UCCS Human Resources
UNIVERSITY OF COLORADO
COLORADO SPRINGS

Search Committee Guidelines

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Purpose

UCCS is committed to attracting, developing and retaining the best in human capital. The focus of the search committee is to execute a lawful and professional search on behalf of the supervisor, appointing authority and the chancellor to recommend the best candidate to fill positions.

The goal of all searches at UCCS is to:

- Attract a broad range of qualified candidates,
- Identify the most highly qualified candidate(s),
- Complete searches effectively and efficiently, and
- Provide fair and equitable treatment in search and selection.

Pre-selection is unlawful, wastes time and resources, and could result in a lawsuit filed against the University for unlawful hiring practices.

Conflicts of interest must be disclosed immediately to the HR representative at any point in the search process at the time they are identified.

This guide was created by the UCCS Human Resources Office drawing on many resources including search committee best practices from other institutions, practical knowledge from HR professionals and CU policies and laws. Please visit the references section to see the resources used.

The Role of the Human Resources Office

The supervisor for the position will work in consultation with Human Resources to determine the appropriate methods for recruitment according to Regent policy and federal and state employment laws. The HR representative serves as a resource for the search committee and supervisor. HR will provide best practices regarding equal employment, the search process, and recruiting strategies. A representative from Human Resources must be present at the first search committee meeting when the supervisor and/or appointing authority give the charge to outline the duties and responsibilities, successful competencies and knowledge required, the pay range/pay rate included as part of the posting, and the search timeline. The initial search committee meeting must be held prior to the job being posted. This ensures that the committee has time to review job description and posting language.

Applications for candidates being considered for final interviews must be reviewed by the HR representative to ensure that they meet the posted minimum qualifications for the position before establishing the interview schedule. For positions considering an international candidate, that candidate must also meet the preferred qualifications along with any other requirements listed in the job posting.

The Human Resources office will also provide a salary analysis before an offer is made to the final candidate. The pay for the final candidate is based off of multiple factors to include, but not limited to: experience, education, and pay of employees currently employed at UCCS in similarly situated positions. **Compensation should not be discussed with any candidate until he or she has been determined as the finalist and HR has completed the salary analysis after the interview process.**

Conflicts of Interest

It is the responsibility of the supervisor, appointing authority and *all members* of the search committee to remain aware of any circumstances in which their financial or other personal considerations may affect, or have the appearance of affecting, their professional judgment in the writing of the job description, minimum qualifications, methods or locations of posting/recruiting for the position, evaluation and review of applicants and applicant materials, selection of candidates for interview, and hiring of staff or faculty members for the

university. Committee members must be free of the undue influence or the perception of undue influence of outside and personal interests.

It is the responsibility of the supervisor, appointing authority and *all members* of the search committee to disclose any and all potential conflicts of interest to Human Resources at the time the conflict is identified. Conflicts may arise after the search process has begun and should be disclosed immediately at the time they are identified. Failure to disclose a conflict of interest may result in a failed search and the repeat of the entire search process. If it is discovered that a conflict was not disclosed, the situation will be reviewed by campus leadership for potential disciplinary action.

Examples of Conflicts

Examples of conflicts may include but are not limited to:

- Application or interest in the position from immediate family members. Immediate family is defined as spouse, domestic partner, significant other, children, parents, brothers, sisters, uncles, aunts, nephews, nieces, grandparents, grandchildren, first cousins, in-laws or any other person who is a member of the employee's household.
- Application or interest in the position from close friends, personal acquaintances, or former colleagues should also be disclosed so that the relationship can be evaluated by HR for the potential for bias.
- Persons who have had access to applicant materials for a search and later decide to apply for the position should disclose the extent of their access to applicants for review by HR. If there is a *perceived* advantage, that individual may not be considered for the position in that search.

Please refer to the conflict of interest resources section of this document for additional information.

