corresponded with.
- Each search team member will screen qualified applications and select those who they rate Exceptional.
 - Candidates who are rated exceptional by a search member are moved forward for interview regardless of if other search members consider them exceptional or not. Doing so immediately creates a candidate pool for interview.
- Candidates who are rated as “Good” should be considered for interview at a later stage if “Exceptional” candidates have been interviewed and are not selected.

- Candidates who are rated as “Marginal” should be considered for interview at a later stage if “Good” candidates have been interviewed and are not selected.
- Candidates who are rated as “Poor” are those candidates who answered “no” in any of the prescreening questions and were identified as not meeting minimum qualifications or answered “yes” but were later identified as not qualified after review.
- EGMP Method
 - Exceptional
 - Possesses all preferred qualifications for the role.
 - Demonstrates superior knowledge and expertise for the role.
 - Has a track record of high performance in previous roles.
 - Aligns well with the university’s culture and values found [here](#).
 - Demonstrates potential for leadership and growth within the university.
 - Good
 - Possesses some preferred qualifications for the role.
 - Possesses the necessary skills and experience for the role but may lack advanced expertise.
 - Has consistently met expectations in previous roles.
 - Largely aligns with the university’s culture and values found [here](#).
 - Shows potential for growth and further development within the university.
 - Marginal
 - Meets the minimum qualifications for the role but lacks some desired skills or experience.
 - Has a mixed track record in previous roles with some areas of concern.
 - Some alignment with the university’s culture and values found [here](#), but may need support or coaching in certain areas.
 - Limited potential for growth without further training and development.
 - Poor
 - Does not meet the minimum qualifications for the role.
 - Has a track record that raises concerns about suitability for the position.
 - Does not align with the university’s culture and values found [here](#).
 - Unlikely to succeed or grow within the company without significant intervention and support.

Interview Process

- Phone Screen & 1-2 Interviews
 - One of the interviews should be in person (if able).
 - Conduct the same number of interviews for each candidate to ensure an equitable interview process.
 - Use a standardized question list for all candidates.
 - Ensure questions directly tie to the job duties and the posted qualifications in the job description.

- Phone Screen
 - Preliminary interview conducted over the phone to assess whether a candidate should be brought in for a full-face-to-face interview or further rounds of interviews. Its primary purpose is to filter out candidates that do not meet the requirements of the position for a variety of reasons.
- Virtual Interview
 - Offer geographic flexibility and allows access to a wider talent pool without travel costs. They also save time and resources, reduce scheduling complexities, and provide a safe alternative during health concerns.
- In-Person Interview
 - Allow for a deeper connection and understanding between the interviewer and the candidate. They offer the opportunity to assess non-verbal cues, see the candidate's interaction in a physical workspace, and provide a more immersive introduction to the university's culture and environment.
 - Provide the candidate with a tour of the facilities or workspace if feasible.
 - Consider having the candidate meet potential colleagues or direct reports for a more holistic feel of the team dynamics.
 - Ensure a comfortable environment for the candidate, offering amenities like water or light refreshments.
 - When sending the details for the interview, share a campus map, parking directions, lactation spaces, reflection spaces, and gender-neutral restrooms.

Decision Making Process

- Consensus Building: All members of the search team discuss and come to a mutual agreement about the most suitable candidate.
- Voting: If consensus cannot be achieved, a vote is cast by each member of the search team. The candidate with the most votes gets selected.
- Feedback Compilation: Feedback from all interview rounds is compiled and reviewed in-depth to ensure a comprehensive evaluation. Ensure for non-selected applicants that there is clear documentation on why that candidate was not selected.

Job Offer Process

- Drafting the Offer: Draft a formal job offer detailing the terms of employment, including salary, benefits, start date, and other relevant information. **Be sure to work with HR during [this step](#).**
- Negotiations: If the candidate wishes to negotiate any terms of the offer, these are handled by the hiring manager and/or HR.
- Formalizing the Offer: Once agreed upon, a formal, written offer is sent to the candidate for acceptance.



Contingency Plan

- Backup Candidate: If the preferred candidate declines, consider extending the offer to the second-best fit, provided they meet the necessary criteria.
- Reopening the Search: If no suitable candidate is found in the current pool, consider reopening the search or sourcing candidates from different platforms.

Retention Recommendations

- Orientation: Introduce the new hire to the university's culture, values, and mission.
- Training: Equip the new hire with the necessary tools and knowledge to effectively carry out their role.
- Mentorship: Assign a mentor or buddy for the initial weeks to guide the new employee and answer any questions.
- Feedback Loop: Regular check-ins during the first few months to ensure the new hire is settling in well and to address any concerns promptly.