



Search Committee

A search committee is a group of individuals formed to generate a strong pool of candidates and advise the hiring authority 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 has a course in SkillsSoft to educate search committees on best practices. The course “CU: Search Committee Training, Recruiting Diverse Talent to the University” should be taken before serving on a search committee. You should also use this guide to assist your department in carrying out your next search.

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.

A consultant from the Office of Human Resources, System Administration shall serve as a member of each search committee to assist with these functions. It is in the best interest of both the University and the Search Committee to have a Human Resource consultant serve as a Search Committee member to help with guidelines and compliance within the process as well to give insight to the Search Committee.

Positions in a Search Committee:

1. Hiring Authority – This person will be making the final hiring decision. The Hiring Authority will also be responsible for ensuring that the search is in accordance with university guidelines and procedures.
2. Search Committee Chair – This is the person who will be responsible for all communications between the Hiring Authority and the Search Committee. They are responsible for serving as a spokesperson for the committee as well as making sure the committee’s processes adhere to university guidelines. They will also be in charge of maintaining all records and communications within the committee.
3. Search Committee Members – The Search Committee includes the Chair, and is responsible for seeking, reviewing, and recommending applicants for the position to the Hiring Authority.

Selecting a Search Committee

Establishing a strong committee is essential for a successful search process. Below are some suggestions to ensure you have created an unbiased and strong search committee.

1. Your search committee members should have a minimum of three members but no larger than seven.
2. The composition of the committee should serve to advance the university’s commitment to the principles of diversity and equal employment opportunity, consisting of women, men, and varying roles.
3. If the duties of the position cross over units consider members that are outside of your department.
4. Once the search committee has been established, one representative will be selected to serve as the Chair to correspond with candidates, work closely with the hiring manager, and conduct meetings.

Develop a Search Plan

A plan should be established for all members of the search committee to make the process as smooth as possible for both the candidate and the search committees.

1. Before the search begins, the committee should meet with the hiring authority to discuss and clarify the charge, the desired credentials for candidates, the most important competencies needed for success in the position, and any other criteria for screening and selecting candidates,
 - a. The charge should include the following information:
 - i. Official and/or working title
 - ii. Position description – access in CU Careers to the posted advertisement
 - iii. Essential and preferred criteria that are important to the hiring manager and department
 - iv. Time frame for completing the search (to be defined in a meeting with HR)
 - v. Preferred number of finalist candidates
2. The chair will set up a time for the search committee members to define this plan.

Advertising & Active Recruiting

Every effort should be made in the search process to utilize a wide variety of sources in soliciting applications from a diverse candidate pool, including minorities, women, veterans, person with disabilities, and other under-represented groups. All positions are posted to our career site, CU Careers. System Administration provides departments with a variety of other avenues to post their position to source qualified candidates. These include: Higher Ed Jobs, Inside Higher Ed Jobs, LinkedIn, JuJu Job Search Engine, The Job Spider, The Ladders, and Better Jobs. In addition, Direct Employers automatically posts our jobs to many diverse job boards to ensure our postings reach a diverse candidate pool.

Other tips for advertising:

1. A department who chooses to post on to a third party site will be responsible for maintaining the posting including any incurred cost.
2. Search committees can use a variety of campus email distribution lists to advertise the job posting.
3. Contacting other professionals in the field, beyond CU, is highly encouraged.

Reviewing Candidate Materials

Using the job posting and information from the hiring manager, the search committee will assess each candidate's qualifications to ensure that all applications are evaluated using the same criteria. Review all candidates who have submitted complete applications via CU Careers only. Manual collection of resumes and applicant materials should not occur. Here are some guidelines for reviewing candidates.

1. Human Resources will do an initial review of all candidates to assess which candidates meet minimum qualifications that were defined on the posting. HR will send a workbook to the Search Chair with the list



of candidates who meet the minimum qualifications. Candidates who do not meet minimum qualifications CANNOT be considered.