Make-Up of a Search Committee

A search committee should be broadly representative of UCCS, its members should be in good standing, and should be able to provide a variety of perspectives on the role and function of the position in question. A good committee might include individuals who will be peers of the new hire, in a similar position from a different department, in his or her reporting chain, among his or her "clients", and/or community members if applicable, based on the position. Best practice is to consider selecting search committee members from departments outside of the posting department to provide different perspectives to the committee.

The committee must have a minimum of three members that include the following:

1. Chair
2. Two other representatives familiar with the position
3. Diversity Champion
   - May be the same person as the chair if necessary

HR strongly suggests that the supervisor or appointing authority not be a member of the search committee. A department HR Liaison may serve on a search committee in any available role.

Responsibilities of Search Committees

Search committee members are voting members who participate throughout the entire process, reviewing application materials and making recommendations for moving candidates through the search process. Members must complete search committee training in Skill Soft every two years. The Impact of Implicit Bias training must be completed every year.

Search committee members will actively recruit for this position, evaluate candidates based on the posted qualifications using the recommended university staff, instructor, or tenure track faculty HR rubric, and recommend finalists to the supervisor.

Members of a search committee should remember their obligations to:

- Be an active recruiter
- Create a diverse applicant pool
- Consistently and fairly evaluate all candidates
- Attend all meetings
- Be aware of and immediately report any potential conflicts of interest
- Complete online search committee training through Skillsoft within the past two years
- Complete the Impact of Implicit Bias training within the last year

Responsibilities of the Search Chair

The search chair is the person responsible for leading the search process. Only the search chair's name and email will display on the job posting until the priority date.

In addition to the responsibilities outlined above, the search chair must:

- Manage a proactive, timely, fair and legally competent search and serve as the main point of contact for applicants maintaining positive interactions to promote the UCCS brand.
- Lead the committee in all phases of the search, act as spokesperson and facilitator, and organize and arrange search committee meetings.
- Communicate with the supervisor and appointing authority regarding the status of the search and in general terms about the candidates, including forwarding the finalists' names.
- Ensure that all committee members have completed the online search committee training through Skillsoft within the last two years and the Impact of Implicit Bias training within the last year. The HR representative can run a training report in HCM to ensure that all members have completed the Skill Soft training. Please verify the Implicit Bias training is complete by asking each member.
- Ensure that candidates are dispositioned and sent correspondence throughout the process in CU Careers to maintain an accurate record of the search. Must communicate with candidates regarding interviews, process time, and selection status in a timely manner.

The chair may work with the department HR Liaison for administrative support in scheduling and candidate communication.

Responsibilities of the Diversity Champion

The Diversity Champion (DC) is a voting or non-voting member who participates throughout the entire process to advocate for diversity and inclusion in the search process. The supervisor or appointing authority can decide whether the DC is a voting or non-voting member.

The responsibilities of the DC include:

- Monitoring questions for content and consistency to ensure fair hiring practices
- Encouraging the committee to ask a question related to diversity to show our commitment to diversity and inclusion
- Helping mitigate biases that show up during the interview process
- Communicating with the Talent Acquisition team after interviews regarding reasons for non-selection of candidates

We ask the Diversity Champion to reach out to the Talent Acquisition Team as candidates are interviewed and not selected for the next steps so we can discuss the rationale for their non-selection. Keep in mind, that in the event of an audit or discrimination claim that HR is responsible for articulating the reason one candidate was selected over another.

In addition to the responsibilities outlined above, the Diversity Champion must:

- Be aware of the UCCS Diversity Strategic Plan and its definitions
- Be aware of the UCCS Affirmative Action Plan
- Have taken live (either in person or virtual) Diversity Champion training through HR or the search advocate training through CU system
- Have completed online search committee training through SkillSoft within the last two years
- Have completed the Impact of Implicit Bias training within the last year

Confidentiality

It is essential to maintain confidentiality in the search process. Discussion of applicants outside of the search committee is prohibited and all discussions among committee members are strictly confidential. Application materials may be shared with individuals involved in the interview and evaluation process only. Everyone involved in the search should ensure that search documents and application materials are always out of sight and their search conversations cannot be overheard.

