

Search Manual

Faculty and Administrative
Professional Hires



**COLORADO STATE
UNIVERSITY**

Office of Equal Opportunity



COLORADO STATE UNIVERSITY

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Introduction

Purpose

Colorado State University is committed to equal access and equal employment opportunity for all individuals, regardless of race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy. The University promotes equal opportunity and treatment through a positive and continuing affirmative action program for ethnic/racial minorities, women, veterans and individuals with disabilities.

Colorado State University has developed and implemented a process for the recruitment and selection of faculty and administrative professional employees which furthers its land-grant mission and supports its goals of achieving inclusive excellence and diversity. The purpose of this manual is to provide assistance to those most directly involved in the search and screen activities, e.g. the Equal Opportunity Coordinator, hiring authority, search committee chair, search committee members and the search support staff for the search process.

All searches at the University should be conducted in a manner that is fair, open, procedurally and legally correct. By doing this the University can meet the mutually congruent goals of excellence and diversity in an atmosphere reflective of its commitment to integrity of process and outcome. This is not to suggest that all searches will be flawless, for that is not possible in a process involving human beings, but all searches should be conducted to withstand any level of scrutiny that might be brought to bear.

In the search process, consistency, as long as it is not carried to an extreme, is a critical component. The guidelines in this manual are designed to meet most contingencies; in rare instances when they may appear inappropriate, discussion and alteration are always possibilities. Recall, the search process is a tool used to achieve the goal of finding, hiring and retaining the best employees who contribute to the University's mission in as many facets as possible. This manual exists to enhance the use of the search process as such a tool.

Office of Equal Opportunity

Colorado State University's Commitment to Non-Discrimination

Colorado State University is committed to providing an environment that is free from discrimination and harassment based on race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy, and will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. Colorado State University is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce and complies with all Federal and Colorado State laws, regulations, and executive orders regarding non-discrimination and affirmative action.

Equal Employment Opportunity
Statement

Glossary

Ability – Aptitude or competence, the skill or proficiency needed to perform certain tasks.

Accessibility – The extent to which an employer’s facilities, programs, and services are readily approachable and useable by individuals with disabilities, including areas such as the worksite, websites, and public areas.

Accommodation – A change in workplace methods, procedures, equipment, schedules, or physical arrangement that facilitates the performance of job tasks by workers with special needs.

Adverse Impact – Practices or policies that result in the selection of members of a protected class at a rate lower than that of other groups.

Affirmative Action (AA) – Actions, policies, and procedures undertaken by a contractor in recruiting, hiring, promotions, and all other personnel actions that are designed to achieve equal employment opportunity and eliminate the present effects of past discrimination. Affirmative action requires (1) thorough, systematic efforts to prevent discrimination from occurring or to detect and eliminate it as promptly as possible and (2) recruitment and outreach measures.

Affirmative Action Plan (AAP) – A written set of specific, results-oriented procedures to be followed by all applicable federal contractors. The plan is intended to remedy the effects of past discrimination against or lower rates of hiring or promoting, or higher rates of terminating women, minorities, individuals with disabilities, and veterans. The effectiveness of the plan is measured by the results it actually achieves rather than by the results intended, and by the good faith efforts undertaken by the contractor to increase the pool of qualified women,

minorities, individuals with disabilities, and veterans in all parts of the organization.

Applicant – A person who expresses interest in a vacant position, seeks work at an employer’s facility and is considered by the employer for a particular position.

Availability – The availability of minorities or women for a job group is the percentage of minorities or women among persons in the relevant labor area and/or internal feeder pools having the requisite qualifications to perform the positions included in the job group. The term is broad enough to include any factor relevant to determining the availability of individuals for the jobs in the job group. Availability figures are used in determining whether there are fewer minorities or women than expected in a job group, and, where a goal is established, in determining the level of the goal.

Business Necessity – Specific job-related requirement that is considered by the employer to be fundamental to the mission of the business.

Candidate – An individual who is deemed to meet the basic qualifications for a specific vacancy, either by applying or by accepting a nomination.

Disability – A physical or mental impairment that substantially limits one or more of a person’s major life activities.

Discrimination – Illegally differentiating between people on the basis of group membership rather than individual merit. Discrimination involves treating someone unfavorably because of that person’s protected class status.

Disparate Impact – A disproportionate adverse effect on a particular protected class group.

Disparate Treatment – Occurs when protected class members are treated differently from others, whether or not there is discriminatory intent.

Employment inquiries – Communications received by any office within Colorado State University from individuals expressing interest in positions that may be available. Employment inquiries are not considered applications for specific vacancies.

Equal Opportunity Coordinator – The primary responsibility of the Equal Opportunity Coordinator (EO Coordinator) is to ensure that the search process is conducted in a procedurally sound and ethical manner. As the liaison between the Office of Equal Opportunity and the search committee, the EO Coordinator serves as a resource person and provides initial review and approval of the various search steps including all OEO approval points.

Equal Employment Opportunity – Proclaims the right of each person to apply and be evaluated for employment opportunities without regard to race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy. It guarantees everyone the right to be considered solely on the basis of their ability to perform the duties of the job in question, with or without reasonable accommodation(s).

Essential Functions – Duties that are basic or fundamental to a position. Under the Americans with Disabilities Act, reasonable accommodation must be made in order to allow a qualified individual with a disability to perform the essential functions of a position.

Hiring Authority – The hiring authority is generally the individual holding the leadership role of the unit conducting the search and/or the supervisor of the position

being filled (some variation may exist due to individual unit structure). This person is responsible for establishing the search committee, charging the search committee with its duties, receiving the recommendation of the search committee and making the final decision to offer the position subject to approval by the appropriate University authorities.

Minorities – Individuals of those minority groups for whom EEO-6 reporting is required; that is, American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latinx, Native Hawaiian or Other Pacific Islander. The term may refer to these groups in the aggregate or to an individual group.

Nominee – An individual who is nominated by someone other than themselves for a specific vacancy. If a person who is nominated refuses the nomination, they shall be called an “uninterested nominee” and shall be recorded as such.

Office of Equal Opportunity (OEO)– The office delegated the responsibility for developing, monitoring and approving the process used to recruit and select faculty and administrative professional employees at Colorado State University. In fulfilling that function, the OEO is involved either directly or through the EO Coordinators in all facets of the search process. Although the EO Coordinators may approve certain steps, some steps must be approved by staff in the OEO.

Protected Status – People protected from discrimination under government regulations and laws based on group identity. The specific groups are defined as women, American Indians or Alaska Natives, Asians, Blacks or African Americans, Hispanics or Latinx, Native Hawaiians or Other Pacific Islanders, people of two or more races, people over 40, individuals with disabilities, and Disabled Veterans, Recently Separated Veterans, Active Duty Wartime or Campaign

Badge Veterans, and Armed Forces Service Medal Veterans.

Qualified individual with a disability – An individual with a disability who satisfies the requisite skill, experience, education, and other job-related requirements of a position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of the job.

Reasonable accommodation – Used in connection with individuals with disabilities: A workplace modification(s) or adjustment(s) made to a job application process, to a job, or work environment so that a qualified individual with a disability can apply for a job, or perform the essential functions of a job and to ensure that they receive an equal employment opportunity. Reasonable accommodations should be such that they do not create an undue hardship and may involve such actions as adjusting the physical environment, equipment, schedules, or procedures. Used in connection with religion: Requirement that an employer grant an employee accommodations for religious reasons. These accommodations may be adjustments to hours or days worked or other similar actions that will make it possible for an employee to fulfill their religious obligations.

Search Committee – The role of the search committee is to identify, recruit, evaluate and recommend candidates to fill positions. The committee is an advisory body empowered to assess applicants and report those assessments to the hiring authority. The nature and format of the recommendation are conveyed in the charge given by the hiring authority.

Search Committee Chair – A key player in the process is the individual identified to chair the search committee. This person is appointed by the hiring authority and may often be called upon, along with the EO Coordinator, to assist in identifying other committee members. The search committee

chair is responsible for knowing the procedures to be used during the search process and seeing to the conduct of an equitable, efficient, and accurate process.

Search Support Staff – An individual, usually someone on the staff of the search committee chair or hiring authority, identified to provide clerical and other support throughout the search process. Although typically not a voting member of the committee, this person will often attend meetings and as such will be held to the same expectations of confidentiality as voting members.

Talent Management System (TMS) – The online applicant tracking system utilized by the University to recruit, vet, and hire employees.

Undue hardship – An action that requires significant difficulty or expense in relation to the size of the employer, the resources available, and the nature of the operation.

Pre-Search Guidelines

Search Requirements

In accordance with Colorado State University's equal opportunity and affirmative action obligations, all faculty and administrative professional open positions must be posted (i.e. a public announcement for qualified applicants must be made).

Full searches employing advertising in national and regional newspapers, journals or listservs are required for all positions. There can be exceptions to the requirement of a full search. All postings will be placed on the University's jobs webpage.

Limited Recruitment Searches

Limited Recruitment Searches are those for which advertisements are not placed in a publication of national circulation or on a national listserv. Limited searches for some positions may be restricted to a regional area, the State of Colorado, the University campus, or even to the unit in which the position resides. These exceptional searches must be justified by the qualifications sought and existing circumstances. The limitations are the reach of the chosen advertising method as opposed to the potential for its being seen.

Limited Recruitment Searches are a deviation from the standard expectation that all faculty and administrative professional positions be filled through national searches and as such may be used only under certain conditions. For all requests, the unit must be able to demonstrate that an appropriate pool can be generated within the limited target area.

