



Search Procedure Manual

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Introduction

Colorado Mesa University (CMU) has developed and implemented a process for the recruitment and selection of academic Faculty and Administrative employees that supports its goals of achieving excellence and diversity. The purpose of this manual is to provide assistance to those most directly involved in the search activities, i.e. the Appointing Manager, the Hiring Manager (administrative searches), the Search Administrator (administrative searches), the Search Committee Chair (faculty searches), the Search Committee (faculty searches), and the staff support for the process.

The guidelines in this manual are designed to create consistency in the process and to meet most contingencies. In those instances when they may appear inappropriate, discussion and modification is always possible. One must remember that the search process is a tool used to achieve the goal of finding, hiring, and retaining employees; consistent with Board of Trustees and Affirmative Action Plan policies, who contribute to the University's mission in as many facets as possible. This manual has been developed to enhance the use of that tool.

Partners in the Search Process

Vice President / Department Head or Director and Hiring Manager

The Vice President, Department Head or Director of the hiring unit, in consultation with the President, and the Affirmative Action Coordinator have overall responsibility for coordinating candidate recruitment. The hiring manager/department head (hiring manager) is generally the individual holding the leadership role of the unit doing the search and/or the supervisor of the position being filled (some variation may exist due to individual unit structure). The Vice President, Department Head or Director of the hiring unit should provide direction and support to the hiring manager, giving them responsibility for establishing the recruitment process advising the affirmative action coordinator as necessary, and making the final recommendation to offer the position, subject to approval of the President and the Board of Trustees of Colorado Mesa University.

In most cases, the hiring manager submits the Search and Hiring Authorization Requisition Request providing details about the position that will be used for posting and advertising the position. For all searches, the position requisition should be reviewed by the HR Recruitment Team. The recruitment plan should be developed with input from the hiring manager and must be approved by that individual.

For administrative searches, the hiring manager typically chairs the search, however this responsibility can be delegated. The hiring manager (search chair when applicable) are responsible for understanding EEO and affirmative action practices. The hiring manager is also responsible for the integrity of the search. For faculty position searches, a committee is always formed. Search Committees for Faculty Searches will include a search chair and committee members. Each faculty committee must attend a search kick-off meeting where hiring practices will be reviewed to ensure EEO and Affirmative Action standards are met.

The hiring manager is responsible for the completion of employment reference checks for the final applicant before the candidate may be offered a position. After acceptable reference checks and approval by the VP, HR recruitment team, and President, the hiring manager will extend a verbal offer. On parallel paths, the HR Recruitment Team will prep a written, conditional offer (pending a satisfactory background check) in coordination with the President's Office.

Affirmative Action Coordinator and Affirmative Action Responsibility

The Affirmative Action Coordinator oversees affirmative action processes at Colorado Mesa University. The Hiring Manager and HR Recruitment Team have the responsibility for monitoring and approving the process

used to recruit and select faculty and administrators at CMU and ensuring compliance with the Affirmative Action Plan. In fulfilling that function, the hiring manager and recruitment team is directly involved in all facets of the process. These are as follows:

HR Recruitment Team:

- geographical extent of the search (regional, national or local).
- boosting diversity in candidate pool.
- conduct search process and affirmative action training to hiring manager.
- support hiring manager/committees on best practice.

Hiring Manager:

- screening/evaluation forms.
- interview questions.
- confirm any candidates to be eliminated.
- final candidates to be interviewed by telephone/Zoom/Teams.
- candidates to be invited to campus for interview.
- candidates to be recommended to the President.

Search Committee Chair (for faculty searches)

A key player in the faculty search process is chair of the search committee. This person is appointed by the Department Head. The Search Chair may be called upon to answer questions from the committee and the hiring authority. This role is also responsible for responding to inquiries from the applicants. The search chair is responsible for knowing, following, and advising the search committee on the procedures to be used during the search, and for ensuring that the search is conducted fairly and efficiently.

The chair should coordinate with the HR Recruitment team to schedule a meeting (a Search Kick-Off Meeting) of the entire search committee and Department Head. This meeting will allow for the official charge to be given by the Department Head, presentation of information from the HR Recruitment Team about the EEO and Affirmative Action responsibilities of the committee, review of the position description and announcements, and development of the recruitment plan.

The chair should handle all communications with the committee, whether with the unit conducting the search, the Department Head or applicants. Throughout the search process, the chair will be responsible for ensuring that all steps are completed in a timely fashion and communication lines are kept open. A commitment to the goals of diversity and excellence and knowledge of how to achieve them are crucial. The chair should not be the decision-maker in the hiring process, but an individual who guides and assists the committee in its task of making recommendations and providing a list of acceptable candidates to the Department Head.

Search Committee (Faculty Searches)/Search Administration (Administrative Searches)

The role of the search committee is to evaluate applicants and recommend candidates to fill the position. The committee is an advisory body empowered to assess applicants and report those assessments to the hiring manager. Unless requested by the hiring manager, the search committee does not rank the final candidates following their campus interviews but does outline the strengths and weakness of each candidate in a written report to the hiring manager.

The search committee may be appointed as soon as a vacancy is known to exist. Wherever possible, the committee should include representation of appropriate constituencies, including racial/ethnic and gender diversity. The

search committee should be appointed by the hiring authority, with approval of the Vice President and President. The hiring authority should not inform committee members of their appointment to the committee until they have received approval by the President.