Store hardcopy applicant materials submitted outside of CU Careers as well as official search notes and records in a locked filing cabinet and shred them at the conclusion of the search. The official electronic search file is retained in CU Careers. Safeguard private information such as phone numbers, e-mail addresses, or CU Careers username and password. This information should only be used for the intent that it was given.

All applicants are considered confidential until they are declared finalists. Then their records may be released, if requested. Requests for information based on the Colorado Open Records Act are handled by the UCCS legal team.

Job Posting

CU Careers is the posting location for all UCCS positions whether internal or external. This allows:

- Search committee members to view application materials electronically though the MyUCCS portal.
- Electronic tracking of Equal Employment Opportunity (EEO) and Affirmative Action Plan (AAP) data.

Access to the requisition to all committee members will be available after the priority date. Search committee members should not be added to the requisition until after the priority date. This ensures that search committee members do not review applications until this date as applicants have the ability to return to their application and submit additional materials and will reasonably expect that they may finalize their application until that date.

Departments may choose to advertise the opening in external publications or with targeted professional organizations. The cost for external postings is the responsibility of the department. **Applicants who have not submitted a complete application via CU Careers may not be considered for the position.** Job postings in other locations should direct applicants to apply on-line at https://www.cu.edu/cu-careers and include the requisition number.

Posting Format

Job postings must meet HR standards and be formatted according to HR guidelines. The HR Representative will review the formatting to ensure it includes required language.

Committees should also note the following:

- Job postings must include either a priority date or a posting end date
- Postings should include, if possible, the expected timeline for the search that has been decided upon between the search committee members. Below is the timeline suggested:

    Tentative Search Timeline:

    - The potential dates for interviews with the search committee will be the week of **month day, year.**
    - The potential dates for interviews with the supervisor and appointing authority will be the week of **month day, year.**
    - The potential employee start date is **month day, year.**

Pre-Screening Questions

Pre-screening questions are a screening tool to ask applicants if they meet the minimum requirements established for the position. Applicant answers to these questions can be viewed to assist in eliminating candidates who self-disclose that they do not meet the minimums for the position. However, the search committee and Human Resources will make the final determination on if an applicant meets the minimum qualifications.

- Postings must include pre-screening questions to assess all minimum qualifications
- Preferred qualifications may also be included as pre-screening questions
- Pre-screening questions can be open-ended text questions, yes/no questions, multiple choice, etc.
- Questions will be assigned weighted values to identify ACE, or top, candidates to assist in evaluation of candidates

Active Recruiting

In order to build a large and diverse applicant pool, search committee members are encouraged to actively recruit until the review of applicants begins after the priority date.

In most cases, applications submitted before the priority date are considered first. If no qualified applicants are identified, applicants who applied after the posted priority date may be considered

Search committee members should:

- Identify other relevant advertising sources and consider posting in publications that serve underrepresented groups.
- Ask current faculty, students, and alumni to bring copies of job ads or flyers to academic conferences and meetings.
- Take advantage of social media outlets (Facebook, LinkedIn, Twitter, ResearchGate) to share the opening with a broad audience and even directly solicit applications from otherwise unreachable talent through personal networks.

- Engage personal contacts and encourage applications from junior colleagues who may be underemployed at another institution.
- Ask other members of your department to reach out to colleagues at their former institutions to inquire about promising employees from underrepresented groups.
- Make a good-faith effort to reach out to competitive members of underrepresented groups.

Using CU Careers

For assistance in accessing, sending correspondence, or dispositioning candidates within CU Careers, reference this step-by-step guide: https://www.cu.edu/doc/hcmcucsbs-candidate-selectionpdf

If members of the search committee or applicants have technical difficulties, please contact the CU Careers help desk at 303-860-4200, option 5 or cucareershelp@cu.edu.

Evaluating Candidates Fairly

In order to evaluate candidates fairly, personal biases must be known and analyzed. The Impact of Implicit Bias training is required to take every year as a member of the search committee.

