Overview of Search Procedures for AP Positions

1. Select Search Committee Executive Officer (EO)

- Whenever possible, create a search committee that is diverse by race and gender. Provide a justification if this cannot be met (via *Attach a Note* in HireTouch).
- Search Committees must have a minimum of 3 members.
- Whenever possible, select a chair for the search committee that is not the person to whom the position will report when hired so the search committee can serve in an advisory role. Provide a justification if this cannot be met.
- Identify a Diversity Advocate. Information on their role can be found on the Office for Access & Equity website. Hiring Official should ask one of the search committee members to fulfill this role.
- Provide the charge to the search committee (either in person at first search com mtg or via email): what you expect them to do (will they conduct initial interviews and present an unranked or ranked list to the EO; will they only be reviewing applications and presenting a short list to an executive committee or the EO and not conduct any interviews); what a potential hire must have to succeed in the position; etc) and answer any clarifying questions on qualifications for the position.

☐ **Online Diversity Training for Search Committees**
- To ensure that all members on a search committee are aware of best practices, the Office for Access & Equity requires that all search committee members complete the online DiversityEdu2.0 program at least once every other year. Search forms *will only be approved* by Office for Access & Equity once all members of the search committee have completed the training.
- A list of LAS employees who have taken the training as of July 13, 2018 is located in the *LAS Search Committee and Processing Documents* BOX folder (contact Amy Elli for access).
- It is highly recommend that the search form NOT be held in the unit while you wait for search committee members to complete training as the DiversityEdu2.0 system will not inform a unit when the training has been completed. The Office for Access & Equity will have reports on who has recently completed training and will be able to monitor this requirement.
- All Faculty, Specialized Faculty, and Academic Professionals have been entered into the system and should be able to complete the program at any time. If a student or individual hired after Sept 2015 is in need of taking the program, please contact the Office for Access & Equity (accessandequity@illinois.edu) with their name and netid and request that they be added to the course.
- Here is a link to the training: https://compass2g.illinois.edu/ . Netid and password are required to login. The course is listed under "My Courses" and titled DiversityEdu2.0

2. Position Announcement (Advertisement) EO, Staff

- Executive Officer needs to decide the level of involvement of the Search Committee (selection of ad sources, discussion of duties and qualifications).
- Create the position announcement with the 11 required elements from the Office for Access & Equity manual AND using the information from the approved job description. The *Search Committee & Processing Documents* BOX folder contains a sample ad with basic headers and required language.
- Create a short ad (to be used in sources that charge by the word). A short ad example can be found via the LAS Hiring Website- https://las.illinois.edu/faculty/hiring *HireTouch Job Aids* (you will need to be logged into the LAS site)
- Create a short url- Please consider creating a short url for your search. If your unit wishes, you can

replace https://jobs.illinois.edu in the long ad you post with the short url. The job board is a bit cluttered, so you may want to direct applicants directly to your ad. The short url can also be used in your approved short ad. Instructions on creating and editing a short url are on the LAS Hiring Website- https://las.illinois.edu/faculty/hiring *HireTouch Job Aids*.

3. Establish Search Plan and Recruitment Sources EO, Diversity Advocate (DA), and Search Committee

should discuss recruitment sources/strategies to ensure the most diverse pool of qualified applicants. For all ad sources, please ensure that the price and timeline for postings will work with your search plan and proposed application deadline.

Your unit will need to document the **good faith efforts** that were addressed during the search. **Please keep a list of conferences attended, organizations contacted, and individuals contacted that are part of your search's plan to recruit underrepresented demographics.** Submission and outcome of these efforts is now part of the search paperwork.

Required Advertising Sources for Searches:
- U of I Job Board : Posted automatically

- HigherEd Jobs and Affirmative Action Email (https://www.higheredjobs.com): Posted automatically and your unit is billed directly.

- Illinois Diversity (illinoisdiversity.com) posted automatically by campus. Departments do not need to upload this advertisement to the Activity Tab in HireTouch.