The search committee, under the leadership of the chair or hiring manager, bears responsibility for the search process. Specific responsibilities are set out later in this *Colorado Mesa University Faculty and Administrative Search Procedure Manual*.

The Search Administrator (Administrative Searches) is to support the Hiring Manager in all administrative components of the search. These items include but not limited to dispositioning candidates, following up with candidates, seeking guidance from HR when applicable, scheduling and coordinating interviews, etc.

Faculty Search and Hiring Process

Academic tenure-track positions must have written approval from the Vice President for Academic Affairs and the Budget Office before the search may begin. Tenure-track position vacancies are widely advertised beyond the University and local community to assure that the best possible Faculty candidates are obtained. Non-tenure track positions may be filled without advertising beyond the local community.

Initiating the Search

Once approved by the Vice President for Academic Affairs, the Department Head should work with the HR Recruitment Team to complete the Search and Hiring Authorization Process and update the position description if applicable.

1. Vacant position identified:
 - New position – approved by President, VPAA and the Budget Office.
 - Existing position – open, as a result of employee separation.
 - All positions require approval from the President and VPAA to fill. HR will request approval to post once position vacancy has been identified.
2. Department Head works with HR Recruitment Team to ensure the position description is up to date and submits Search and Hiring Authorization Requisition Request via Cornerstone.
3. Human Resources will ensure all templates are updated within the ATS (applicant tracking systems)
4. Requisition routes for approval to:
 - (1) Budget Office
 - (2) Department Head
 - (3) Vice President
5. HR posts the approved position to the ATS / website and advertising sources.
6. President approves posting in weekly meeting with Human Resources.

All position announcements for full-time, part-time, and temporary positions must contain the following language:

Colorado Mesa University is committed to providing a safe and productive learning and living community. To achieve that goal, we conduct background investigations for all final applicants being considered for employment. Background investigations include reference checks, a criminal history record check, and when appropriate, a financial and/or motor vehicle history.

For purposes of print advertising, a condensed version of this statement may be used, or applicants may be directed to the complete job announcement which includes the full statement on the departmental or university website. A condensed version that may be used is *Colorado Mesa University conducts background checks for all final applicants*.

The Director of Human Resources/Affirmative Action Coordinator will review the position announcements for all positions. An Affirmative Action/Equal Employment Opportunity statement must be included in advertisements. All advertising must be done through CMU's Department of Human Resources.

Advertising

Once the position announcement has been approved, the position may be advertised. For a tenure-track position, vacancies are widely advertised beyond the University and local community. Posting on venues that target diverse audiences is strongly encouraged. Additional advertising might include professional websites. Prior approval from the Department Head is required if a faculty announcement is to be posted to any other venues. Department heads are encouraged to submit their announcement to relevant list-servs, which often allow cost-free posting of employment opportunities. All positions are listed on CMU's website.

Non-tenure track faculty position may be advertised on a national basis however, may be advertised within the local community only.

All positions are recommended to be advertised for a minimum of 30 days.

Search Committee Organization

When the search committee members have been selected, various organizational tasks will need to be done. Each search will have a Search Chair who is trained and responsible for the Affirmative Action and EEO standards of the university.

To facilitate communication, the chair is recommended to establish a directory of Search Committee Members and Department Head. Setting up an email address book is also helpful. The directory should include:

- each member's name
- campus address
- telephone number
- email address

Off-campus committee members will need to consult the HR Recruitment Team for access to the online applicant tracking system and should consult the parking services web page at <https://www.coloradomesa.edu/parking/index.html> for parking information.

Determine from the Department Head:

- What account number should be used for expenses (printing, postage, advertisements, hotel rooms, meals, etc.)

- If funds have been transferred into the appropriate account to avoid NSF charges.
- What spending limitations are imposed, so misunderstandings are less likely to occur.

Draw up campus calendar to show upcoming semester and vacation and break times to help schedule workflow.

Communication should be made with the department directly involved (or campus, if appropriate), indicating the search committee has been set, who is on it, and time frame (if known) for moving the process along. This memo should be from the chair.

Evaluation Methodology

The development of rating/screening instruments used to evaluate applicants should begin as soon as the position announcement has been approved. The initial rating instrument must be developed solely from the position announcement. The Department Head should discuss in advance how they will evaluate the criteria stated in the qualifications and whether some criteria should be weighted more heavily than others. The actual technique may be numerical rating or qualitative evaluation. The rating instrument should be shared with search committee for feedback and shared understanding. Care must be taken not to evaluate areas that were not addressed in the announcement. The HR Recruitment Team will speak about this in the Search Kick-off Email and Meeting.

Planning

The timeliness of the search process will be enhanced by advance planning. Early design of evaluative procedures and assessment tools can tighten the timeframe of the search. Committees may wish to conduct the campus interviews during a time when students are on campus. Many other universities will be competing in the spring for the same candidates for similar positions. The search that is not ready to interview in a competitive manner may find difficulty in recruiting the top candidates.

A search has a progression of steps. Scheduling these steps alongside the academic calendar for faculty searches can help the efficiency of the process. Various holidays and breaks will slow the search because all committee members may not be on campus. Advance planning will improve the timeliness and competitiveness of the search.