Be consistent. If a candidate does not meet the posted minimum requirements, they **cannot** be considered further. Changing the requirements or criteria for the position as the search proceeds for any reason is biased and not allowed once the job has been posted.

Preferred qualifications as listed on the posting should also be considered. Consider using a numerical scale to rate applicants (Outstanding – 5, Excellent – 4, Good – 3, Fair – 2, Poor – 1). If hiring an international applicant, that applicant *must* meet all qualifications listed on the posting, including preferred, in order to qualify for a visa.

Search committees, in coordination with the supervisor, can identify other areas of focus to rate applicants on. Once the areas of focus are decided on, maintain the established criteria to ensure an equitable review across all candidates. When possible, all committee members should review all applications. If a high number of applicants precludes this, the search chair should read all applications and assign subsets to each committee member. It is required that at least two search committee members review each subset of applications. Any variation in scores between the chair and the assigned committee member should be discussed in a committee meeting.

Not all applicants that meet the minimum qualifications must be interviewed. Interview only the applicants who meet the minimum qualifications and best match the knowledge, skills, and abilities for the posted job duties and position.

Your job posting should include a priority date for applications. Please refrain from considering applications until this date as applicants could return to their application and submit additional materials and will reasonably expect that they may finalize their application until that date.

Please refer to the fair evaluation resources section of this document for additional information about Implicit Bias and best practices for application review.

Using an Assessment Rubric

HR has developed an assessment rubric for search committee use. This rubric is designed to ensure that all applications are measured by the same criteria and that all members of the search committee are applying selection criteria consistently.

Applicant review is about eliminating an applicant from further consideration based on the objective criteria identified, *not* how that person compares to others in the pool. At each step of review, this rubric should be given to the department assistant so that candidates who are not selected can be notified and marked as "not selected" with the appropriate disposition code in CU Careers.

Access to the university staff, instructor, or tenure track faculty **rubrics is on the HR website.**

Effective Interviewing

Search committees should work to develop an interview strategy that will yield sufficient information to reach a consensus on candidates' qualifications for the position and to make a recommendation of finalists to the supervisor or appointing authority. Remember that just as you are getting a first impression of an applicant, they are getting a first impression of you and the university. Be sure to review the UCCS mission, vision, and values. Be sure to engage in an appropriate and professional behavior.

Most search committees will use phone interviews as the initial screening before inviting candidates to campus.

Search committees should:

- Develop a common set of questions to ask each candidate.
- Ask the candidates the same questions in the same order. This ensures that the responses follow the same flow of thought. Follow-up questions are acceptable if an answer needs clarification.
- Stick to professional—and not social or personal—content in your interview discussions. Common personal preferences, hobbies, or activities that are discussed could influence the "likability" of a candidate who should be evaluated instead on previously identified competencies, professional accomplishments, and interests, and not on personal or social ones. This includes conversations during on-campus visits that may seem more 'casual.' Every contact is a part of the interview process.
- Everyone who will meet and/or interview candidates should review the Guide to Acceptable Interview Questions on the next page. Avoid any direct or indirect questions that are impermissible. If a candidate volunteers' information on these topics, make no further comments or inquiries, even if they seem harmless.
- Consider using the **STAR** approach to evaluate how a candidate handled situations or will handle situations.
    - **Situation**: Describe a specific event or situation in sufficient detail.
    - **Task**: What goal was the candidate looking to achieve?
    - **Action**: What action did the candidate take?
    - **Result**: What was the outcome of the action? What did the candidate accomplish?

Best practice is to rank each candidate immediately after each interview even if the supervisor did not request a ranking. If you do not rank applicants immediately after each interview and wait until all interviews are completed, you may forget who the best candidate was, and may not be referring the top candidates to the supervisor. If the supervisor does not require a ranking, you can submit only the information they requested but you have backup for your decision.