A committee cannot release an applicant due to their geographic location, but may let a

candidate know they will have to incur some travel costs if they accept an invitation to a campus interview (and if the required language appears in the position announcement). Approved travel expense language for limited recruitment searches: "Travel expenses for interviews will be limited to a maximum of \$350 per candidate."

Requests to fill positions for which only a Bachelor's degree or experience in lieu thereof is required and for which the salary is \$40,000 or less will automatically be approved for a Limited Recruitment Search.

Accelerated Searches

Accelerated searches are those for which the hiring authority and at least one other person, as well as the EO Coordinator, conduct the search. The Accelerated Search process is an alternative to the standard search committee model and is allowed for non-director level administrative professional positions with an annual salary of \$60,000 or less. The hiring authority and other person(s) review the applications, conduct the interviews and complete the search.

Requests for Alternative Hiring Procedures

Each year some appointments are made and some promotions are granted without going through the standard search procedures. There are a few concretely defined circumstances under which direct appointments are routinely allowed.

Examples are:

- An individual named in an externally funded grant award, for whom an appointment at the University is required.
- A faculty member changing from a tenure track to a non-tenure track or staff position.

- Occasional special appointments and changes recommended by the Provost and Executive Vice President or the President.
- Dual-career couple accommodations.

It is the policy of Colorado State University to fill faculty and administrative professional positions through a search process that includes external advertisement of a national or regional nature to establish a pool of applicants, which is reviewed by an appropriately constituted search committee. Under certain circumstances, the multiple goals of the University may be served by the utilization of alternative processes. Search waivers (direct hires), reappointments, and title or status changes are such alternative processes. The request will be evaluated using the following factors, and relevant information from the unit should be included in the appropriate fields of the posting in the Talent Management System (TMS).

1. Programmatic Congruence (Waiver Request): Does the academic or professional background of the individual being considered support the unit's strategic plan and programmatic priorities? This determination is to be made through the appropriate administrative channels.
2. Potential Available Applicants: Are there potential applicants who would support the probability of achieving our goals through the search process? The unit should provide information on the potential pool, both in terms of programmatic match and diversity and inclusion. Information as to why the individual being proposed would be unlikely to surface through a search is also pertinent.
3. Nature of the Position: Requests for individuals named on contract or grant funds and members of the research groups of newly hired faculty are generally approved without the

application of the above factors. In such cases, discussion with the unit EO Coordinator and/or the Office of Equal Opportunity should be initiated before formalizing the request.

4. Unit Search History: What has been the outcome of past searches in the unit relevant to the achievement of programmatic and diversity goals? If a unit has been unsuccessful in the past, perhaps due to an inability to package competitive offers, a waiver may be appropriate. On the other hand, if a unit has had few opportunities to fill positions, a search may be necessary.
5. Contribution to Diversity and Inclusion: Does the individual proposed for the position contribute to increasing the diversity and/or the ability to advance diversity and inclusion goals of the unit? This is a contributing factor but not a determinative factor to approve an alternative appointment request.

It should be noted that the factors above are not applied sequentially but as a whole. This allows for the assembling of data to make a reasoned decision about implementing a strategy to achieve programmatic and diversity and inclusion goals, which may not be achievable through an external search process.

Alternative procedures are a deviation from what the University has identified as the most appropriate mechanism, a full search, to hire faculty and administrative professional employees and will be approved only under extraordinary circumstances.

The Office of Equal Opportunity is available as a resource to units should they have any questions or wish for a review of position announcements for appointments that the unit believes may not require a full search.

Requests for alternative appointments must be approved by the Provost or appropriate

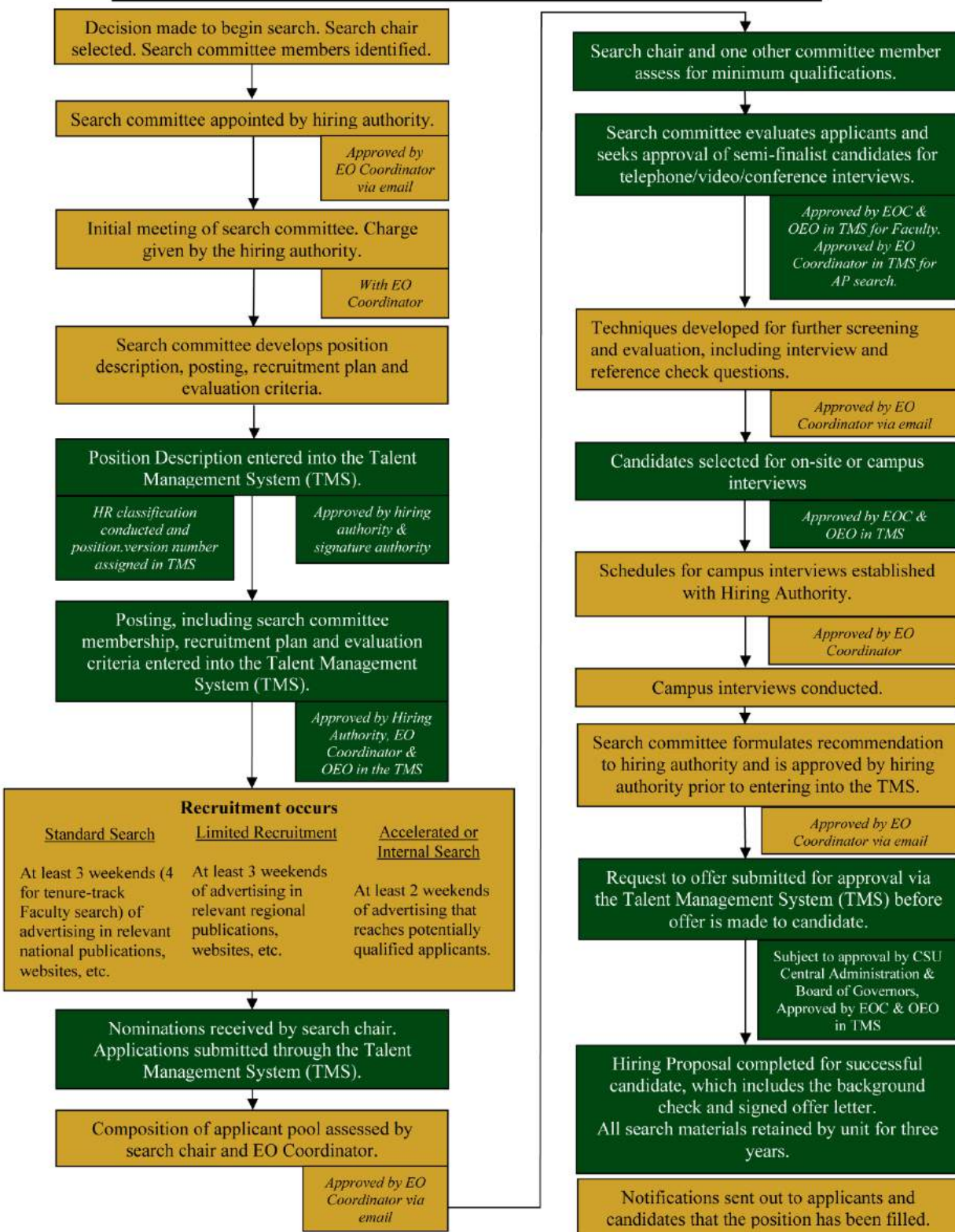
Vice President and the Office of Equal Opportunity.

To seek an alternative appointment to hire a tenure track faculty member without a search, the Office of the Provost and Executive Vice President has outlined a set of requirements that must be met. It can be found in the document "Hiring Tenure Track Faculty Without a Search" under Hiring of Faculty and Administrative Professionals webpage on the Office of the Provost and Executive Vice President website.

Promotion

Promotion is any advancement in rank. Faculty promotions along tenure track progression are considered noncompetitive, insofar as they are not subject to a competitive external search process but are granted pursuant to the Procedures for the Granting of Tenure and Advancement in Rank.

Overview of a Search



Green = Items in the CSU Talent Management System (TMS); **Gold** = Items accomplished outside of the TMS 08/18

Participants in the Search Process

The Equal Opportunity Coordinator

The primary responsibility of the Equal Opportunity Coordinator (EO Coordinator) is to ensure that the search process is conducted in a procedurally sound and ethical manner. The search procedures are designed to provide a framework for conducting a process that complies with all relevant laws and regulations and that allows the University to identify and hire individuals who contribute to the fulfillment of institutional goals, including that of enhancing diversity and inclusion. As the liaison between the OEO and the search committee, the EO Coordinator serves as a resource person and provides initial review and approval of the various search steps including all OEO approval points.

Individuals appointed as EO Coordinators should have a strong personal and professional commitment to the concepts of equal opportunity, equal access, non-discrimination, affirmative action and diversity and inclusion. They should also have the organizational authority to ensure that the actions and decisions of the search committee are consistent with the University's policies and goals.

EO Coordinators are expected to attend search committee meetings, specifically those where candidates are discussed and selection decisions are made. If possible, they should also attend the semifinalist interviews, the

finalist interviews with the committee, and the open forum sessions for finalists.

The EO Coordinator must maintain a balance: being a neutral observer and monitor of the process, yet actively involved either to prevent a committee from engaging in actions that are antithetical to the goals of equal opportunity and non-discrimination or to encourage a committee to be proactive in pursuing affirmative action goals.