Communication

The search committee chair is responsible for communication with candidates selected for interviews and with the campus community. The HR Recruitment Team is available to support the chair communication with candidates regarding receipt of application materials, requests for additional materials, general inquiries, and ensuring notification to candidates of non-selection.

Appropriate and timely communication with candidates creates the initial and continuing impression that we are enthused about the applicants and their interest in becoming part of the CMU community.

The Chair should periodically inform the HR Recruitment Team, the Department Head, and the full campus community, as appropriate, of the status of each search. Such information should include the following:

- When candidates have been selected for 1st round interviews and to ensure candidate dispositioning has happened correctly.
- When candidates have been selected to interview on-campus. This should include other faculty and staff in the department or university. The communication should include who was selected to interview, from which institutions, and when the open forums or interviews are scheduled.
- Requesting evaluations and comments after the candidates have been on campus.

Applicant Screening and Evaluation

An initial screening of all applications should be done by the search committee chair and may be reviewed by another member of the search committee. This preliminary screening is to determine whether each applicant meets the minimum objective qualifications set forth in the position announcement (i.e. the applicant has the required degree and/or experience). The preliminary screening should include no subjective assessments; these are generally questions that can be answered with a yes or no. If there are questions in the minds of the preliminary screeners, the applicant should be left in the pool for further scrutiny.

Each search committee member will read, evaluate, and score the file of only those candidates who meet minimum qualifications. Ratings are based SOLELY on the information available through the application materials. Personal knowledge of a candidate (good or bad) should not influence the assessment of their qualifications. No editorial comments, correction of spelling/grammar or other marks should be made directly on the candidates' application materials.

To ensure that evaluations are not influenced by other committee members, there should be no discussion of candidates until all ratings are completed. Using the initial criteria-based ratings, the search committee will determine the procedure for the first elimination of candidates from the pool. The rating sheets should support the search committee's decision. The rating sheets will be retained as part of the search materials at the conclusion of the search. The university goals of diversity should be a consideration at all decision points in the process. The committee should ask itself the following question: "Would we recommend this applicant for consideration if the others we are retaining are no longer available?". If the answer is no, it is a good idea to notify the applicant that s/he is no longer under consideration. Searches may take several months, and it is courteous to let applicants know their standing in a timely fashion.

As the pool is narrowed, the committee should be careful to retain enough viable candidates for a true choice. Early in the search it may be best to retain all potentially viable candidates in the pool, even if the chance of actually interviewing or hiring may seem remote. Committees have been known to go back into a semifinalist group for both interview and hire. Please work with the HR Recruitment Team to communicate to applicants to manage expectations and deliver a quality applicant process.

Virtual Interviews

When completing virtual interviews, the search committee should use a set of prepared questions. Unless all committee members are present for all telephone interviews, the interviews should be recorded, and the candidates must be informed at the beginning of the interview that the interview is being recorded. If the need arises to record one of the interviews, all interviews must be recorded.

On-Campus Interviews

The determination of who will participate in the on-campus interviews should be made by the search committee in consultation with the Department Head. Once these groups and individuals are identified, it will be the responsibility of the Department Head to get Qualification Review and approval of the VPAA. This process should be outlined in the Search Kick-off Meeting. For any questions, please contact the Executive Assistant of the VPAA. Once the qualification review has occurred, the chair or the staff support will arrange the on-campus interview schedule and notify the individuals and groups scheduled. The search committee chair should ensure that the campus is notified, especially if there are to be open forums and/or the position is one of university-wide impact.

Members of the university community who choose to attend and participate in the open forums should be notified as far in advance as possible and provided with brief information about the candidates. They should also be advised about the process for providing candidate assessment feedback to the committee. Specific comment forms may be provided for participant use. Samples of comment forms are included in the Appendices. The hiring manager may wish all comments to go to the search committee or may be willing to receive input directly. In either

event all comments that go to the search committee should be made available to the Department Head at the time the committee makes its final recommendation.

Academic Qualification Approval of Finalists

Before scheduling can be arranged for on-campus interviews, academic qualification review should be completed with the Vice President of Academic Affairs. Please reach out to the Executive Assistant to the Vice President of Academic Affairs.

Interview Scheduling

Prior to final candidate selection, the search committee will determine the overall structure of the campus interview schedule and which groups should meet with the candidates. Typically, no more than two candidates will be invited to interview on campus unless affirmative action considerations suggest otherwise. Faculty searches should consult with the VP of Academic Affairs to bring more than two candidates to campus for an interview.

Overview:

- Will interviews be scheduled over one day or two days with the candidate arriving late the day before and leaving the following morning?
- Will there be a tour of CMU and/or Grand Junction, and if so, by whom? Public Relations staff, a realtor, search committee member, student ambassador?
- Should a dinner be scheduled the day before interviews? Who should be included?
- Which individuals and groups of individuals should meet with the candidates on campus? How long should each meeting be? The department hiring the candidate should help identify which groups, individuals, or committees should participate.
- Are there outside (community) advisory groups who should be included?
- Has the candidate been provided with a summary of CMU's benefit package and an opportunity to meet with human resources to ask and/or answer specific questions?
- Does the search committee want to conduct the initial interview? An exit interview? What time allotment will the committee need?
- Other?