Guide to Acceptable Interview Questions

It is essential for all members of a search committee to be aware of these guidelines and follow them in both spirit and letter. Avoid any direct or indirect questions that touch on material that may not be asked. Below are examples of information about an applicant that should never be discussed with regard to his or her candidacy for a position.

Subject	What May Be Asked	What May NOT Be Asked

Name	Whether the applicant has worked for the University under another name. Whether any other information, such as a nickname or initials, is needed to check the candidate's work and educational record.	Previous name of a married person. Inquiries about the name that would seek to elicit information about the candidate's ancestry or descent.
Age	Discussion should be kept to questions about the applicant's career stage.	Inquiry into the date of birth or age of an applicant.
Gender	No questions.	Inquiry into an applicant's previous name(s) or any question that pertains to only one sex or gender identity.
Sexual Orientation	No questions.	Inquiry into applicant's sexuality.
Religion	No questions, except in extremely rare and narrow circumstances where religious beliefs and practices could be a bona fide occupational qualification for a position, with the employer bearing a heavy burden to show that this is so.	Inquiry into an applicant's religious denomination, affiliation, church, parish, pastor, or religious holidays observed. Avoid any questions regarding organizations and/or affiliations that would identify religion.
Birthplace	No questions.	Birthplace of applicant or of applicant's parents, partner/significant other, or other close relatives.
Relatives	Names of applicant's relatives already employed by UCCS.	Names, addresses, ages, number, or other information concerning applicant's children or other relatives not employed by UCCS.
National Origin	An employer may require an employee to produce documentation that evidences his or her identity and employment eligibility under federal immigration laws.	Inquiry into the applicant's lineage, ancestry, national origin, descent, parentage, or nationality; nationality of parents or partner/ significant other; applicant's native language.
Citizenship	Will you now or in the future require sponsorship for an employment visa or Lawful Permanent Residency status in order to be eligible for employment?	Inquiries about citizenship or whether the applicant intends to become a U.S. citizen.
Language	What languages do you read fluently? Write fluently? Speak fluently?	Inquiries into how applicant acquired the ability to read, write, or speak a foreign language.
Education	Inquiry into the academic, vocational, or professional education of an applicant for employment.	Questions about education designed to determine how old the applicant is.
Experience	Inquiry into work experience. Inquiry into countries the applicant has visited. Inquiry into references.	Inquiry into organizations of which the applicant for employment is a member, the nature, name or character of which would likely disclose the applicant's protected class status.
Disability	You can ask an applicant about his or her ability to perform job-related functions, as long as the questions are not phrased in terms which would elicit whether the applicant has a disability, and as long as such questions are asked of all applicants similarly situated (such as in all interviews).	Inquiry into whether the applicant has a physical or mental disability/handicap or about the nature or severity of the disability/ handicap. Inquiry into whether an applicant has ever been addicted to illegal drugs or treated for drug abuse/alcoholism. Inquiry into whether an applicant has AIDS. Inquiry into whether an applicant has ever received workers' compensation. Inquiry into whether an applicant has ever been hospitalized/treated for medical or mental health conditions. Inquiry into whether an applicant has ever been absent from work due to illness. An employer may not inquire as to the nature, severity, treatment, or prognosis of an obvious handicap or disability or of a hidden disability or handicap voluntarily disclosed by an applicant.
Marital Status	No questions.	Are you married? Where does your partner/ significant other work? Is there a partner/ significant other who would also need to find a job in the area? What are the ages of your children, if any? What was your previous name?

Address	Applicant's place of residence.	Do you rent or own your home? How long at each address?
Height, Weight, Strength	Questions regarding height, weight, or strength may be asked only if the employer can prove these requirements are necessary to do the job.	N/A
Photograph	No questions.	An employer cannot ask for a photograph to accompany an application.
Military	Applicant's work experience, including names, addresses of previous employers, dates of employment, reasons for leaving.	Inquiry into an applicant's type of discharge.
Criminal Record	Inquiry into actual felony convictions (not arrests) that relate reasonably to fitness to perform a particular job.	Inquiry relating to arrests or misdemeanors. Any inquiry or check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the prospective employment.
Memberships	Are you a member of any professional societies or organizations? (Exclude inquiries into specific organizations the name or character of which indicates the race, creed, color, or national origin of its members.)	Inquiry into applicant's membership in nonprofessional organizations (e.g., clubs, lodges, etc.)