Units need to discuss if disciplinary sources should be used for the search. Units should utilize special recruitment efforts or methods which target members of the designated classes, including U.S. military veterans and persons with disabilities as well as members of historically underrepresented groups. A proactive recruitment plan should be used and could utilize some of the following:

> http://www.academickeys.com/
> http://diverseeducation.com/
> http://www.insightintodiversity.com/
> NACADA- For advising positions
> Dice.com- for technology positions
> Hireverterans.com

4. EO gives information above (4-6) to Staff to enter into HT via the Search Form
- Staff contact should check ad costs and publishing dates to ensure that all ad sources can be used.
- Consult LAS Hiring website- HT Form Instructions- Creating Workflows and Editing Forms for assistance with this form. https://las.illinois.edu/faculty/hiring
- Search Form reviewed by LAS and Office for Access & Equity

AFTER Search Form is approved:

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5. Advertising Staff, Search Chair
- Begin advertising after receipt of search approval from Office for Access & Equity (via email).
  - Use the ad that is located in HireTouch (Properties tab or the approval email)
  - All ads as specified on the Search Form must be used. If there are issues, please contact Amy Elli.
  - Ads are only required to appear once in each specified source.
- Save copies of all advertisements as they appeared in each source and upload in HireTouch through the Activity Tab, preferably as one scanned document coded as *Advertisement*.

6. Set up Search Committee Meeting to plan the search Staff, Search Chair

7. Search Committee Meeting to plan the search
The following outline can be used to start an agenda for the meeting:

☐ **Obtain Charge from Executive Officer**

☐ **Review Office for Access & Equity search documents** (each opens in new window):
  - – Office for Access & Equity Search Process pdf
  - – Interview Questions and Pre-Employment Inquiries
  - – Non Discrimination Statement

☐ **A WORD ABOUT CONFIDENTIALITY**
- Search process is confidential
- Maintain confidentiality before, during, and after the search of all applicant information and deliberations.
- Applicant information should not be shared
- Finalist information should not be shared
- Reference checks must be done with guidance from Search Chair/Department Head
- For searches where there are internal applicants, the search committee must take extra care to NOT discuss any aspects of the search in front of internal applicants. The department must also take care when scheduling interviews to ensure the confidentiality of finalists.

Planning Your Search

☐ **Search Process Best Practices**
- Free of bias or stereotyping of applicants in verbal or written communication
- Strategies to avoid bias: https://www.indeed.com/lead/the-problem-of-unconscious-bias
- Applicants must be evaluated fairly
- Search Committee discussions need to focus on the materials submitted (resumes, references, etc), interviews, and comments from individuals that also met with the finalists. Personal information on any applicant must be kept out of the search committee discussions.
- Campus visit provides similar opportunities for each finalist
- Interview procedures treat finalists consistently

☐ Your unit will need to document the **good faith efforts** that were addressed during the search. **Please keep a list of conferences attended, organizations contacted, and individuals contacted that are part of your search's plan to recruit underrepresented demographics.** Submission and outcome of these efforts is now part of the search paperwork. Here are some examples which will help your committee formulate a plan best suited for your search:

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- Reviewed Affirmative Action Placement Goals for Position
- Reviewed Diversity of Applicant Pool Report
- Reviewed Diversity of Finalist Pool Report
- Recruited at professional conferences that target underrepresented professionals
- Called or sent the position announcement to professional organizations focusing on underrepresented individuals
- Engaged local and regional networks of people in related fields at corporations/businesses to suggest potential applicants
- Mailed/emailed vacancy notices to graduate departments, professional journals, and/or newsletters
- Sent position announcement and/or requested nominations from departments in:
    - Historically Black Colleges and Universities (HBCUs)
    - Hispanic Serving Institutions
    - American Indian Serving Institutions
    - Asian serving Institutions
- Good faith efforts that are not listed above

☐ **Discuss Advertising Sources**

Staff contact should provide the Search Chair the list of ad sources to be used for the search (taken from the Search Form). Will sources already identified be effective in soliciting and recruiting a qualified and diverse pool of applicants? Should additional sources be used?

Required Advertising Sources for Searches:

- U of I Job Board : Posted automatically

- HigherEd Jobs and Affirmative Action Email (www.HigherEdJobs.com): Posted automatically and your unit is billed directly.

- Illinois Diversity (illinoisdiversity.com) posted automatically by campus. Departments do not need to upload this advertisement to the Activity Tab in HireTouch.

Units need to discuss if disciplinary sources should be used for the search. Units should utilize special recruitment efforts or methods which target members of the designated classes, including U.S. military veterans and persons with disabilities as well as members of historically underrepresented groups. A proactive recruitment plan should be used and could utilize some of the following:

http://www.academickeys.com/   NACADA- For advising positions
http://diverseeducation.com/   Dice.com- for technology positions
http://www.insightintodiversity.com/   Hireverterans.com

Planning for Review of Applicants

☐ **Discuss and set the Initial Screening Criteria.** Establish criteria **BEFORE** review of **ANY APPLICATIONS**

- Required and preferred qualifications from the ad must be used as the screening criteria
- If a degree area states "or related field" discuss and define what areas are related
- Applicants must meet all required criteria to move forward in the search process