Scheduling Procedures

Scheduling begins after the chair (and possibly the search committee) determines how many days' interviews should be and which groups should be included for what length of time. For each candidate, determine which groups should meet, the time, and the location. Schedules for each candidate may not be identical but should include the same groups.

- Schedule breaks specifically between interview groups (e.g., 10:00 - 10:50; 11:00 - 11:50 etc.) and try to schedule a fifteen-minute break each morning and afternoon.
- The faculty forum or research lecture is usually held late in the afternoon on the first day of interviews. This gives most faculty the opportunity to attend if they are interested.
- The search committee may have a preferred time to meet with candidates. Search committee members should be encouraged to attend other sessions in addition to the committee's time.
- Appointments with individuals are scheduled with the individual's concurrence; groups are assigned times and informed when their sessions will be held.
- After the interview groups have been determined and the time scheduled for each interview, rooms for the interview must be arranged and a host (usually a search committee member) identified to escort the candidate (internal and/or external) to each meeting and introduce the candidate to the interview group. Some search committees select one member to host the candidate for the entire day or visit.
- When the schedule is complete, copies of the schedule and the candidates' vitae/resume should be

provided to each person who will participate in the interviews. A condensed vita may be used; if the candidate's publication record is excluded, this should be noted ("CV Without Publication List"). Unless the responsibilities of the position are well known, a job description would be useful to the interviewers and should also be included. The more lead-time these individuals have, the more likely they will actually attend the interviews. The candidate should also have a copy of the schedule emailed to him/her.

- Internal candidates have the same interview appointments as external candidates.
- Search committee members should escort candidates to interviews and introduce them (including internal candidates).
- If the candidate needs audiovisual equipment for the forum, it can be reserved through Media Services. If the forum is in the University Center, a projector table should be included in the room setup request.
- Provide each candidate with a copy of his/her itinerary.

Interview Groups

Which individuals and groups of individuals should meet with the candidates will vary by position being filled. The search committee/chair, in consultation with the hiring manager and the AA rep, should make the final choices and may add to or change this list.

Faculty Member Candidate:

- Search committee
 - Department Head
 - Vice President for Academic Affairs
 - Faculty
 - Give lecture on research project (about 40 minutes), then answer questions
 - Student groups
 - Departmental support staff
- The Search Chair should schedule a time with Human Resources to review CMU Benefit package during the on-campus interview process.

Meeting Rooms

After determining the schedule, the next step is finding rooms for the interviews. Some interviews will take place in the interviewer's office. Most interviews, however, will include groups that will need larger spaces. Conference rooms within the unit are typically scheduled for these interviews.

Meeting rooms not located within the unit may be found in the University Center. Use 25Live to request these spaces. All food requested for the university center rooms will have to be provided by its catering service, also at 970-248-1746 or by emailing catering@coloradomesa.edu

Travel

When final candidates have been identified, the chair will contact the candidates to inform them. If applicable, the search committee support staff person will contact the candidates and identify him/herself as the coordinator for the interviews on campus.

The chair or administrative support staff person will schedule air travel for visiting candidates. Travel should be scheduled through state approved travel agents only. CMU's Travel Policy must be followed. The Purchasing Department may be contacted to provide assistance.

Personal automobile expenses will be reimbursed at the approved state rate. However, auto expenses will be reimbursed only up to the cost of airfare.

Hotel reservations must also be made through those hotels that contract with the State. The candidate should be informed that CMU does not reimburse for any alcoholic beverages, expenses for spouses, use of a rental car, personal phone calls, movie rentals or other sundry personal expenses.

Meals

Meals for the candidate will need to be arranged. Often these meals can be used as part of the interview schedule, but care should be given that the candidate has some opportunity for rest. The most strenuous interviews should not be done over a meal.

A member of the search committee may meet the candidate for breakfast or simply allow the candidate to have breakfast on his/her own and have the host (designated committee member) meet the candidate at the hotel to transport him/her to the first meeting. If the unit has an advisory group, it may want to have a breakfast meeting with the candidate; this would be more appropriate on the second day of interviews, if two days are scheduled.

Meetings may be scheduled into the lunch block. Using a lunch meeting can be a good way to attract student, staff, or other relevant constituency groups. Affirmative Action guidelines should continue to be adhered to.

The individual unit will determine which committee/other interviewer meals will be reimbursed. Work with the accounting person of the unit to determine how these will be obtained. One committee member should be designated as the host for each meal. This person will accompany the candidate to the meal and to the next meeting (or arrange for someone to do so) and will handle payment. Restaurant reservations should be made in this name.

References

Every committee may consider outside references of the candidates. This includes the references the candidate supplied with the application, and open reference contacts by the committee members to other individuals (often their counterparts) at the candidate's current place of employment. Open reference contacts are typically made much later in the search with a smaller group of candidates. At this point in the search, the candidate must be sufficiently interested in the position and feels strongly enough that s/he has a reasonable chance of being selected that s/he is willing to have colleagues know about the job search.

References may be obtained either in writing or through telephone calls by the search chair. The chair may delegate this responsibility to a committee member, if needed. Telephone reference checks should be done using a specific set of questions prepared by the committee and approved by the AA Rep. The committee is provided with a list of suggested, sample questions. Appropriate follow up questions should be asked if the reference check raises concerns.