HireVue Video Interviews

HireVue is a video interviewing tool that helps the committee reduce the amount of time spent conducting interviews with early-stage candidates. The video interview is designed to take place of the initial phone screening with candidates. HireVue delivers to you pre-recorded responses to structured interview questions from top candidates, to help committee's make the most informed and fair decisions in a fraction of the time. Candidates' complete interviews on their schedules, eliminating time lost coordinating the schedules of candidates with search committees.

If a committee is interested in using HireVue or would like more information about HireVue for a specific search, please reach out to an HR Representative before the charge meeting to ensure training can be provided to committee members. You will be required to let HR know if HireVue will be used for this search because HR needs to ensure the posting is set up to feed information to and from HireVue and CU Careers.

The search committee will be responsible for:

- Creating a maximum of 5-6 interview questions for the video interview
- Recording an introduction and closing video to the interview
- Recording a video for each question, if the committee decides to do so
- Notifying the HR Liaison of which candidates to invite to the video interview
- Evaluating each candidate's interview

There is an evaluator step-by-step guide for committee members to assist in the steps for evaluating each candidate. More information and resources on HireVue can be found here.

Communication

All communication with applicants should go through the search committee chair. Should other search members receive applicant inquiries they should direct the applicant to contact the search chair. For technical questions, please direct them to contact the CU Careers help desk at (303) 860-4200, option 5 or cucareershelp@cu.edu. All correspondence should be sent via CU Careers. This ensures that there is a record of all communication with applicants. Phone calls are okay for scheduling and conducting interviews.

Search committees should, with assistance from the department HR Liaison:

- Ensure applicants are notified of their status throughout the process.
- Be sure to notify applicants of any delays in the search.
- Ensure all applicants are notified if they are not selected.

If a candidate inquiries about why they were not selected to move forward, be sure the search chair responds to maintain consistency. You may work with the HR representative to craft the response as you **must** be cautious in your response. As the chair, if they were not selected, please let the candidate know that the search was highly competitive and more qualified candidates were identified. All responses should be sent via CU Careers.

Do not write anything in an electronic communication that you would not want attributed to you on the front page of a major newspaper. Email and electronic collaboration tools are great for distributing information but deliberations about candidates should always be done in person. Email is not a subtle medium and emails can be forwarded. Information sent via email or an electronic collaboration tool (Teams, Trello, Slack) may be subject to legal discovery or disclosure pursuant to open records.

Candidate Care

The university is committed to ensuring that applicants have a great experience and that starts with consistent communication every step of the way through the application, screening, and selection process. The goal is to make sure that the applicant experience enhances the reputation of UCCS. If an applicant does not get the job they were seeking, we want them to apply for other positions. Ensure that applicants are dispositioned promptly and correctly and sent appropriate correspondence via CU Careers about their status in the search.

Conducting Reference Checks

References are conducted electronically through SkillSurvey. References should be checked for only the final candidate before the verbal offer is made. The department HR Liaison is responsible for generating SkillSurvey requests to finalists. For faculty positions, letters of reference may also be requested in lieu of SkillSurvey references if it is determined that letters will provide better insight into a candidate than an anonymous survey and/or phone call.

Completing the Process

The search committee will recommend finalists to the supervisor. If not done by this point, the names should be sent to Human Resources via email to hrhelp@uccs.edu for application review to ensure all finalists meet posted minimum qualifications before making it to the supervisor or appointing authority.

Those candidates who are not selected should be notified and dispositioned in CU Careers to the appropriate status. If the committee is working with department HR Liaison, regular updates should be sent to the support staff with names of candidates who are not selected and the reason they were not selected.