To become an EO Coordinator, a dean, vice provost, or vice president nominates a faculty member or administrative professional employee by sending an email to the Associate Vice President of Human Capital, Diana Prieto, with the nomination request. To serve as an EO Coordinator, the successful nominee must attend search chair training and EO Coordinator training. All new EO Coordinators must also shadow a search, working with an experienced EO Coordinator, prior to serving in this capacity.

The Hiring Authority

The hiring authority is generally the individual who holds the leadership role of the unit conducting the search and/or the supervisor of the position being filled (some variation may exist due to individual unit structure). This person establishes the search committee, charges the search committee with its duties, receives the recommendation of the search committee, may conduct reference checks, and makes the final decision to offer the position, subject to approval by OEO and other appropriate University authorities.

To commence the search process, the hiring authority initially meets with the search committee to provide the charge and complete the position description before it is submitted in the Talent Management System to be classified by Human Resources. Once the position description has been classified, and the recruitment plan and screening forms

are finalized, the support staff person enters the search request into the Talent Management System.

In many cases, the hiring authority will write the position description to be used by the search committee. If the committee writes the description, however, it must be approved by the hiring authority before being entered into the Talent Management System.

The recruitment plan should be developed with input from the hiring authority and must be approved by that individual before it is listed in the posting in the Talent Management System.

In the search committee model, the hiring authority does not sit as a member or chair of the search committee, but may have access to all materials submitted to the committee during the course of the search. Depending on the position, the hiring authority may wish to meet with the committee, following the initial meeting. These meetings may occur at the time of a decision on whom to recommend for interviews and again after interviews have been held and the committee is making its final recommendations. It can be very helpful to a hiring authority to listen to the discussion of the committee during the meeting where the final recommendations are crafted, as the members of the committee interact with interviewees in more and different settings than the hiring authority. The hiring authority may observe and be present during the course of the work of the committee but is not a participant in the tasks performed by the committee, and may not impede the work of the committee.

The Search Committee Chair

A key member of the search process is the individual identified to chair the search committee. This person must attend search chair training in order to serve as search chair to a committee, is appointed by the hiring authority and may be called upon,

along with the EO Coordinator, to assist the hiring authority in identifying other committee members. The search committee chair is responsible for knowing the procedures to be used during the search process and seeing to the conduct of an equitable, efficient, and accurate process. The search committee chair functions as the liaison between the search committee and the hiring authority. The search committee chair maintains contact with the EO Coordinator throughout the search process, including the EO Coordinator in meetings and notifying the EO Coordinator of the ongoing status of the search process.

Following an initial planning meeting with the EO Coordinator, the search committee chair should schedule a meeting of the entire committee, including the EO Coordinator and hiring authority. This meeting will allow the official charge to be given by the hiring authority, for the EO Coordinator to provide information about the equal opportunity and affirmative action responsibilities of the committee, review and/or write the position description, and develop the recruitment plan and evaluating criteria.

The search committee chair should oversee all communications from the committee whether to the unit conducting the search, the hiring authority, or the applicants. The search committee chair develops all written communications (i.e. recruitment letters, letters acknowledging receipt of the application, letter to nominees, non-selection notification). The search committee chair informs all applicants and nominees that finalists cannot be guaranteed confidentiality. This individual will be looked to throughout the process to ensure that all steps are completed in a timely manner, communication lines are kept open, and all TMS actions are completed properly. A commitment to the goals of diversity and inclusion and knowledge of how to achieve them are crucial.

The search committee chair contributes to the decision making of the committee as a voting member of the committee. However, it is best for the search committee chair not to be the first to share an opinion. This may chill the conversation of the committee members. A search committee chair should allow members of the committee to share their thoughts before inserting their own observations. The search committee chair guides and assists the committee in its task of making recommendations to the hiring authority. The search committee chair collects and maintains all the records of the search, including committee notes, at the conclusion of the search process.

The Search Support Staff

The search support staff is an individual, usually someone on the staff of the search committee chair or hiring authority, identified to provide clerical and other support throughout the search process. Although typically not a voting member of the committee, the search support staff person will often attend meetings and as such will be held to the same expectations of confidentiality as voting members.

Developing and maintaining the candidate files, scheduling, compiling committee members' decisions, arranging travel and overall recordkeeping are this individual's responsibility. If questions arise about what transpired during the search process, the documentation provided by the search support staff member may be crucial in reconstructing the sequence of the search.

Search support staff can access detailed information on the OEO website to guide them through the conduct of the search process.

The Search Committee

The role of the search committee is to identify, recruit, evaluate and recommend candidates to fill positions. The committee is an advisory body empowered to assess applicants and report those assessments to the hiring authority, the ultimate decision maker. The search committee, under the leadership of the search committee chair, bears responsibility for the search process.

Search committee members must abide by the confidentiality requirement that surrounds the search process. Search committee members should be active participants engaged throughout the search process.

It is not unusual for the search committee to be the only contact many applicants and candidates will have with the University. Therefore, the search committee is provided with an excellent opportunity to enhance the reputation and image of Colorado State University. Always bear in mind that while a search committee is evaluating a candidate, the candidate is also evaluating the search committee, the unit it represents and, ultimately, the University.

Because the search committee has the ability to make profound and substantive changes in an employment unit, every member of the search committee should thoroughly understand the requirements of the position to be filled, the needs of the unit, University policies regarding equal employment opportunity and affirmative action, and the mission of the University.

Forming the Search Committee

The search committee should have members who have legitimate and direct interests in the selection process. Criteria used in selecting the search committee members often include the following:

- Knowledge of the substantive area.
- Demonstrated ability in promoting a deliberative process.
- Strong interpersonal and recruitment skills.
- Represents a key constituent to the position or unit.
- Knowledge of the campus and its surrounding communities.

The members of the search committee should possess an understanding of affirmative action, and diversity and inclusion. When possible, women, minorities, veterans, and individuals with disabilities from within the unit should be represented on all search committees to offer diverse perspectives and different ideas that may enhance efforts to recruit and evaluate candidates. However, since these individuals tend to be asked frequently to serve on an array of committees, this may not always be feasible. It may be possible to include women, minorities or veterans from other units or to enlist their help in the search process.

The search committee will want to evaluate all steps of its search in terms of equal opportunity and affirmative action, with particular attention to the danger of unintentionally introducing any kind of discriminatory practice or bias into the process. Staff from the Office of Equal Opportunity is available as a resource to search committees at any point in the search process.

The Charge

The charge to the search committee must be clear and precise. Ambiguity in the charge, in the role of the committee, or in the extent of its authority can create confusion that will hamper and delay the selection process at crucial points. Ideally, a search committee should be as small as possible, yet large enough to include as many legitimate interests as necessary, typically three to seven committee members. It must be remembered that it takes time to meet as often as a search committee will find necessary. The more members, the more difficult it is to have everyone present for the meetings—all of which are important.

Confidentiality in the Search Process

Confidentiality is critical to the search process. A lack or breach of confidentiality can negatively impact a current search as well as future searches conducted by a unit. There are several aspects of confidentiality that an EO Coordinator and search chair should guard and speak about with the members of the search committee. Confidentiality exists in connection with who applied, who did or did not succeed through the different steps of the search process, application materials, communications between search committee members and the documents produced throughout the search process.

Confidentiality attaches as soon as an applicant applies to a vacant position and remains for the duration of the search and beyond. The time when confidentiality detaches is at the point when invitations are extended and accepted by a finalist to participate in an on-site or campus interview. Confidentiality only detaches for those candidates coming to interview on-site or on campus, not for any other applicants or candidates.

A search committee member cannot acknowledge or deny that an individual has applied for a position. When asked if someone has applied, the member of the search committee should respond by letting the person asking know that they can forward the name of the individual being asked about to the search chair who will communicate information about the open position to that individual. If we do not keep who has and who has not applied confidential, in time, the lack of confidentiality will impact the numbers and richness of our applicant pools as individuals who might be interested in applying will choose not to if they are not able to risk applying knowing that the fact that they applied will not be known unless they are invited to interview on-site or on campus. The list of candidates that participated in a telephone or video interview is also confidential. It is only when a candidate accepts an invitation to interview on-site or on campus that their identity is revealed. It is at this point that their application materials with personal information redacted will be shared with those participating during the interview experience allowing for a robust and informed exchange between the candidate and others participating throughout the interview.

The communications of the search committee and of the search process are confidential with the exception of logistics, such as the when and where of scheduling meetings. E-mails are not confidential and should not be used to discuss applications and their merits or the performance of candidates after interviews. E-mail may only be used for these purposes if the e-mail is password protected. Other options to guard the confidentiality of communication and exchanges are Dropbox, Google Docs and other similar online tools that are made available only to the partners in the search process and allow communications and documents to be shared and stored in a confidential manner. Materials related to a search, such as resumes or curriculum vitae, cover letter, rating sheets and selection results of search committee

members, should be kept in a manner that is confidential. The Talent Management System is a confidential system that requires users to log in. Materials associated with a search held outside of the Talent Management System should be stored in a locked drawer or file cabinet guarding confidentiality and not left on desks, for example, where others can see and have access to the materials.

Confidentiality cannot be overstated or over communicated. The EO Coordinator and/or the search chair should speak to confidentiality at the first meeting and at every subsequent meeting of the search committee.