Reference checks must be completed on the final candidate prior to being recommended for hiring and before a complete background check is initiated through the Department of Human Resources.

Final Recommendation

The Department Head should receive:

- An unranked list of acceptable candidates.
- Discussion on strengths & weaknesses as appropriate.
- Discussion of unacceptable candidates and why they are unacceptable.
- A complete set of comments from campus reviewers and any summaries the committee deems

appropriate.

- Reference checks should be completed.
- Once all search documentation has been shared, the Department Head will receive approval to verbally offer the position for the VPAA and copy the HR Recruitment Team.
- Once the verbal offer has been accepted, the HR Recruitment Team will prepare a formal written offer (to be approved by the President) and push a background check.

Ultimately, it is the VPAA or VP of Community College Affairs responsibility to make a final recommendation to the President for approval. It is the responsibility of the Department Head to contact human resources to request that the background investigation be submitted for their final candidate.

Reminders and Hints

The search committee does not need to wait until the search has been closed to begin reviewing applicants. The Department Head and committee should develop their rating instrument early on, so members can begin reviewing applicants once they have been screened for minimum qualifications.

The time spent waiting for the search to close and applicants to complete their files can be used by the search committee to develop questions for reference checks and for candidates. This time might also be used to decide who will participate in campus interviews and what types of materials to provide to interviewees. Having these details decided will mean less delay later in the process when time is of the essence.

All search committee members will not rate files in the same way; some members will be more lenient and some harsher in the way they assign points to candidates. Each person must be consistent in his/her own rating of qualifications. As members proceed through the candidate files, they may find their rating style becomes stricter or more generous. Each person should go back and review the first few files evaluated to check for rating consistency.

Reminders from the search committee chair that interviews are anticipated around a given time will help campus constituencies plan. If possible, allow at least one full workweek between notification of the first interviews and arrival on campus. Many of the same individuals and groups will be involved in interviewing candidates for different positions and early notification will help facilitate their participation.

The search committee chair usually does the synthesis of input from campus interviewers, but all members of the committee should have access to the raw data. The meeting at which the search committee develops its recommendations should be sufficiently close in time to the end of the last interview to allow the committee's recollection to be fresh but provide sufficient time for comments from constituencies.

No offer should be made without the approval of the Vice President for Academic Affairs and the President. All offers are subject to the successful completion of a background check and the approval of CMU's Board of Trustees.

Search Check List – Faculty Searches

Review and Selection Process:

- Department Head, Search Chair, and Search Committee are required to attend training called a Search Kick-off– review of the process and applicant tracking system (ATS) and Affirmative Action/EEO guidelines. Contact Katy Beckel, ext. 1093 or kbeckel@coloradomesa.edu.
- The Hiring Manager determines and develops the rating instrument.
- Search Committee Chair reviews applicants for minimum qualifications as defined in the job posting.
 - This review can begin immediately as individuals apply

- Search Chair should disposition candidates as not meeting minimum qualifications in the ATS (Cornerstone).
- Each committee member reviews qualified candidates in the ATS, rates each within the rubric and records job-related comments to back up their ratings.
- Meet to establish the candidate short list based on the rating instrument score.
- The search chair should meet with the department head to provide a “progress report” and review the candidates selected to be interviewed. In consultation with the department head, determine individual and groups for whom the candidate with interview with. Consult the Guidance Section /Interview Groups, page 20.
- Develop interview questions – both for phone interview and in person interview as applicable.
- Conduct Zoom/TEAMS interviews.
- Search committee should re-evaluate candidates based on the phone interviews and select candidates for campus interviews. Chair should review with the department head and before candidates are scheduled for campus interviews.
- Search Qualification Forms are submitted to VPAA before on-campus interviews are scheduled. Conduct in person interviews.

Final selection of candidates:

- Committee submits recommendation to the department head – to include their pros and cons for each candidate.
 - Department head should collect other input depending on who interviewed the candidate and determine final candidate.
 - Department Head or Chair should conduct reference checks.
 - Submit to Vice President of Academic Affairs for approval.
 - Discussion on strengths & weaknesses as appropriate.
 - Discussion of unacceptable candidates and why they are unacceptable.
 - A complete set of comments from campus reviewers and any summaries the committee deems appropriate. Summarize the reference checks of each candidate.
 - With FINAL APPROVAL from the Vice President of Academic Affairs:
 - Department Head can extend a verbal job offer subject to successful background investigation
 - Notify the HR Recruitment Team via email that a contingent job offer has been accepted. The following information must be included:
 - ✓ Name
 - ✓ Position Title / Type
 - ✓ Position Number
 - ✓ Salary/Moving Allowance
 - ✓ Start Date
 - ✓ Search Documentation should be included in this email
- HR Recruitment Team will send a written offer and will conduct background check

Administrative Staff Search and Hiring Process

The appropriate Vice President /Director in consultation with the President is responsible for conducting the selection process for positions within his or her area of responsibility.

Initiating the Recruitment of Administrative Personnel

1. Vacant Position identified:
 - New position – approved by President, VP, and Budget Office.
 - Existing position – open as a result of employee separation.