2. Ensure consistent evaluation of candidate qualifications.
 - a. Utilize a screening or rating sheet to consistently review and evaluate materials.
 - b. Avoid making assumptions about candidates' motivations or interests that could unfairly exclude them from consideration - can you provide a job-related reason for non-consideration?
3. International Candidates:
 - a. If interested in pursuing an international candidate the posting must be reviewed by the [International Student and Scholar Services](#) (ISSS) office in International Education. ISSS exists to provide immigration advice to department at the University of Colorado to ensure that any international candidate that is hired can get appropriate authorization. To ensure that an international candidate will be eligible for hire, a print ad must appear in a national publication if international applicants are expected. If you end up hiring an international for your position opening, System Administration HR Page 3 of 6 Revised 8/2009. ISSS will need to do some visa work for your new hire in order for him/her to have the proper work visa. Early consultation will give them lead time to prepare any necessary documents and submit appropriate petitions to the relevant federal agencies, such as the Department of Labor or the Department of Homeland Security. (See additional resource on [hiring international employees](#)).

Confidentiality

Confidentiality of the names of candidate, 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 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. Candidate materials prior to the finalist stage should be kept confidential with restricted access.
 - i. Departments need to maintain confidential search files of official records for three years including copies of correspondence and candidate materials submitted outside of CU Careers.
 - b. Do not disclose the number of candidates or names with other candidates.
2. Other university employees outside of the search committee are also expected to honor these guidelines and the role of the search committee.

Interviews

Prior to setting up interviews, the Chair and committee will formulate interview questions to be used in the interview process. Please ensure that interview questions are non-discriminatory and designed to assess each candidate's skills and experience as related to the requirements of the job.

1. Develop interview questions in advance so all candidates can answer the same questions.



2. System Administration offers the digital interview tool HireVue for the first interview. HireVue Interviews are recorded and search committee members can review interviews as many times as needed.
3. Phone interviews can also be used for the initial interview.
4. In-person interviews are required at least once during the recruitment process.
 - a. It's important to meet the candidate in person to make sure candidate will be a great fit for position and department.

References

Reference checking is mandatory prior to extending an offer letter to a candidate. Reference checks must be completed for all finalists and may be conducted by the search committee and/or the supervisor/hiring authority.

1. It is recommended that candidates be informed when the committee is ready to begin checking references.
2. As a professional courtesy, the search committee should honor requests to refrain from contacting specific references until the candidate becomes a finalist.
 - a. If a finalist refuses to allow contact with a potential reference the committee deems important, the finalist should be informed that this refusal limits the committee's ability to complete its evaluation and that the candidate may not receive full consideration.
3. Directly contacting reference providers from the list of references the candidate provided within application is appropriate.
 - a. If you will be contacting additional references not provided by candidate, you must notify the candidate in advance.
4. System Administration offers an automated reference checking software called SkillSurvey.
 - a. SkillSurvey is an automated reference checking software that makes hiring decisions based on data, not instinct. Using SkillSurvey is a great way to receive honest feedback from reference providers.

Background Checks & Electronic Offer (e-offer)

A criminal history record check must be obtained for the final candidate being hired, as described in the System Administration policy on Background Checks. Other background checks, such as financial and motor vehicle history may also be required depending on the position.

1. Once references have been checked and a final candidate has been identified the search committee chair will verbally offer the candidate the position. When the candidate verbally accepts the position, the background check can be initiated and an offer letter prepared.
2. The Chair/Hiring Authority will contact HR informing which candidate has verbally accepted the position, the salary, and the start date.
3. HR will start the background check and prepare the e-offer for department approval.



Follow-up

1. The Chair/Hiring Authority must contact all candidates who were not selected for the position.
2. The search committee should follow up with candidate post hire
 - a. Stop by the candidates desk to welcome them to the office and ask how they are doing and liking their position.
 - b. See if candidate needs anything or if you can assist him or her with their transition.