Typical Duties of the Search Committee

1. Set a timetable for each step of the search process.
2. Assist in formulating the position description.
3. Assist in determining job-related criteria for the position.
4. Develop job-related evaluation forms.
5. Select newspapers, journals, listservs, and other sources in which the advertisement will appear, and identify networking venues and opportunities to recruit applicants.
6. Draft announcements to place as advertisement. Announcements must include the following equal employment opportunity statement: Colorado State University is committed to providing an environment that is free from discrimination and harassment based on race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy and will not

discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. Colorado State University is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce and complies with all Federal and Colorado State laws, regulations, and executive orders regarding non-discrimination and affirmative action. The Office of Equal Opportunity is located in 101 Student Services.

The Title IX Coordinator is the Executive Director of the Office of Support and Safety Assessment, 123 Student Services Building, Fort Collins, CO 80523 -2026, (970) 491-7407.

The Section 504 and ADA Coordinator is the Associate Vice President for Human Capital, Office of Equal Opportunity, 101 Student Services Building, Fort Collins, CO 80523-0160, (970) 491-5836.

7. Plan a search that considers affirmative action, diversity and inclusion and the need for a diverse pool of candidates.
8. Collect the names and addresses of persons and institutions to which recruitment letters can be sent.
9. Actively engage in networking to encourage applicants to apply.
10. Where a goal for women or minorities exists, work with the EO Coordinator to promote the inclusion of qualified diverse candidates in the applicant pool to allow the opportunity to correct underutilization.
11. Review applicants to determine if the applicants meet the advertised qualifications.

12. Develop a list of core interview questions related to the essential duties of the position to ask candidates.
13. Participate in the additional screenings of candidates.
14. Take part in telephone or video interviews with semifinalist candidates.
15. Assist the chair by volunteering for necessary activities during the on-site, campus or finalist interview day.
16. Participate in a seminar, class demonstration, and formal interview during the on-site or campus interview.
17. Participate in final evaluation and formulation of recommendation to the hiring authority.
18. When the committee sends forward the final recommendation to the hiring authority, include reasons why the particular candidates are recommended and why the other finalists are not recommended. The justifications must be job-related.
19. Attend all meetings and maintain confidentiality throughout the search process when speaking about the applicants and their materials, and the activities of the search committee.
20. Submit all notes and search documents to the search chair at the conclusion of the search.

Enlarging the Pool of Applicants

One of the most important elements of the search process is creating a broad and diverse pool of candidates. The time to discuss diversity is at the beginning of the search. One often hears the remark that the pool of women or minorities in a specific discipline is meager or even nonexistent. While certain fields may not have large numbers of women and minorities, there is no field in which they are nonexistent.

It is important to think broadly and creatively about recruiting candidates. One way to create a diverse pool of candidates is to develop a broad definition of the position and the desired scholarship, experience and disciplinary background. Narrowly defined searches may exclude women, minorities, veterans, and individuals with disabilities and may limit your ability to consider candidates with a different profile who, nonetheless, qualify for your position. If appropriate, use “preferred” instead of “required,” “should” instead of “must,” etc. when describing qualifications and developing criteria. Include one of the following statements (or one with similar language and purpose) in each position announcement. The statement may be included as one of the minimum or preferred criteria, in the instructions on how to apply, or in the body of the announcement.

Whether or not a statement on diversity and inclusion can be a minimum or required qualification depends on the content of the statement and how it directly relates to the work of the position. In order to be a minimum qualification, there must be a strong, direct correlation. Otherwise, the

statement on diversity and inclusion may be a preferred qualification when a connection exists between the statement and the position.

- Personal and professional commitment to diversity and inclusion as demonstrated by involvement in teaching, research, creative activity, service to the profession and/or diversity/inclusion activities.
- Ability to advance the department’s commitment to diversity and inclusion through research, teaching and outreach with relevant programs, goals and activities.
- Demonstrated knowledge of and relevant ability with diverse communities among potential target and constituent populations.
- Personal or professional commitment to diversity and inclusion as demonstrated by persistent effort, active planning, allocation of resources and/or accountability for diversity and inclusion outcome.
- Reflecting departmental and institutional values, candidates are expected to have the ability to advance the department’s commitment to diversity and inclusion.

Advertising

Advertising only in the traditional publications and listservs will often result in a homogeneous pool of traditional applicants. The typical route of placing an advertisement and waiting for applications is no longer sufficient. In this competitive hiring market, some of the best applicants may not see your advertising or may not see themselves in your advertised position without some encouragement. To enlarge the pool of applicants, a search committee must consider advertising in a variety of other publications and contacting a variety of professional organizations. Many publications and organizations advertise faculty and

administrative professional positions for women, minorities, veterans, and individuals with disabilities. Advertising in appropriate publications and contacting relevant organizations will not only assist in enlarging the pool of applicants but will also convey the commitment of the unit and institution to recruit women, minorities, veterans and individuals with disabilities.

All advertising, including any form of announcement whether by e-mail, letter, the internet, listserv, journal, etc., must include the following Colorado State University equal employment opportunity statement:

Colorado State University is committed to providing an environment that is free from discrimination and harassment based on race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy and will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. Colorado State University is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce and complies with all Federal and Colorado State laws, regulations, and executive orders regarding non-discrimination and affirmative action. The Office of Equal Opportunity is located in 101 Student Services.

The Title IX Coordinator is the Executive Director of the Office of Support and Safety Assessment, 123 Student Services Building, Fort Collins, CO 80523 -2026, (970) 491-7407.

The Section 504 and ADA Coordinator is the Associate Vice President for Human Capital, Office of Equal Opportunity, 101 Student Services Building, Fort Collins, CO 80523-0160, (970) 491-5836.

A list of suggested publications in which search committees may want to place advertisements in order to reach a diverse applicant pool can be found on the OEO website. The list of publications is a sampling of what is available and is not an exhaustive list. Search committees are encouraged to identify diverse advertising sources within their discipline.

When advertising for a position, the full consideration date must be a minimum of four weekends for tenure-track faculty positions and three weekends for most other positions after the approval of the position announcement by the Office of Equal Opportunity.

If a unit knows they will not sponsor a visa for a candidate, the posting may state: The successful candidate must be legally eligible to work in the United States by the proposed start date.

Networking

In addition to advertising a position in a variety of publications and listservs, making direct contact with academic departments, professional organizations and colleagues is an extremely effective method of expanding a search. The informal word-of-mouth approach to recruitment is one of the most successful practices for identifying candidates.

Departments and units are urged to:

Encourage faculty and staff who will be attending professional conferences or who will be delivering papers at other universities to **combine their visits with recruitment efforts** for present and future positions. They can provide potential applicants with general information about their department or unit and Colorado State University.

Establish a working relationship with departments and units at institutions with

substantial numbers of women, minorities, veterans, and individuals with disabilities. This will allow a host of mutually beneficial activities to be undertaken, such as a sharing of research facilities and exchanges of faculty and staff. Teaching for a semester, delivering a paper, or simply making an informal visit will allow Colorado State University faculty and staff to discuss job openings with the faculty, staff, and students at these institutions.

Request names of potential applicants from women, minorities, veterans, and individuals with disabilities at Colorado State University, as well as at institutions with strong graduate programs in their discipline.

Request the names of potential applicants from women, minorities, veterans, and individuals with disabilities caucuses or organizations within relevant professional and academic associations. Maintain ongoing communication with these caucuses and organizations.

Keep national higher education associations informed of present and possible future positions. Several such associations contain special interest groups.

Maintain ongoing contact with professional organizations, associations, and agencies that have job-referral services.

Maintain close contact with women, minority, veteran, and individuals with disabilities graduates from your own department who apply and may be considered for positions in the future.

Contact women, minorities, veterans, and individuals with disabilities who have received significant grants or professional recognition, and ask for the names of promising women, minorities, veterans, and individuals with disabilities.

Use a personal approach in recruiting applicants. Often outstanding potential applicants do not apply for advertised positions but might be responsive to individual contacts. If an individual declines a nomination or does not respond to your letter of inquiry, you may wish to telephone the person to determine if their reasons for declining can be addressed and resolved. Some applicants may think their credentials do not match, that they are too junior, or that they do not want to live in Fort Collins. Talk to prospective applicants and ask them to let the committee evaluate their credentials. Remind them that without knowing who will be in the pool, you cannot predict how any given applicant will compare and ask them to postpone making judgments themselves until a later time in the process. Once they are in the pool, either side can always decide that the match is not a good one, but if applicants do not enter the pool, the committee loses the opportunity to consider them. Individual attention and persistence pays off—there are many examples from other searches of “reluctant” applicants who needed to be coaxed into the pool and turned out to be stellar finalists.

Invite women, minority, veteran, and individuals with disabilities scholars from other institutions to participate in department-sponsored symposia and visiting professorships. A one-year visiting professorship to replace a faculty member who is on leave will not only help a department in meeting its instructional responsibilities but will also strengthen the link between the department at Colorado State University and a similar department at another institution.

Contact the Office of Equal Opportunity for assistance. Goal data and availability estimates for women and minorities appear in the Colorado State University Affirmative Action Plan, which is prepared annually by the Office of Equal Opportunity.

Inform alumni publications at universities where women, minorities, veterans and individuals with disabilities are well represented of available positions.

If your department is developing plans for creating an endowed chair, consider the possibility of recruiting an eminent scholar whose interests lie in women's issues, minority studies, veteran affairs, or the area of disabilities. This may, in turn, attract other women, minorities, veterans, and individuals with disabilities to your department.

