



General Search Guidelines (Below Director Only)

Introduction

These guidelines are intended to offer a structured approach to hiring that ensures fairness, inclusivity, and compliance with legal standards. While formal search committees are no longer required for positions lower than Director, adhering to these recommended procedures will ensure a robust and equitable hiring process.

Planning and Preparation

Define Job Requirements

- Clearly outline essential and preferred qualifications, responsibilities, and reporting structures.
- Develop a job description document that includes roles, expectations, and minimum qualifications required.
- The job description should include succinct, well-defined job duties and qualifications that align with the function and responsibilities of the search.
- Focus on quality rather than quantity; what **MUST** someone have to **BEGIN** the job?
- Ensure critical performance skills are explicitly identified.

Equity Minded Practices

Bias is prone to happen when conducting a search, as individuals have their own set of identities and experiences. These create differences in ideas and thoughts and can impact the search if not mitigated. Here are some ways to mitigate bias in a search.

- Determine if the candidate meets specific necessary performance skills only.
- If an issue arises and the committee or its members have questions or need support, contact Human Resources.
- Plan targeted outreach strategies to tap into a diverse talent pool. Consider diversity in race, gender, nationality, and other dimensions.
- Engage with organizations, online platforms, and networks catering to underrepresented academic communities.

Budget and Resources

- Assign a specific budget to cover advertising, potential relocation allowances, and travel expenses for in-person interviews (if applicable).
- Allocate appropriate staff hours for each stage of the hiring process.

Job Posting

Advertising

- Use multi-channel advertising strategies, including academic journals, popular job search websites, social media platforms, and alumni networks.
- Share the job posting with other departments or colleges who may know eligible candidates.

Clarity and Transparency

- Ensure the job description and posting include salary range, full-time or part-time status, work location, remote/hybrid flexibility (if applicable), and application deadline. Use the job description template found [here](#).
- Use clear, inclusive language that welcomes applicants from all backgrounds.



Application Review

Initial Screening

- Ensure that the search committee members decide on a consistent and fair initial review process and create a shared understanding.
- Use a consistent evaluation method to evaluate candidates based on how closely they meet minimum and preferred criteria.
- Perhaps verify the academic credentials, publications, and professional experience in the applications, but be consistent amongst all candidates.

Shortlisting

- Aim to shortlist at least 5-7 candidates for initial interviews to allow for a balanced comparison.
- When possible, ensure that the shortlisted candidates represent a diversity of backgrounds without compromising on qualifications.

Interview Process

Interview Planning

- Choose the interview format well in advance (e.g., phone, video conference, or face-to-face) and notify shortlisted candidates promptly.
- Develop a set of 10–15 standardized questions that assess both technical skills and soft skills like communication and teamwork.

Inclusive Interviewing

- Ensure interview panels consist of individuals of diverse genders, ethnicities, and specialties to minimize unconscious bias.
- Support candidates to enable them to show you their best. Create breaks, ensure they have tech support, communicate dress expectations, and provide interview topics in advance.
- Offer accommodation for candidates with disabilities (e.g., sign language interpreters for deaf candidates).
- When sending interview details, share a campus map, parking directions, lactation spaces, reflection spaces, and gender-neutral restrooms.

Evaluation

- Use a consistent evaluation method to evaluate candidates based on minimum and preferred qualifications and their knowledge, skills, and abilities.
- Conduct a debrief session with the interview panel to discuss observations and analysis of each candidate.
- Treat ambiguous, biased, or potentially not credible feedback as items to question and discuss as a committee, not as fact-based feedback.

Dispositioning Candidates in Taleo

- Dispositioning of candidates in Taleo is required for all searches.
- Searches that include a Human Resources Liaison (HRL) as a search member can have the HRL disposition candidates in real-time as they are reviewed, interviewed, and selected/not selected.
- Searches that do not include an HRL as a search member must complete the Abbreviated Search Table found [here](#) and provide the completed table to their department HRL for dispositioning in Taleo.



Reference Checks and Job Offer

Reference Checks

- Conduct reference checks for finalists only.
- Inform finalists that they have been selected as finalists and are being referred to the reference check stage.
- Ask references specific questions about the candidate's job performance and qualifications.

Offer Preparation

- Draft an offer letter that includes salary and information on benefits like healthcare, retirement plans, and professional development opportunities using our offer letter [templates](#). **Be sure to work with HR during this step.**
- Provide a timeline for the candidate to accept or decline the offer.

Communication

- Respectfully notify unsuccessful candidates, ideally via a phone call, followed by an official email.
- If appropriate, offer constructive feedback to candidates who request it.

Documentation and Compliance

Record-keeping

- Document every stage of the hiring process, including application review notes, interview transcripts, and correspondence.
- Store all documents securely and organized, as they may be subject to internal review or legal scrutiny.

Review and Feedback

- After the hiring process is complete, conduct an internal review to assess the effectiveness of the search.
- Solicit feedback from all participants to identify areas for improvement.

Legal Considerations

Equal Opportunity Employment

- The university is an Equal Opportunity Employer. All hiring processes must be conducted without discrimination based on race, color, religion, sex, sexual orientation, gender identity, national origin, or protected veteran status, and will not be discriminated against based on disability.

Data Protection

- All applicant data should be stored and processed in accordance with relevant data protection laws, including the General Data Protection Regulation (GDPR), if applicable.

Confidentiality

- Maintain confidentiality throughout the search process. Information about applicants, discussions during meetings, and interview proceedings must remain confidential among those directly involved in the hiring process.

Record Retention

- Retain all search-related records, including applications, scoring rubrics, and interview notes, for a period defined by university policy or federal/state law, whichever is longer.



Background Checks

- Conduct background checks in compliance with federal and state regulations. Background checks should only be performed after a conditional offer of employment has been made and should be relevant to the position's duties.

Reasonable Accommodations

- Ensure that the hiring process, including interviews and job-related tests, provides reasonable accommodations for applicants with disabilities as required by law.

Immigration Laws

- Familiarize yourself with federal laws related to employment eligibility verification (e.g., Form I-9) and ensure that all required documentation is completed promptly for new hires who are not U.S. citizens. Human Resources can assist with this.