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☐ **Discuss letters of reference**
- Search committee must have a consistent plan concerning letters of reference
  - All must be in for review of application? (Date may have been specified in the ad)
  - All must be in to select applicant for next level of review?
  - Other?
- Whatever plan is selected, the search committee must be consistent for all applicants at each stage of the process.
- Evaluation of references- strength of letters especially as related to applicant screening criteria
- **Please note- Search Committee members cannot be references for any applicants.**
- The Office for Access & Equity have stated that the hiring official should contact finalists' current supervisor for a reference (even if not listed as a preferred reference), but the unit needs to let finalists know that this will happen.
- If references are contacted via phone, the questions and answers from the conversation must be documented and uploaded into HireTouch.
- Off-list references (from OAE)
  - University practice is to request permission before conducting any off-list checks
  - Off-list checks should follow the same process as any other checks
  - Permission to go "off-list" should be expressly provided by the candidate before references are contacted- Off-List Reference Consent Form
  - Consider carefully the use of unlisted reference- It may affect the individual's current job
- Review the LAS Hiring site- *Letters of Reference- using HT for collection* for information on using HT to collect reference letters. https://las.illinois.edu/faculty/hiring

☐ **Discuss late applications**

If your ad will remain on jobs.illinois.edu past the advertised deadline date the search committee will need to discuss the following three options:
- Not review any late applications after the deadline. Begin the review of on time and complete applications. If the on time and complete applications do not yield a strong pool, your committee can decide to then look at late applications. See point 2 below for further information on reviewing late applications.
- Review on time and late applications from the beginning of review period. Appoint a member of the search committee to work with the staff member to monitor applications received after the deadline date. Notify the search committee when new (late) applications have been submitted. The committee will need to review all late applications received prior to a decision to make an offer.
- Remove the posting from the job board at midnight of the deadline date. Late applications could not be submitted.

☐ **Establish timeline for search process** – bring schedules to meeting and hold dates for review meetings and interviews

☐ **Begin Discussion of the Interview Process**- See section 11 for items to discuss.
View video- Interview bias and how to manage it (start at 52 second mark): https://go.illinois.edu/manageinterviewbias

8. Committee Review of Applications

☐ **Review the Diversity of the Pool Report**. This report will be sent to the Search Chair and Diversity Advocate via email the day after the deadline

☐ **Review applications using the established application screening criteria**

☐ Keep in mind information from the **Office for Access & Equity on reviewing applications**:

- Be mindful of unconscious bias as you review applicant names, experiences, educational institutions, etc.
- Evaluate each applicant's entire application; don't depend too heavily on only one element such as letters of recommendation, or the "prestige" of the degree granting institution or post-doctoral program.
- Don't automatically eliminate applicants without preferred qualifications.
- Be able to defend every decision for eliminating or advancing a applicant.
- Spend sufficient time (at least 20 minutes) evaluating each applicant.

☐ Discuss if regret emails should be sent to applicants who did not meet mins at this time. It is best to keep applicants informed along the way whenever possible. Regret emails should be sent via HT. See the HT Resources tab- *Email Correspondence* for instructions.

9. Screening/Phone Interviews (optional)

If the Search Committee conducts screening/phone interviews in order to determine a set of on campus finalists, document the criteria for evaluating these interviews.

Please **document** why applicants involved in the screening/phone interviews **were not chosen** as on campus finalists. Add this information to the **Summary Narrative**. Avoid vague statements such as "not a good fit"

10. Selection of Finalists

☐ After on campus finalists are chosen, provide the information below to the Unit Contact so she/he can submit the Finalist Notification Form (FNF) as soon as possible. Finalists can be invited while the FNF is being completed, but we ask that the FNF be fully approved **BEFORE** any campus visit begins. The form approval page defaults to OAE, but please change the approver to *Elli, Amy.*

> **Document and Submit:**
>
> ☐ Screening criteria for review of applications (code as *Application Evaluation Criteria*)
>
> ☐ Copies of all ads placed (as they appeared in each source; code as *Advertisement*)
>
> ☐ Update Status Codes for all applicants (Instructions on updating applicant status codes can be found via HT Job Aids section of the LAS HR site)
>
> ☐ Interview Questions and Review Criteria (we strongly encourage all units to have these two items established early in the process code as *Finalist Interview Questions*; *Finalist Interview Criteria*)
>
> ☐ A yes/no answer to the following: Did the Search Com and Diversity Advocate review and discuss the Diversity of Pool Report?

