Search Committee Checklist

A search committee is a group of individuals formed to generate a strong pool of candidates and advise the hiring manager of those candidates that are best qualified to meet the needs of the University and the hiring department. Search committee members will play a major role in the recruitment, interviewing, screening and evaluation of candidates and are expected to participate fully in committee activities.

The University of Colorado does not discriminate on the basis of race, color, national origin, sex, age, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation, or political philosophy. All qualified individuals are encouraged to apply.

To ensure a fair and equitable process, this checklist should be used by hiring manager and search committee during the search process when filling an open position.

NOTE: Executive searches require the use of a search committee, per Regent Policy.

**Establishing the Committee:**

☐ The hiring manager selects the search committee. The search committee should be comprised of a diverse group of people that interact with the position, usually 3-5 people. Consider selecting participants from outside the department, those with different backgrounds and experience. (The Talent Acquisition team can provide guidance for forming the committee or answering any questions).

  - **Things to consider when creating a search committee:**
    - Is the composition of the search committee diverse and inclusive?
    - Are members of the search committee able to offer diverse perspectives that hiring manager may not already be thinking about?

☐ As part of our commitment to recruiting and supporting a diverse workforce, all members of a search committee should take this LinkedIn Learning course on Unconscious Bias in the Recruiting Process

☐ The hiring manager sets up an initial 30-45 minute charge meeting with the search committee, search chair and recruiter to clarify the responsibilities and expectations for the search process, including:

  a. Reviewing the position description, including the working title
  b. Minimum and preferred criteria that are important to the hiring manager and department
  c. Time frame for completing the search (to be defined in a meeting with HR)
  d. Preferred number of finalist candidates
  e. Strategy for collecting diverse candidate pool (work with HR to determine outreach strategy)
  f. Determine interview questions and who is asking them
  g. Check in on Unconscious Bias training – did everyone take it?

☐ The hiring manager coordinates schedules with the search committee members to block time for interviews.

☐ Identify tasks to be completed by the search committee.
Reviewing and Managing Applications:

☐ Your designated recruiter will screen all applicants for minimum qualifications (and preferred qualifications if requested) and send resumes and/or the candidate workbook to the hiring manager within 3-5 business days of the posting full consideration date passing.

☐ The hiring manager (or search committee chair) reviews application materials submitted by the applicants and lets the designated recruiter know who they want to interview as a search committee.

Conducting Interviews:

☐ The recruiter can assist with conducting phone screens on candidates selected to move forward.

☐ The recruiter or search chair can assist with scheduling a phone or Zoom interview with each candidate based on the availability of the search committee. Search committee availability should be provided to the recruiter and search chair should they be elected to assist with scheduling. Recruiter and search chair consider any accommodation, including religious holidays, requested by candidates at this time.

☐ The recruiter or search chair confirms each interview with the candidates via email and includes any pertinent information such as the date & time of the interview, dress expectations, length of the interview, the method (phone or Zoom), confirm any accommodations that may be needed and communicate a listing of the search committee members who will be interviewing the candidate.

☐ The hiring manager (or search committee chair) works with the search committee to draft interview questions, making sure to avoid any illegal questions. Questions included should be job-related. You want enough questions to fill the allotted time, but not too many so the candidate has time ask their own questions to the search committee. The committee members should also decide who will ask each question ahead of time. Search committees should use a standard rubric for scoring interviews. All candidates should be asked the same questions.

☐ The recruiter or search chair puts the confirmed interviews on the search committee members’ calendars and provides resumes or any other important information, such as the Zoom Interview Best Practices guide.
During the Interviews:

*Interviews must be planned and conducted in a manner that is fair and equitable for all candidates. Fairness and consistency are instrumental in the interview process.*

☐ The hiring manager or search committee chair will introduce themselves and provide a brief summary of how the interview will go for each candidate, such as how many questions you have prepared, and that there will be time at the end for their questions. Please designate a search committee member that will be responsible for dropping the text of the questions into the chat function as they are being asked.

☐ Each search committee member will introduce themselves to the candidate. Things to include can be - name, title, department, pronouns and how their position relates to the open posting. Depending on the size of the committee, this can occur immediately before a search committee member asks their designated question.

☐ Each search committee member will ask their assigned question(s) and may ask a follow-up if the question was not answered in full. Detailed notes should be taken for each question response and retained by the search committee member until the end of the interview process, where they will be collected by the search committee chair, hiring manager and recruiter.

☐ Once all prepared questions have been asked, the candidate should be given a chance to ask their questions (time permitting)

☐ The hiring manager or search committee chair should provide a basic timeline of next steps, so the candidate knows when to expect a response.

☐ The candidate is thanked for participating in the process and the phone or Zoom call is concluded.

After the Interviews

☐ The search committee should meet to discuss all interviewed candidates and determine who should move forward based on their responses to the questions. Those moving forward are recommended to the hiring manager for further consideration.

- During discussion about candidates committee should:
  - Avoid prematurely labeling any candidate as the “most promising” until all candidates are interviewed.
  - Ensure that all conversations about candidates are free from implicit and explicit bias (e.g. describing women in disparaging terms while praising men for the same behavior). For example, having interviewers debrief individually first, then debrief together.
  - Focus on each candidates track record of achievements and qualifications to meet the requirements of the position.
  - Avoid conversations regarding “fit” and “hit the ground running” these conversations can be biased conversations.
☐ The hiring manager or search chair should collect all search committee interview documents and send this to the designated recruiter.

☐ The hiring manager (or designee or Human Resources) reaches out to those candidates not moving forward to let them know. Finalist candidates will be dispositioned after an offer has been accepted. Please let HR know once the notifications have been sent so the candidates can be properly dispositioned in Taleo. Internal candidates may warrant special consideration by HR rather than email disposition.

☐ The hiring manager or recruiter reaches out to the remaining finalists to schedule the next interview or to let them know they are a finalist and HR will be checking references as the next step.

☐ The hiring manager will work with recruiter on final steps (references, comp review and offer extension).

Confidentiality

Confidentiality regarding the names of candidates, information developed about them, and their employing institutions is necessary to attract high quality finalists, to avoid putting their current positions in jeopardy, and to protect the University’s integrity. This also includes internal candidates, who are protected until they are declared a finalist, at which point their records may be released if requested.

1. Committee members are required to conduct meetings and deliberations consistent with this commitment, unless as specified otherwise under law.

   a. Prior to the finalist stage, candidate profiles should be kept confidential with restricted access.

   b. HR will maintain confidential search files of official record for three years including copies of correspondence and candidate materials submitted outside of CU Careers.

   c. Do not disclose the number of candidates or names with other candidates.

   d. Other university employees outside of the search committee are expected to honor confidentiality guidelines and the role of the search committee.