If women, minorities, veterans, and individuals with disabilities are underrepresented nationally in your discipline, aggressively recruit graduate students from these groups so that the pool of candidates will be greater in the future. A department may wish to lobby appropriate professional organizations to develop a national strategy to attract women, minorities, veterans, and students with disabilities into the field.

Publish statements on the department's commitment to equity, diversity and inclusion and discussions of affirmative action issues in department newsletters or brochures sent to constituent groups and alumni, thereby informing them of the department's support of affirmative action goals and enlisting their assistance.

Search Firms

Increasingly, units at the University are opting to use the services of search firms. There are several benefits a firm can afford. One is the database of potential applicants, particularly passive applicants, possessed by the firm that will be the basis for recruiting a rich and diverse applicant pool. Therefore, when selecting a firm, it is important to ensure the firm has expertise, experience and a positive reputation in the field of the vacant position. A search firm can also provide a level of confidentiality a search committee

cannot. This level of additional confidentiality allows potential applicants to explore a vacant position without their name being revealed unless they are part of the small applicant pool the firm provides to the search committee at the University. The third benefit is that a firm will conduct what is described as discovery, learning about the position, the unit, the college/division and the university. This discovery activity allows a firm to engage in active marketing with potential applicants. These benefits afforded by a firm allow a firm to amass an applicant pool in a manner a search committee may not. Identifying and encouraging talent to apply to a vacant position is the ultimate reason to utilize the services of a search firm.

If a unit is wishing to work with a search firm, the hiring authority or search chair and the EO Coordinator should speak with the Office of Equal Opportunity to ensure the search is established properly to work with a search firm. There are variations to the role a firm will have in a search. The typical arrangement is that the firm will gather the small applicant pool that will then be passed to a search committee to vet and move forward progressing through the usual interview experience conducted by any search committee. The small applicant pool passed to the search committee by the firm can be thought of as a semifinalist pool with a number varying from a few to around twenty applicants. The basic role of the firm is to create an applicant pool, vet the larger pool to identify the smaller pool that is then provided to the search committee. The services of a firm may also include conducting references prior to providing applicants to the search committee.

Advertising the position and the application portal used can vary depending on the arrangement between the firm and the unit at the University. Sometimes the advertising and application process will be entirely conducted through the firm. This means the firm will take care of advertising the position and applicants will apply through the system

used by the firm. Alternatively, it may be that the search committee will take charge of the advertising and the applicants will be directed to the Talent Management System to apply while the firm will conduct recruitment and provide additional applicants to the search committee resulting from their recruitment efforts. Ultimately, all applicants that will be considered by the search committee must apply through the Talent Management System in order to be considered by the search committee. Any arrangement with a search firm should include obtaining the aggregate demographics of the applicant pool compiled by the firm.

If a unit wishes to pursue working with a search firm, Procurement Services should be contacted to understand how the contractual arrangement with a firm would work.

If using a search firm is contemplated, contact the Office of Equal Opportunity to discuss how the role of the firm will be managed in the search and how the search will be established in the Talent Management System.

Responding to the Applicants

The Talent Management System (TMS) sends an acknowledgement email to all applicants upon submission of their materials. Included in the message is the University's non-discrimination statement.

Through the online application process in the TMS, each applicant will receive a request, inviting them to submit self-identification information. This request will also include the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act statement required to be provided to each applicant, as well as the CSU Principles of Community.

Due to the number of individuals involved in the search process, it may be protracted. In which case it is recommended the support

staff or search chair reach out to the applicants with a potential timeline. The hiring process at CSU is rigorous and thorough, which requires an appropriate amount of time for completion.

Upon completion of the search process, all applicants should be notified that the search has closed.

Review of Candidates

Evaluating the Candidates

The search committee should develop screening instruments used to evaluate applicants based on job-related criteria. An initial screening instrument may be a rating sheet listing the required and preferred qualifications stated in the job announcement. This instrument would be used to narrow the total pool of applicants to the smaller pool of candidates the search committee wishes to pursue. Additional screening instruments may consist of a series of job-related questions that the committee believes are crucial to the position and are used to conduct telephone or video interviews, reference checks or used in campus interviews.

Written comments reflecting the judgment of the committee members should be made for each candidate that participates in any form of an interview during the search process. This includes the decisions made by the search committee while evaluating each applicant. This rationale will be entered into the TMS with each request to interview or hire. As the search progresses and the applicant pool decreases, the rationale at each decision-making point should increase and clearly demonstrate why an applicant is or is not moving forward in the search process. This will allow the search committee to determine which candidates to further pursue and will also save time if it becomes necessary to return to the applicant pool later. Equally important, the screening instruments and notes will serve as a permanent record of the search committee's deliberations, should the selection process be challenged.

If an applicant, as part of their application materials, submits a link to their personal website or to LinkedIn, this information can be considered. Do not search the internet, including social media, for an applicant's name or details as there is no way to verify that what is posted on the internet is about the applicant, or was created by or is approved by the same individual who applied for the position.

The Review Process

Most selection processes involve more than one search committee meeting. Progressive and subsequent search committee meetings become increasingly qualitative and more exhaustive.

It may not be difficult to get a search committee to agree who is the best candidate. However, deciding the criteria for establishing who "the best" is can be more difficult. The search committee may wish to evaluate its selection criteria in terms of their validity as predictors of future success. To what degree does each predictor predict performance as a faculty or staff member? Are there other predictors of future performance that could be used for women, minorities, veterans, individuals with disabilities and other marginalized individuals whose educational, social, and cultural backgrounds are significantly different from that of the majority culture?

The search committee may wish to examine a candidate's entire career when applying its criteria. For example, a candidate for a faculty position who has earned a degree and entered the academic profession after taking time away, perhaps to raise a family, may undoubtedly have fewer publications than another candidate whose career has been uninterrupted. If one evaluates a publication record in terms of the time period over which it was produced, however, the individual that took time away may be the stronger candidate.

While publications may be a significant indicator of future success, they are not the only indicators of the value of a candidate to a department. A search committee should carefully examine all of a candidate's accomplishments, their potential for growth, the diversity or perspective that they will bring, and any unique contribution the candidate would make to the department or unit. Nontraditional career patterns should not exclude or inhibit otherwise qualified candidates from being considered for faculty or staff positions.

Search committees must always be on guard against biases that may unconsciously intrude into their evaluation of a candidate. It is vital to eliminate from the evaluation process any stereotypical ideas based on a candidate's race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity or expression, or pregnancy. Incorrect notions about an individual based on group stereotypes can lead to not considering the strongest candidate for a position. Applicants with disabilities must be evaluated in terms of the actual job requirements, with thought given to reasonable accommodations that can be made to enable an individual with a disability to perform the essential functions of the position.

There are some common cognitive errors that can occur during the evaluation process. Committee members should take steps to mitigate the effects of raising the bar, elitism, first impressions, assumptions, wishful thinking, and premature ranking. The search committee should also be aware of the momentum of the group and ensure it is not difficult for a minority voice of the committee to resist the push towards consensus.

Whatever criteria are used, it is important that they be applied equally to all candidates. It is also important that each committee member spend considerable time and

attention evaluating candidates fairly and adequately. Underlying assumptions and biases are more likely to play a role in evaluation when the evaluator cannot or does not give sufficient time and attention to the task (Fine & Handelsman, 2012, section III, para. 3). The search committee determines the list of interviewees and, ultimately, the recommendation to the hiring authority based on the members' evaluations.

It should also be added that no nominee for a position is an applicant until they have electronically submitted all of the required documents. The search committee should evaluate only bona-fide applicants, who have submitted complete application materials.

Finally, to achieve the unit and institutional affirmative action and diversity goals in our faculty and staff, the search committee must be committed to hiring women, minorities, veterans and individuals with disabilities. The search committee is responsible not only for finding and including highly qualified female, minority, veteran and candidates with disabilities, but also for ensuring that the candidates and the department/unit and university in general know that they were selected on the basis of merit.

Conflict of Interest

In some instances, search committee members may have worked with or supervised an applicant. At the first search committee meeting after the full consideration date a search committee member should disclose to the other search committee members when they have supervised or have had a significant work relationship with an applicant. Typically, prior knowledge of an applicant does not create a conflict of interest. However, a significant former work relationship that affects the committee member's ability to be objective can be a conflict of interest, resulting in the committee member recusing themselves from evaluating an applicant.

Examples would be an advisor/advisee relationship between a faculty member and an applicant, or a supervisor and supervisee relationship. This is a conflict of interest and the faculty member or supervisor should not participate in the evaluation of that applicant. Recusal from involvement in the consideration of one applicant does not require a committee member to stop serving on the search committee.

References

Search committees may ask candidates for a list of names and contact information of references willing to be contacted.

Reference checks may be conducted by the hiring authority or the hiring authority may delegate the task of checking references to the search committee.

The search committee is not obligated to contact all the references submitted by the candidate; it may choose to contact only those whom it believes have the most pertinent information. When contacting a reference, it is advisable to send a copy of the position description and a copy of the non-discrimination statement along with whatever questions concerning the candidate's experience, qualifications, and accomplishments the search committee wishes the individual to address.

Specific job-related questions should be developed prior to the reference check and consistently applied for each reference conversation. It is advisable that at least two members of the search committee participate in each reference check. You may not ask questions of a reference that you are not permitted to ask of the candidate at an interview. Notes should be taken during the conversation so that a written record of the conversation may be placed in the search file.

The search committee may request professional references or off-list references.