☐ If only 1 finalist, please explain
☐ Good Faith Efforts taken during the search (See *LAS Search Committee* BOX folder for examples of what type of information the Office for Access & Equity is asking for)

Status Codes to choose for applicants:
1. Not reviewed (the committee did not review submitted information)
2. Incomplete Application
3. Does Not Meet Minimum Qualifications – Education/Degree
4. Does Not Meet Minimum Qualifications – Experience/Skills
5. Meets Minimum Qualifications – Lacks Preferred Education/Degree
6. Meets Minimum Qualifications – Lacks Preferred Experience/Skills
7. Screening or Phone Interview
8. Finalist and/or On-Campus Interview
9. Withdrew

☐ Discuss if regret emails should be sent to applicants who have not been selected to move forward at this time. If a group of applicants could possibly be considered if the on-campus finalists do not yield a strong pool, it is best to wait to contact them. If there are groups that would not be considered for the position, it is best to contact them at this time. Regret emails should be sent via HT. See the HT Resources tab- *Email Correspondence* for instructions.

11. Interview Process

Please ensure that the following are established before any interviews begin:

☐ **Interview Review Criteria-** used to evaluate each on campus interview
Interview Review Criteria will normally be based on a more in depth review of the Initial Screening Criteria including items that could not be assessed on paper or reference letters. Examples from various searches in the recent past can be found in the *LAS Search Committee* BOX folder.

☐ **Basic set of Interview Questions**
Applicants should be asked similar questions, thereby allowing comparative judgments to be made while ensuring that crucial job- related information is obtained. These questions are asked by the search committee to each on campus finalist. Examples from various searches in the recent past can be found in the *LAS Search Committee* BOX folder. Additional questions such as follow-up questions do not need to be documented.

☐ **Interview schedule**
All interviews should, barring unique circumstances, be conducted under reasonably similar circumstances, and all applicants should be given similar opportunities to meet the same set of colleagues.
All individuals interviewing the finalists should review the following;
    Position Announcement
    Finalist's Vita

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[Interview Questions and Pre-Employment Inquiries](#)

Planning an effective interview process includes the following (from OAE):
- Hiring official provides guidance on who will conduct/participate in the interviews (search committee, hiring manager, stakeholders, etc)
- Develop a timeline
- Make candidates feel welcome and comfortable- treat all candidates with respect and remember they are interviewing you as well
- Consider how you will meet the needs of applicants with disabilities- applicants with visual, hearing or other disabilities may not be able to participate effectively in a video conference.
- Be prepared to handle complications caused by travel delays and technical issues
- Conclude the interview by letting finalists know what to expect next

12. Search Committee provides recommendation to Executive Officer

The search chair should write the Summary Narrative outlining the search committee's recommendation and send to the Executive Officer and Hiring Official (if a different person). The recommendation may end with a ranked list or only include the overview of each finalist. The Executive Officer/Hiring Official should provide guidance on what they expect to receive. The Narrative must include the following:

☐ Interview Review Criteria

☐ Basic Interview Questions

☐ Evaluation of each Finalist

☐ For each Finalist: name, interview date, visual estimation (based on face-to-face interactions) of: gender, race/ethnicity

☐ Justification for finalists must include how he/she met or did not meet the following:
- Application Screening Criteria- qualifications; experience; references, etc.
- Interview Review Criteria- in depth review of qualifications and experience; etc.

Avoid vague statements such as "not a good fit"

13. Requesting Offer from Dean's Office

The Staff contact will need the following items to complete and submit the Summary Form:

☐ **Letter from Executive Officer to Dean** requesting the offer (Upload into HT-code as *Other*)

☐ **Letters of reference** or typed transcripts of reference checks for all finalists (Upload into each finalist's HT file- code as *Letters of or List of References-CONFIDENTIAL*)

☐ **Summary Narrative** from Search Committee with and Executive Officer's (and Hiring Official if needed) recommendation added at the end of the document. (Upload into HT- code as *Summary Narrative*)

☐ **Submit Summary Form**- the Staff contact will submit the Summary Form which is **available via the Applicants tab, located within the proposed hire's HT file.**
- Click on the dark gray Applicants tab

- Click on the name of the proposed hire
- Click on the dark gray Jobs tab, then Forms
- Click *Start* on the Summary-Applicant row
- Complete all required fields; Under *Justification for Hire*, type "See attached narrative"
- Oral English Proficiency- **ONLY needed if the proposed hire meets both of the following**:
  - Will provide <u>classroom instruction</u> AND is a <u>non-native English speaker</u>
- When ready to submit for approval, click *Save and continue to approvals*. The approvals are as follows:
  - Department: Unit Executive Officer (if in school, work with School on obtaining signature on letter to the Dean)
  - EEO Officer/College: *College, LAS Hiring*
  - The College office will determine all other approvers

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14. Contingent Offer and Background Check Process

The Office of the Dean will contact the unit via email with approval to issue the offer.