- All positions require approval from the President to fill. HR will request approval to post once position vacancy has been identified.
- 2. The Hiring Manager works with the HR Recruitment Team to ensure the associated job description is up to date, completes the Search and Hiring Authorization Requisition Request, and that all exemption approvals are complete if applicable.
- 3. Human Resources will ensure all templates are updated within the ATS (applicant tracking systems)
- 4. Requisition routes for approval to:
 - (1) Budget Office
 - (2) Hiring Manager
- 5. HR posts the approved position to the ATS / website and advertising sources.
- 6. President approves posting in weekly meeting with Human Resources.

All position announcements for full-time, part-time, and temporary positions must contain the following language:

Colorado Mesa University is committed to providing a safe and productive learning and living community. To achieve that goal, we conduct background investigations for all final applicants being considered for employment. Background investigations include reference checks, a criminal history record check, and when appropriate, a financial and/or motor vehicle history.

For purposes of print advertising, a condensed version of this statement may be used, or applicants may be directed to the complete job announcement which includes the full statement on the departmental or university website. A condensed version that may be used is *Colorado Mesa University conducts background checks on all final applicants.*

Recruitment Process – Best Practices

(1) Job Posting:

Recommended that all open positions be posted (at a minimum) on the CMU Job Opportunities Webpage for the following:

Entry level / local recruitment – Minimum of 2 full weeks.

Regional Professional Recruitment - Minimum of 3 full weeks.

National Recruitment - Minimum of 30 days.

The hiring manager will work closely with the HR Recruitment Team to build an appropriate recruitment strategy for their role and urgency.

(2) Advertising

The Director of Human Resources/Affirmative Action Coordinator will review all position announcements. An Affirmative Action/Equal Employment Opportunity statement must be included in advertisements. The HR job announcement should be used in all advertising of the position. Hiring Managers may share the advertisement on their personal social media channels or within appropriate/applicable listservs.

(3) Review Process of Candidates

In accordance with our Affirmative Action Plan, every effort must be taken to have an open and competitive process. The Hiring Manager and HR Recruitment Team must be able to demonstrate that effort was made to

attract a diverse and appropriate applicant pool.

Search Administration

The Hiring Manager can appoint a search administrator to support them in the facilitation and coordination of the search. The Hiring Manager is responsible to establish an evaluation system, create a timeline for the search, review candidates for minimum qualifications, coordinate the interview process, and the integrity of the search.

The Search Process

Competency on EEO and Affirmative Action

- The Hiring Manager and Support Administrator must be trained on AA and Equal Opportunity. The Hiring Manager is responsible for the integrity of the search.
- This training will be offered during the Search Kick-Off Email.
- Training and support can be accessed by the HR Recruitment Team/Affirmative Action Coordinator at any point in the search.

Evaluation Methodology

An initial screening of all applications should be done by the hiring manager. This preliminary screening is to determine whether each applicant meets the minimum objective qualifications set forth in the position announcement (i.e. the applicant has the required degree and/or experience). The preliminary screening should include no subjective assessments; these are generally questions that can be answered with a yes or no.

- Use one of the two documentation templates shared by the HR Recruitment Team during the Search Kick-Off Email. The Hiring Manager will be responsible for documenting the methodology that was used to evaluate the candidates.
- Documentation should include how the applicants meet the advertised requirements of the role and why certain applicants have scored higher than others. This document will be uploaded at the end of the search as documentation of the process.

Search Timeline/Effectiveness

The timeliness of the search process will be enhanced by advance planning. Early design of evaluative procedures and assessment tools can tighten the timeframe of the search. Depending on the position to be filled, the Hiring Manager may wish to conduct the campus interviews during a time when students are on campus.

A search has a progression of steps. Scheduling these steps alongside the academic calendar may help the efficiency of the process. Various holidays and breaks will slow the search because key stakeholders may not be on campus. Planning will improve the timeliness and competitiveness of the search.

As a reminder: The hiring manager can begin reviewing applicants before the “apply by date.”

Interviewing Candidates

The determination of who will participate in the on-campus interviews should be made by the hiring manager in consultation with the appropriate Vice President. Once these groups and individuals are identified, it will be the responsibility of the Hiring Manager and/or Support Administrator to arrange the schedule and notify the individuals and groups scheduled. The Hiring Manager should ensure that the campus is notified, especially if there are to be open forums and/or the position is one of university-wide impact.

Members of the university community who choose to attend and participate in the open forums should be notified as far in advance as possible and provided with brief information about the candidates. They should also be advised about the process for providing candidate assessment feedback to the Hiring Manager. Specific comment forms may be provided for participant use. Samples of comment forms are included in the Appendices.

- Throughout the process, applicants must be dispositioned in Cornerstone. This is critical so all applicants receive timely and clear communication regarding their status in the search.
- When applicants are “closed” they will receive an email letting them know that they were not selected for an interview.
- HR has strategies on how to communicate to all candidates quickly if the timeline of the search needs to shift. Notify HR if/when a timeline cannot be met.

Interview Scheduling

Prior to final candidate selection, the Hiring Manager will determine the overall structure of the campus interview schedule and which groups should meet with the candidates.