If there are select or additional individuals whom the search committee would like to contact about the candidate's qualifications, the search committee should notify the candidate. The candidate does not have to be told who is going to be contacted, but they must be notified if the committee will go off-list. If a candidate insists that a certain individual not be contacted, this request must be honored. All questions asked and issues raised must be job-related and similar for all candidates.

In addition, information cannot be "off the record." Occasionally, members of a search committee will receive unsolicited calls or letters about a candidate. When this happens, the member of the search committee should not engage in the call. The search chair should be notified an any letter received should be given to the search chair. The names of individuals who have provided information about a candidate to the search committee must be retained.

It is important to read letters of reference carefully, as it often happens that a reference will contain what initially appears to be a glowing recommendation. For instance, the former or current duties of the candidate may be described, but no qualitative assessments of how those duties were performed may be provided.

Search committee members cannot serve as references for an applicant or a candidate.

Sample reference questions can be requested from the OEO.

The Interview

For candidates who are new to Colorado State University and to the department or unit, the interview is one of the most critical stages in the evaluation process. It is generally the first opportunity for the candidate and the search committee to interact in person. While the interview allows the search committee to evaluate the candidate, it also allows the candidate to evaluate the search committee, the unit, and the University.

Maximizing the On-site or Campus Interview

Before the candidate arrives, a detailed agenda should be established that includes the individuals with whom the candidate will meet, facilities to be visited, and faculty or staff who will escort the candidate from place to place. The agenda items should be the same for all candidates, but do not necessarily have to be in the same order if it is not possible. This agenda should be sent to all members of the search committee and to the candidate or, at a minimum, shared with them at the beginning of the on-site or campus visit.

Before an on-site or campus visit, it is advisable to ask all the candidates if they will need any special accommodations for their interview. This is different from asking if the applicant has a disability—an individual can need an accommodation without necessarily having a disability. At no time may a candidate be asked if they have a disability or medical condition.

Accommodations may be related to a person's disability or to their special dietary needs. This can be done when writing or calling the candidate to arrange the campus or on-site visit.

If a candidate asks a question that the escort or members of the search committee do not have sufficient information to answer, inform the candidate that a member of the search committee will get the requested information. If the search committee is unable to find the information during the interview, then inform the candidate that the search committee will either write or call with the answer within a specified number of days.

Search Committee Interview Sequence

Before interviews begin, it is advisable for all members of the search committee to review the candidate's dossier, the job description, and the evaluation form. The members must know the candidate's formal qualifications and accomplishments, have letters of reference and/or reports of telephone conversations with references (if collected or conducted by the committee prior to the on-site or campus interview), and must have reviewed the candidate's transcripts when applicable. The committee members should agree on areas to cover in the interview, and in some cases, have assigned specific lines of inquiry to particular members. All committee members should be fully aware of lines of inquiry that are inappropriate (see page 27).

You may also wish to reflect on how to create an atmosphere of openness in the interview. Both sides need to know what expectations the search committee has of a candidate and the candidate has of the position.

The search chair and search committee members should greet the candidate when they are brought into the interview site. The candidate needs to be given evidence that the committee and department or unit are friendly and welcoming. Give the candidate a chance to interact with the department or unit's faculty and/or staff in multiple venues.

The questions to be asked of a candidate are very important. The search committee should

devise a group of core questions based on the job-related criteria by which candidates are to be evaluated. These questions should be asked of all candidates to ensure that crucial job-related information is obtained. Many search committees have found that beginning with open-ended questions relaxes the candidate and encourages them to speak freely. The next section will help you with developing strategies for questioning.

Developing questions ahead of time need not be unduly restrictive. Follow-up questions based on the responses to predetermined questions will most likely vary with each candidate. One should also examine the questions to make sure none will have the effect of screening out or discouraging women, minorities, veterans and individuals with disabilities. An organized and patterned interview of this type has the beneficial effect of reducing unconscious biases.

When search committee members have asked all the questions needed, the chair should provide the candidate with time to ask questions. By now, the candidate should have developed a number of questions. To some extent, the quality of the candidate's questions may indicate how serious a candidate is about the position.

Since candidates are generally concerned about time frames, they should be informed of the remaining steps in the search process and an approximate date by which they will next hear from the search chair.

As part of the interview process, candidates often meet with members of the department or unit, the department or unit leader, appropriate administrators, and relevant colleagues of the unit. To obtain the maximum benefit from these interviews, the search committee should circulate to all individuals with whom the candidate will meet the candidate's cover letter and resume or curriculum vitae (with any personal information redacted), a copy of the job description, and a copy of the evaluation

form. The search committee should also inform the search chair in advance if it wishes to receive evaluations from these other interviewers and to have them explore specific areas. A dean, for instance, may be asked to assess a candidate's research record or to comment on the scholarly potential of a candidate. Such suggestions will give focus for interviews and provide vital information for the selection process. It is recommended that evaluation instruments be provided to the various constituents that will meet with a candidate throughout the campus interview to assist the search committee and hiring authority to make the best, most informed decision.

If a faculty appointment is involved, the department chair/head should review with the candidate the policies regarding tenure, and the criteria and procedures for promotion. Salary considerations, and medical and fringe benefits should be shared with all candidates participating in campus interviews.

When women, minorities, veterans, or individuals with disabilities visit the campus for interviews, they may find it reassuring to have a chance to visit privately with other women, minorities, veterans, and individuals with disabilities at Colorado State University so they will not feel that they would be isolated if they accept a position here. Time should be set aside for that purpose if the candidate desires to meet with a particular group. Of course, they will have a chance to meet women, minorities, veterans, and individuals with disabilities in the unit to which they are applying, but there is no need to limit them to individuals in their field. The Office of Equal Opportunity can help in arranging meetings with others on campus or in the larger community.

Often, a search committee will wish to set aside a block of time for the candidate to meet informally with faculty, staff, and students. Such occasions are intentionally unstructured so that they may become better acquainted

with the candidate. It is in precisely these situations, however, where care must be taken to avoid asking questions or making comments—either directly or indirectly—that relate to race, the derivation of one’s name, ethnic origin, religion, marital status, parental status, disability, sexual orientation, age, political affiliations, or other personal matters. Such questions or remarks create a negative impression of the search committee, the department or unit, and the University, and may be illegal. It is advised that the list of Appropriate and Inappropriate Questions During Interactions with Candidates (page 31) be shared with all individuals participating in the on-site or campus interview.

Search committees often ask a faculty candidate to teach a class or seminar or to make a presentation to a group of faculty and/or students. Similarly, a staff candidate may be asked to participate in an open forum or provide a presentation to staff and others. Such occasions provide students and faculty with the opportunity to judge the ability of a candidate while allowing individuals not on the search committee to offer their evaluation.

Simple courtesy and the spirit of equal opportunity and affirmative action demands that all candidates be treated equitably during their interview visit. When feasible, similar events should be scheduled, interviews with the same university personnel should be arranged, and an equal amount of time should be allotted for each candidate.

Interview and Reference Check Questions

Members of the search committee, facilitated by the search chair, prepare separate sets of questions for the telephone or video interview, on-site or campus interview with the search committee and for references. The questions prepared for the telephone or video

interview are a set number of questions prepared before the first interview takes place that will be asked of each candidate being interviewed. Given the structured nature of the telephone and video interview and the limited time for these interviews, the members of the committee may not alter or add any questions. It is advised that the search chair and/or EO Coordinator remind members of the search committee before the first telephone or video interview that questions should not be altered or new questions added. To ensure consistency and fairness in these limited interview interactions, the set of questions that is prepared is all that is asked of the interviewees. Clarifying questions that do not add new elements to a question may be asked.

Similarly, a core set of questions is prepared for the on-site or campus interview with the search committee prior to the first interview. The on-site or campus interview with the search committee is a more fluid conversation that explores the candidate’s particular experiences, knowledge, skills and abilities. During the interview with the search committee, the candidate is learning about the department, its members and the University. Therefore, a core set of questions is prepared in order to provide a consistent structure to the interview conversation. However, as the search committee explores the candidate’s particular background, knowledge, skills and abilities, what typically ensues is an exchange that prompts other questions to come to mind and be asked. This is acceptable as the wish is for more of a conversational exchange allowing the search committee to learn about a candidate in addition to the candidate’s experiences, knowledge, skills and abilities. The core set of questions become the common beginning to a conversation with the candidate. Questions may be asked that are not part of the core set of questions as the conversation takes place as long as the questions are appropriate and job related.

If the members of the search committee have been asked to conduct reference checks, the search chair and the search committee create a set of questions prior to conducting references that are asked of all references. Similar to the on-site or campus interview, questions may be asked beyond the set of prepared questions in an effort to explore a specific aspect of a candidate's experience, knowledge and skills if they are appropriate questions and job related. Questions that cannot be asked of a candidate, see *Appropriate and Inappropriate Questions During Interactions with Candidates* (page 31), may not be asked of a reference.

Ideally, the same person asks the same question during the telephone or video interview and on-site or campus interview ensuring consistency in how the question is asked. It is not always possible to have the same person ask the same question. However, if possible, it would be best. All questions should be appropriate and related to the job.

Internal Candidates and Interviews of Other Candidates

An internal candidate that participated in a telephone or video interview that was not selected to progress to an on-site or campus interview may participate in the interviews of the finalist candidates brought on-site or to campus. It is not a conflict for an internal candidate who is no longer being pursued to attend interview events of finalists. A reminder of the importance of informing an internal candidate that they have not been selected as a finalist before the finalists are announced for on-site or campus interviews.