☐ Issue offer letter

- To ensure that your offer letter includes all necessary elements, please consult Provost Communication #2 and IHR offer letter examples.
- Timing of the start date: The start date for the position cannot be before the background check is complete. Please review the steps below so you can plan accordingly.
- While the offer is being considered, please make sure these items are completed:
  - If the job is still on the U of I job board and the search committee is finished reviewing applications, please email accessandequity@illinois.edu and ask them to remove the job.
  - Inform all other applicants of their status- via email in Hiretouch or letters. You may want to hold off on contacting the other finalists until after your top candidate has accepted the offer. Remember to scan and upload any letters into each applicant file in HireTouch. All applicants must be informed of their status in the search- this may have been done in stages throughout the search (an email to applicants that did not meet the minimum requirements sent after the first review of applicants, etc.).

☐ If offer ACCEPTED

- After the written acceptance of the contingent offer has been received, upload the proposed appointee's written acceptance into HT (coded as *Acceptance Letter*). This must include the offer letter as well
- Submit **Summary-Applicant** AND **Background Check Request-Applicant** Forms
  - Click on the search workflow
  - Click on the dark gray Applicants tab
  - Click on the name of the proposed hire (has the status code *Offer Pending*)
  - Click on the dark gray Jobs tab then Forms
- **Summary-Applicant** Form-
  - If edits are needed to the Salary Offer (Salary must abide by approved LAS range) or Start Date section are needed:

- Click on *Approvals*
- Click *Edit*, make edits, click *Save and Continue to Approvals*
- Click *Approvals*
- Click *Approve* (next approver is *OAE*). The Office for Access & Equity will review the Summary Form and issue the approval email. That email along with the search number, are required pieces in the HR Front End transaction
  - If edits are NOT needed:
    - Click on *Approvals*
    - Click on *Approve* (next approver is *OAE*). The Office for Access & Equity will review the Summary Form and issue the approval email. That email along with the search number, are required pieces in the HR Front End transaction
- **Background Check Request-Applicant** Form. The BCF can be submitted right after you submit the Summary Form to the Office for Access & Equity. [Information from IHR on Background Checks](#). If you are still in the applicants HT file-
  - Click on the dark gray Jobs tab then Forms
  - Click *Start* on the Background Check Request- Applicant row
  - Complete all fields and submit to **Illinois HR background check review*

- IF background check **needed**, IHR will email the staff contact:
  - "Background check ordered. Please inform your candidate(s) to expect a message from GIS from the following email address, noreply@hireright.com and the subject line will state: Action needed in connection with your application for employment with University of Illinois."

- IF check **not needed OR** when Background check **process complete,** IHR will email the staff contact:
  - "Proceed with the hiring process. A copy of the email should be attached to the HR Front End transaction."
- Illinois Human Resources notifies the candidate of the successful completion of the criminal background check process
- If needed, the unit could follow-up with the candidate to confirm the start date and other details (such as visa or moving arrangements)
- Ensure all applicants have been notified of their status in the search

□ If offer DECLINED
If the proposed hire turns down the offer please complete the following:
- Update the status code for the person to- *Declined Offer* (via the Applicants tab)
- IF you wish to request to make an offer to a different finalist:
  - The search chair/Exec Officer will write up an addendum to the Summary Narrative indicating the date of the declined offer and the next steps the department wishes to take. Attach this revised Summary Narrative via the Activity Tab (code as *Summary Narrative*)
  - Submit the Summary Form - the Summary Form is **available via the Applicants tab, located within the proposed hire's HT file.** Review page 5 for details on accessing the form.

- IF the unit will NOT make another offer:

  o   Complete the *Close Search Without a Hire* form- submit the College, LAS Hiring
  o   Update the narrative to indicate why a hire will not be made and upload into Hiretouch
  o   Ensure all applicants have been notified of their status in the search

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15. Finishing HireTouch portion of search
- If search is still on the job board, email accessandequity@illinois.edu and request that it be removed from the job board.
- Ensure that all applicants have been notified of their status in the search. Regret email examples can be found via the *LAS AP or Specialized Faculty Search Resources* Box Folder: https://uofi.box.com/s/sjvxm0hzhluzexnl8upux1nfw71uke4w . Contact Amy Elli for access.

16. Process the hire through HR Front End
Consult the IHR website for instructions: http://humanresources.illinois.edu/hr-professionals/hr-front-end-transaction-tips.html