Overview:

- Will interviews be scheduled over one day or two days with the candidate arriving late the day before and leaving the following morning?
- Will there be a tour of CMU and/or Grand Junction, and if so, by whom? Public Relations staff, a realtor, search committee member, student ambassador?
- Should a dinner be scheduled the day before interviews? Who should be included?
- Which individuals and groups of individuals should meet with the candidates on campus? How long should each meeting be? The department hiring the candidate should help identify which groups, individuals or committees should participate.
- Are there outside (community) advisory groups who should be included?
- Has the candidate been provided with a summary of CMU’s benefit package and an opportunity to meet with human resources to ask and/or answer specific questions?
- Does the search committee want to conduct the initial interview? An exit interview? What time allotment will the committee need?
- Who will assure that each candidate has completed an Authorization for Background Investigation with the HR Department?
- Other?

Meeting Rooms

After determining the schedule, the next step is finding rooms for the interviews. Some interviews will take place in the interviewer's office. Most interviews, however, will include groups that will need larger spaces. Conference rooms within the unit are typically scheduled for these interviews.

Meeting rooms not located within the unit may be found in the University Center or other places on campus. Use 25Live to schedule and reserve these spaces. Catering for group lunches can be done through catering@coloradomesa.edu.

Travel

When final candidates have been identified, the Hiring Manager will contact the candidates to inform them. If applicable, the search Support Administrator will contact the candidates and identify him/herself as the coordinator for the interviews on campus.

The Hiring Manager and/or Search Support Administrator will schedule air travel for visiting candidates. Travel should be scheduled through state approved travel agents only. CMU’s Travel Policy must be followed. The Purchasing Department may be contacted to provide assistance. Personal automobile expenses will be reimbursed at the approved state rate. However, auto expenses will be reimbursed only up to the cost of airfare.

Meals

Meals for the candidate will need to be arranged. Often these meals can be used as part of the interview schedule, but care should be given that the candidate has some opportunity for rest. The most strenuous interviews should not be done over a meal.

References

Hiring Managers may consider outside references of the candidates. This includes the references the candidate supplied with the application, and open reference contacts by the committee members to other individuals (often their counterparts) at the candidate's current place of employment. Open reference contacts are typically made much later in the search with a smaller group of candidates. At this point in the search, the candidate must be sufficiently interested in the position and feels strongly enough that s/he has a reasonable chance of being selected that s/he is willing to have colleagues know about the job search.

References may be obtained either in writing or through telephone calls by the search chair or by the hiring manager. Telephone reference checks should be done using a specific set of questions.

Reference checks must be completed on the final candidate prior to being recommended for hiring and before a complete background check is initiated through the Department of Human Resources.

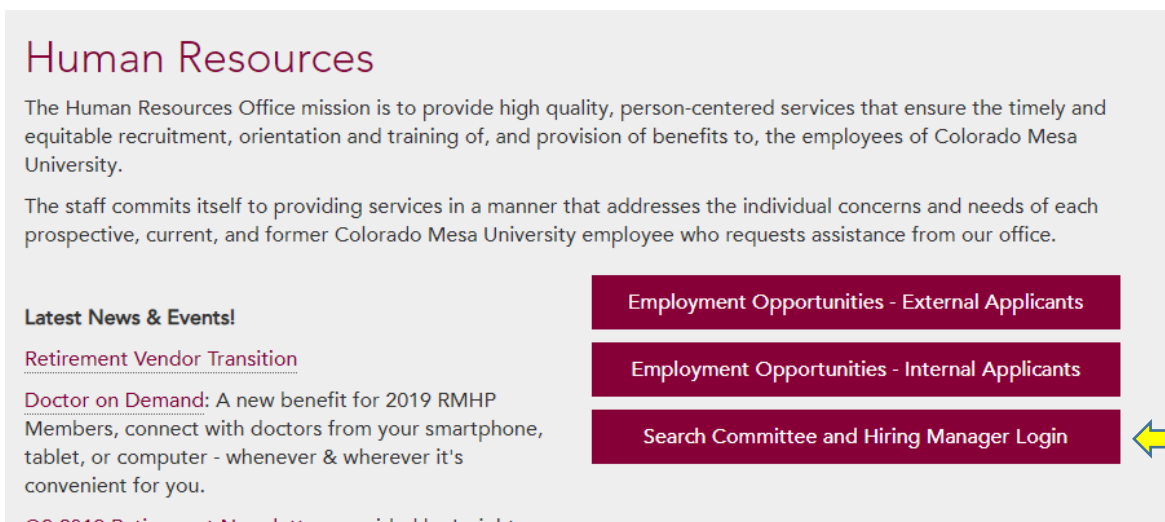
Making the Offer

Please connect with your HR Recruiter when you are ready to offer the position.

Accessing the Applicant Tracking System (ATS)

1. Access the Human Resources home page on the Colorado Mesa University website:

<https://www.coloradomesa.edu/human-resources/index.html>



Human Resources

The Human Resources Office mission is to provide high quality, person-centered services that ensure the timely and equitable recruitment, orientation and training of, and provision of benefits to, the employees of Colorado Mesa University.

The staff commits itself to providing services in a manner that addresses the individual concerns and needs of each prospective, current, and former Colorado Mesa University employee who requests assistance from our office.

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Doctor on Demand: A new benefit for 2019 RMHP Members, connect with doctors from your smartphone, tablet, or computer - whenever & wherever it's convenient for you.