An internal candidate that is a finalist invited to participate in an on-site or campus interview may not attend any interview events of other finalists. It is a conflict for a finalist to participate in any interview events of other finalists. Search chairs should ensure that internal candidates that are finalists

understand they may not participate in the interviews of other finalists.

If a tour of an office is conducted for other finalists and the internal candidate that is also a finalist is in the work area, that person should be briefly introduced if other members of the unit are being introduced. It is not necessary to elaborate that the person is also a finalist for the position. It is sufficient to provide a brief introduction and move forward with the tour. Should the external finalist being interviewed later ask if the individual they met is an internal candidate, the response should be to confirm that they are also a candidate and proceed with the conversation not elaborating on the internal candidate's candidacy.

Interviewing Pitfalls

Common Interviewing Mistakes

- Failure to put a candidate at ease.
- Signaling expected answers to questions or leading the candidate to the preferred answer.
- Failure to listen actively.
- Committee members talking too much.
- Lack of follow-up on questions to clarify ideas.
- Failure to plan for the interview.
- Not organizing the interview experience well.
- Personal bias used during interview.
- Committee does not keep an open mind about candidate.
- Asking yes/no questions versus open-ended questions.

Personal Biases in Interviewing

- Making judgments too early in the process.
- The halo effect—the last candidate was so bad that the present candidate looks exceptionally good.
- The horn effect—opposite of the halo effect.
- Stereotyping.
- Personal similarity.
- Projection.
- Oversimplification.
- Verbal facility.
- False criteria.
- Forgetting the details of the interview visit of one or more candidates.
- Trying to find an exact duplicate personality to that of the incumbent in the new candidate.
- Wishing to select someone like yourself.

It is important to remember that all interview questions must be job-related.

Applicants with Disabilities

The Americans with Disabilities Act (ADA) and the ADA Amendments Act of 2008 require the University to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, except when such accommodation would cause an undue hardship.

The ADA also establishes rules about “disability related inquiries,” which consist of a question or series of questions that are likely to solicit information about a disability.

The ADA limits an employer’s ability to make disability-related inquiries at three stages. First, the ADA prohibits all disability-related inquiries before an offer of employment, even if they are related to the job. Next, after an applicant is given a conditional job offer, but before they start work, an employer may make disability-related inquiries and conduct medical examinations, regardless of whether they are related to the job, as long as it does so for all entering employees in the same job category. However, it is prudent that all disability-related inquiries made at this stage be job-related. Finally, after employment begins, an employer may make disability-related inquiries and require medical examinations only if they are job-related and consistent with business necessity.

For assistance in arranging a reasonable accommodation for an applicant or candidate, please contact the Office of Equal Opportunity at 491-5836. The Office of Equal Opportunity is also available to provide education in the area of disabilities.

Tips on Interviewing Candidates with Disabilities

In light of the ADA, an individual may wonder what questions may or may not be asked when interviewing a candidate with a disability. In addition, search committees are often unsure of “disability etiquette” when interacting with individuals with disabilities. These guidelines are provided to help search committees in the interviewing process and to enhance the communication skills of search committee members when interacting with prospective employees with disabilities.

...When Interviewing a Candidate with Any Disability

First, ensure that interviews, presentations, lodging, and dining arrangements are mobility accessible. Use the term “accessible parking” rather than “handicapped parking.”

Before an offer of employment is made, do not ask a candidate questions regarding:

- the existence of a disability;
- the nature of a disability;
- the severity of a disability;
- the condition causing the disability;
- any prognosis or expectation regarding the condition or disability; or
- whether the individual will need treatment or special leave because of the disability.

...When Interacting with a Candidate with a Disability

- Offer to shake hands when introduced. People with limited hand use or an artificial limb can usually shake hands, and offering the left hand is an acceptable greeting.
- If you offer assistance, wait until the offer is accepted. Then listen or ask for instructions.
- Do not refer to an individual by their disability, i.e. “that deaf guy” or “the one legged woman.” A person is not a condition. Instead, you may want to say “he has a hearing impairment,” or “he is deaf,” or “she has a mobility impairment.”
- Do not emphasize disability over other characteristics when describing a person with a disability. It is okay to say that a person uses a wheelchair, especially when dealing with questions of parking and making accommodations. Do not make it the major emphasis of what the person has to offer when dealing with people individually.
- Be considerate of the extra time that it may take a person with a disability to perform a major life activity.

- Listen attentively when talking with people who have difficulty speaking and wait for them to finish.
- Never pretend to understand; instead repeat what you have understood and allow the person to respond.
- Everyone makes mistakes from time to time. If you make a mistake and offend someone, apologize.
- Relax. People with disabilities are people first.
- Do not request or accept any medical documentation.

...When Interviewing a Candidate Who Uses a Wheelchair

- Do not lean on the wheelchair.
- Do not be embarrassed to use such phrases as “Let’s walk over to the auditorium.”
- Do not push the wheelchair unless asked to do so.
- Make sure you get on the same eye level with the candidate if the conversation lasts more than a couple of minutes.
- Keep accessibility in mind. (Is that chair in the middle of your office a barrier to a wheelchair user? If so, move it aside.)

...When Interviewing a Candidate Who Has a Visual Impairment

- Do not be embarrassed to use such phrases as “Do you see what I mean?”
- Do not shout.
- Do not touch a candidate’s cane. Do not touch a guide dog when it is in a harness. In fact, resist the temptation to pet a guide dog.

- Identify yourself and others present immediately; cue a handshake verbally or physically.
- When conversing in a group, remember to identify the person to whom you are speaking.
- Use verbal cues; be descriptive in giving directions. (“The table is about five steps to your left.”)
- Verbalize chair location or place the person’s hand on the back of the chair, but do not place the person in the chair.
- Keep doors either opened or closed; a half-opened door is a serious hazard.
- Offer assistance in travel; let the candidate grasp your left arm, usually just above the elbow.

...When Interviewing a Candidate Who Is Deaf or Hard of Hearing

- Do not shout.
- In order to get the attention of a person with a hearing impairment, tap the person on the shoulder or wave your hand.
- Enunciate clearly. If the candidate is lip reading, keep your mouth clear of obstructions and place yourself where there is ample lighting. Keep in mind that an accomplished lip reader will be able to clearly understand 30 to 35 percent of what you are saying.
- Keep in mind a candidate may also rely somewhat on facial expressions or other body language to help in understanding.
- If you do not understand what the candidate is telling you, do not pretend you did. Ask the candidate to repeat the sentence(s).

- Consider using written notes if you are having difficulty communicating.
- If requested, use a sign language interpreter. Keep in mind that the interpreter’s job is to translate, not to get involved in the interview in any other way. Therefore, always speak directly to the candidate.
- Plan well in advance, beginning when the candidate’s campus visit is confirmed, for an interpreter or real-time captioner.

Reminder...

Even though a candidate discloses the need for an accommodation, before an offer of employment, an employer still may not inquire as to:

- the nature of a disability;
- the severity of a disability;
- the condition causing the disability;
- any prognosis or expectation regarding the condition or disability; r
- whether the individual will need treatment or special leave because of the disability; or
- whether the individual will require reasonable accommodations.

For further assistance in the area of disabilities, contact the Office of Equal Opportunity at 491-5836.

Appropriate and Inappropriate Questions During Interactions with Candidates

SUBJECT	APPROPRIATE	INAPPROPRIATE
ADDRESS	How long have you lived “in this area?”	List of previous addresses. How long have you lived at specific address?
AGE	None.	Questions about age or questions that would reveal age. Requests for birth certificate.
ARREST RECORD	None.	Questions about pending charges for jobs other than those mentioned.
BIRTHPLACE	None.	Birthplace of candidate or candidate’s parents, spouse/partner, or other close relatives.
CITIZENSHIP	May ask questions about legal authorization to work in the specific position if all candidates are asked.	May not ask if person is a U.S. citizen.
CONVICTIONS	Colorado State University conducts background checks of finalists. Questions about convictions should not be asked.	Questions about convictions unless the information bears on job performance. Questions that would reveal arrests without convictions.
DISABILITY	May ask about candidate’s ability to perform job-related functions.	Questions (or series of questions) that is likely to solicit information about a disability or a medical condition.
EDUCATION	Inquiries about degree or equivalent experience.	Questions about education that are not related to job performance.
FAMILY	None.	Number and ages of children. Child bearing/rearing queries.
MARITAL OR FAMILY STATUS	Whether candidate can meet work schedule or job requirements. Should be asked of all sexes.	Any inquiry about marital status, children, pregnancy, or child-care plans.
MILITARY	May ask if a candidate has served in the Armed Forces of the United States or in a State Militia.	May not ask about military service in the armed forces of any country except the U.S., nor may you inquire into one’s type of discharge.
NATIONAL ORIGIN	May ask questions about legal authorization to work in the specific position if all candidates are asked.	May not ask if person is a U.S. citizen, has a green card or a visa.
ORGANIZATIONS	Inquiries about professional organizations related to the position.	Inquiries about professional organizations suggesting race, age, creed, color, religion, national origin or ancestry, sex, disability, veteran status, sexual orientation, gender identity or expression, or pregnancy.
PERSONAL FINANCES	None.	Inquiries regarding credit record, owning a home, or garnishment record.
POLITICAL AFFILIATION	None.	Inquiries about membership with a political party.
RACE, COLOR, OR SEXUAL ORIENTATION	None.	Comments about complexion, color of skin, height, weight, sexual orientation or gender identity or expression.
RELIGION	Describe the work schedule and ask whether candidate can work that schedule. Also, suggest that accommodations to schedule are possible.	Inquiries about religious preferences, affiliation, denominations or religious holidays observed.
WORK EXPERIENCE	Candidate’s previous employment experience.	Stereotypical inquiries regarding protected status membership.