Finalizing the Search

The department HR Liaison assisting with the search should finalize the search. In order to do so, please ensure that all of your notes regarding why candidates that were not selected have been sent to the HR Liaison for them to disposition candidates and send correspondence to notify them they were not selected.

Before a verbal offer is made to the final candidate, the supervisor, hiring authority, or HR Liaison must reach out to HR with the requested pay rate so that Human Resources can conduct a salary analysis based off of many requirements of the Equal Pay for Equal Work Act. Human Resources will either approve the requested salary or send a more reasonable salary based off of the analysis. This is when the verbal offer is made.

After a verbal offer has been made by the supervisor, the HR Liaison should initiate the background check by submitting the Background Check Release form to HR via hrhelp@uccs.edu. The HR Liaison should also notify HR when a verbal offer is accepted to ensure the background check gets entered into the HireRight system.

Glossary of Terms

Applicant: An individual who has submitted all documents required in a specific job announcement (uploaded and attached to the specific requisition) for employment in a specific job advertised in CU Careers.

Appointing Authority: An appointing authority is the individual with the authority or delegated authority to make ultimate employment decisions concerning a particular employee.

Confidentiality: The state of keeping or being kept secret or private.

Conflicts of Interest: Situations in which financial or other personal considerations may compromise, or have the appearance of compromising, an employee's professional judgment in administration, management, instruction, research, and other professional activities.

CU Careers: The UCCS applicant tracking system (ATS).

HR Liaison (HRL): Support staff that have specialized access to CU Careers, HR Training, and can perform administrative tasks on behalf of the search committee. Previously called a business partner, PPL, program assistant or department HR.

Dispositioned: Indicate the final status of "not selected" for each applicant for a particular job posting and the reason if the candidate was not selected within the CU Careers system.

Diversity Champion: The Diversity Champion is a member who participates throughout the entire process to advocate for diversity and inclusion in the search process.

HR Representative: A member of the centralized UCCS Human Resources Office

Immediate Family: Member includes spouses, domestic partners, significant others, children, parents, grandparents, grandchildren, brothers, sisters, nieces, nephews, uncles, aunts, first cousins, mothers-in-law, fathers-in-law, sisters-in-law, brothers-in-law, sons-in-law, and daughters-in-law and any other person who is a member of the employee's household.

Minimum Qualifications: The minimum education, experience, or other professional background required to be considered for the position applied for to prove the applicant can perform the essential duties of the position

Preferred Qualifications: Additional job-related education, experience, skills, competencies, and credentials desired by the hiring department but not required to be considered for the position.

Pre-screening Questions: A screening tool to use as an additional resource that asks applicants to self-identify if they meet the minimum or preferred requirements established for the position.

Priority Date: A pre-determined date published in the job posting explaining the date that application review will begin.

Supervisor: A supervisor is anyone who has the authority to hire, promote, discipline, evaluate, grade or direct faculty, staff, or students.

Important Links and Documents

University Staff Assessment Rubric

Instructor Assessment Rubric

Tenure Track Faculty Assessment Rubric

Impact of Implicit Bias Training

CU Careers

Background Check Release Form

Candidate Selection step-by-step guide

Additional Resources

Conflict of Interest

- UCCS Policy 300-006
- APS 4013: Disclosure of Interests
- APS 5003: Nepotism in Employment
- APS 5012: Conflicts of Interest and Commitment in Research and Teaching
- APS 5015: Amorous Relationships

Confidentiality

- Colorado Open Records Act

Diversity Champion

- UCCS Diversity Strategic Plan
- UCCS Affirmative Action Plan

Fair Evaluation

- Reviewing Applicants: Research on Bias and Assumptions (*Women in Science & Engineering Leadership Institute, University of Wisconsin-Madison*)
- Searching for Excellence & Diversity (Eve Fine & Jo Handelsman, *Women in Science & Engineering Leadership Institute, University of Wisconsin-Madison*)

Compensation

- Colorado Equal Pay for Equal Work Act

References

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