Closing the Interview

Make sure that you have not overlooked any questions and encourage the candidate to suggest anything that might expand on or clarify their training and experience. Be sure the candidate does not have any other questions.

You may inform the candidate of the timing for filling the position, how many candidates are being interviewed, and how and when you will communicate your employment decision.

If you have any questions about the interview process, call the Office of Equal Opportunity at 491-5836.

Sexual Harassment

Search committee members should understand the University's policy on sexual harassment and what constitutes sexual harassment and avoid any appearance of any harassment. Sexual harassment involves situations where employment benefits depend upon a person's submission to unwanted sexual advances or where sexual harassment creates a working environment that is hostile and intimidating. **All individuals are protected from sexual harassment.** Colorado State University will investigate complaints and effectively deal with harassment.

Notification of Unsuccessful Candidates

Each applicant and candidate, especially those interviewed, has invested time and other resources into the search process. It is important that the search committee treat each of them with courtesy and sensitivity.

Applicants who were not interviewed, and who the search committee would not pursue at any point, can be notified of their

nonselection as soon as a firm decision of their nonselection has been made, rather than waiting until the entire search has been completed.

As soon as possible after an offer is accepted in writing, interviewees not chosen should be notified by letter or by telephone. If an interviewee is an internal candidate, it is important to notify them if they were unsuccessful before public announcements of appointments are made.

An Unsuccessful Search

If a search does not produce a qualified and desired candidate, the EO Coordinator should request OEO approval to close the search without a hire. If a new search is opened for the same position, consider expanding advertising and networking efforts and reviewing the search process to understand if there are any barriers to success, such as an unclear job description. Steps can be taken, including greater advertising and networking, which may prove to be useful in having a more successful search.

The Letter of Offer

The letter of offer is a binding commitment by the University and must, therefore, be written carefully. The Office of the Provost and Executive Vice President has standard offer letters for faculty and administrative professional positions that should be used for hires. The template is available on the Office of the Provost's website under Resources & Information for Faculty & Administrative Professionals. The Office of the Provost and Executive Vice President must approve all faculty offer letters.

When utilizing a candidate's legal name in the offer letter, it should be stated in the address block at the top of the letter. When utilizing a candidate's preferred name, it should be included in the letter salutation.

Before sending the letter of offer to a woman, a minority, a veteran or candidate with a disability who a department wishes to hire, the department or unit leader must make sure that the proposed pay level, academic rank, and start-up package are no less than they would be for a similarly qualified nonminority, nonveteran, non-disabled male candidate.

Special circumstances may be noted in the letter as needed. For example, if the prospective Assistant Professor or staff member has not yet completed the PhD or other appropriate terminal degree by the date of offer, it is permissible to include a statement indicating if not all degree work is complete by the start of the appointment, an adjustment in the title, salary, or percentage of appointment will be necessary.

If there are unusual or special circumstances involved in your offer to a candidate, please contact the appropriate administrator within

your college or division. If the unusual circumstances involve a faculty hire, contact the Office of the Provost and Executive Vice President.

Finally, offer letters should not be sent to successful candidates until the CSU background check has been completed. A verbal offer can be made, with a final offer in the form of an offer letter to follow, contingent upon the successful completion of the background check. A formal acceptance of the offer, either by a return letter or by signing a copy of the offer letter is required.

Documenting the Search

Search committees, hiring authorities, and principal investigators must document searches to ensure compliance with Colorado State University and the U.S. Department of Labor records retention requirements. Information documenting recruitment and selection procedures should be retained for all searches. **Units must maintain records for three years from the date of hire or date the posting closed without a hire documenting** information on all individuals who were hired, all individuals who were eliminated, and reasons for selection or non-selection. The Talent Management System retains the position description, posting, applicants' materials, letters of recommendation, references, recruitment plan, and rationales for selection and non-selection of applicants and candidates. If the committee adds notes to any of the applicant materials, they must be retained.

The following records must be retained either in the TMS or separately in a secure location:

- The names of all members of the search committee and who served as chair.
- A copy of the approved position announcement and advertisements.
- Job description and selection criteria used to evaluate individuals.
- A list and a copy of published advertisements and other publicity materials including a list of recruiting sources (e.g. conferences, meetings, networking letters).

- A list of colleagues and professional organizations from which nominations were solicited.
- A list of all applicants and nominees.
- Letters of recommendation received or materials created while conducting references, including notes taken.
- Sample correspondence sent to applicants and candidates.
- Copies of questions posed in the interview process and questions posed to candidate's references.
- All notes taken by any individual that participated in the search process and copies of search committee meeting minutes if minutes are taken.
- All evaluation instruments used in the search process.
- Any or all information regarding reasonable accommodations under the ADA. Medical information should not be accepted.

The search committee **must not** compile demographic information on the applicants such as sex, race, ethnicity, and veteran or disability status.

The search committees must retain all of the documentation noted per regulation, and it may prove valuable in reconstructing the search process in case a problem arises.

Questions and Answers that Address Myths and Realities about the Legal Basis of Equal Employment Opportunity and Affirmative Action

What are affirmative action and equal employment opportunity, and are they the same?

The ideas underlying affirmative action and equal employment opportunity (EEO) are similar with respect to selection, employment, and promotion, but affirmative action and EEO embody different concepts. EEO means that all individuals must be treated equitably in the hiring process, in training, and in promotion. Each person has the right to be evaluated on their qualifications as an individual without discrimination based on stereotypic conceptions of what members of minority groups or any other protected statuses are like. Statuses protected under federal and state EEO laws are those of race, creed, color, ancestry, national origin, sex, gender, religion, age, veteran status, disability, genetic information sexual orientation, gender identity or expression, or pregnancy. Local governments may have identified additional EEO protected classifications as well.

Affirmative action goes further than EEO. It means affirming that organizations and individuals in organizations will proactively and aggressively seek to overcome the effects of past discrimination against groups, such as women and minorities, individuals with disabilities, and veterans by making a positive and continuous effort in their recruitment, employment, retention, and promotion. Affirmative action also means that organizations must actively seek to remove any barriers that artificially limit the professional and personal development of individuals who are members of protected statuses. Affirmative action applies to all job categories and levels.

Does affirmative action mean that we are applying different standards for white males than for women and minorities?

Affirmative action was never meant to encourage the hiring of any candidate who is less than qualified. One standard should be applied to all candidates. Assuming that there is a double standard implies that minorities, women, individuals with disabilities, and veterans are less qualified, generally, than white males. It is important that job-related criteria be used during the search process and that all candidates are screened according to those criteria.

It is important to note that the term “best qualified” is often very subjective, particularly in the absence of job related criteria. One person’s best is someone else’s average. Often, people are differently qualified to do the job and bring different but equally important assets. Candidates are often described as “best qualified” based on years of experience. That measure of qualification is often not valid, and works against women, minorities, individuals with disabilities and veterans who may be newer in their fields, but who may be equally or better qualified than candidates who have more years of experience. Qualifications also are often measured by the candidate’s degree-granting institution. This emphasis on the top-tier schools (a very subjective description) also tends to work adversely against women, minorities, individuals with disabilities and veterans. By themselves, years of experience or degree-granting institutions do not always provide enough information to predict the potential of a candidate.

Is affirmative action a form of reverse discrimination?

The concept of affirmative action includes the idea that there has been historical discrimination against members of minority groups, women, individuals with disabilities, and veterans and that every individual must be treated equitably so that a position should be awarded to the most

qualified candidate. Effective recruitment will ensure the greatest likelihood of producing a diverse pool of applicants that includes minorities, women, individuals with disabilities, and veterans.

Do we have a quota of women and minorities that the University or its units must hire?

The University and its units have hiring goals, not quotas. The use of goals is designed to achieve greater inclusion of individuals who were previously excluded or granted limited access. Ideally, the percentage of women and minorities working in a department, school, or unit at the University should be similar to the percentage of women and minorities available for such positions. Hiring goals are established for each department, unit, school, or division, as appropriate, in accordance with the U.S. Department of Labor regulations. Goals are determined through consultation with the appropriate dean, director, or department head/chair. Affirmative action means reaching out to applicants and giving all applicants fair consideration throughout the process.

Courts can require an employer to have affirmative action goals to correct a pattern of discriminatory employment practices when an employer has been found by a court to have discriminated against a protected group.

Is it true that once we hire a minority or woman, we cannot ever fire the individual?

According to the principles of affirmative action, the standards for achievement, job requirements, and job expectations must be applied fairly to all individuals. The terms of employment are the same for everyone. The same standards and the same degree of discretion should be accorded all employees.

**Adapted from the University of Wisconsin-Madison Searching for Excellence and Diversity: A Guide for Search Committees handbook*

Resources

For additional resources regarding the CSU search process, please see the following websites:

- Talent Management System, including FAQs, training guides and login link: <https://oeo.colostate.edu/talent-management-system-tms>
- Search Resources: <https://oeo.colostate.edu/search-resources>
- The most current search manual: <https://oeo.colostate.edu/media/sites/144/2017/04/CSUSearchManual.pdf>

References

Fine, E. & Handelsman, J. (2012). *Searching for excellence and diversity: A guide for search committees. Second edition.* University of Wisconsin-Madison.