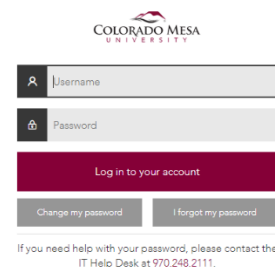
[Employment Opportunities - External Applicants](#)

[Employment Opportunities - Internal Applicants](#)

[Search Committee and Hiring Manager Login](#)

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2. Click on the “Search Committee and Hiring Manager Login
3. You will be required to login using your CMU Username and Password.



COLORADO MESA UNIVERSITY

Username

Password

Log in to your account

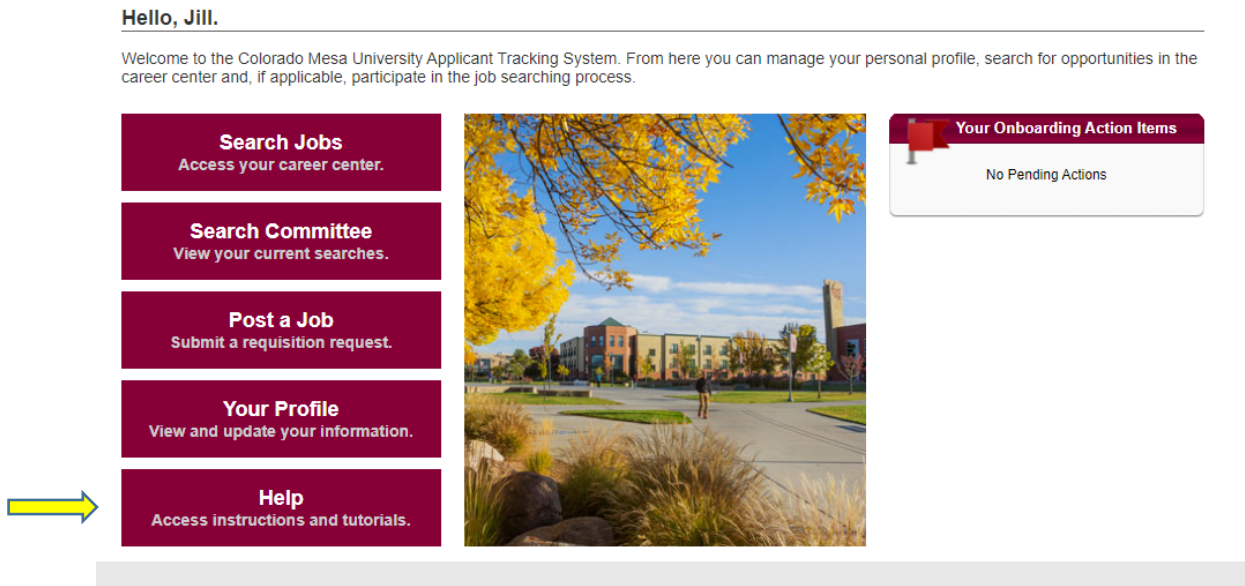
[Change my password](#) [I forgot my password](#)

If you need help with your password, please contact the IT Help Desk at 970.248.2111.

4. Once on the Career Center Home Page, you will have access to your recruitment tools. Please reference the “Help” section for various guides on navigating the applicant tracking system (ATS),

Hello, Jill.

Welcome to the Colorado Mesa University Applicant Tracking System. From here you can manage your personal profile, search for opportunities in the career center and, if applicable, participate in the job searching process.



A Guideline for Nondiscriminatory Interviewing

Thank you for serving as a member of our campus search committee!

Once you reach the interview stage of a search, there are certain precautions you must take to assure that no inappropriate inquiries are made. First, we suggest that you decide ahead of time what questions will be asked. This should be a list of basic, open-ended, form questions which should be asked of each interviewee. After each form question is asked, additional “follow-up” questions from the search committee member may be asked as necessary. Second, you should avoid any inquiries that elicit information regarding, race, color, ancestry, sex, age, religion, or disability. While questions about some areas, i.e., marital status or children, are not illegal per se, they are almost never job-related. The burden of proving that an applicant was not rejected on the basis of information from these inquiries, rests with the employer.

The following is a list of information about questions, which you should or should not ask.

Inquiries about Race or Color

No inquiries about race or color are appropriate in an interview. Employment decisions made on the basis of race, nationality, color, or religion violate Title VII of the Civil Rights Act of 1964 (Title VII), the Civil Rights Act of 1991, and Colorado law.

Gender

Discrimination on the basis of sex violates Title VII and may also violate the Equal Pay Act, Executive Order 11246, and state fair employment laws. To justify requiring a particular sex for a position, the employer must show that sex is a bona fide occupational qualification (BFOQ). A strict burden of proof is on you, the employer, to demonstrate the validity of specifying a particular sex for a position.

Inquiries about Ancestry

Do not ask a person's maiden name. This is not relevant to a person's ability to perform a job and could be used for discriminatory purposes. A woman's maiden name may be used as an indication of her religion or national origin.

Inquiries about Marital Status

Do not ask whether a person is married or has other "arrangements."

Do not ask about pregnancies (past, present, future) or children.

Do not inquire about spouse's occupation or whether s/he is likely to be transferred.

Inquiries about Age

The Age Discrimination in Employment Act of 1967 (ADEA) prohibits discrimination on the basis of age against individuals who are age 40 and above. A variety of state laws also prohibit age discrimination in employment, with some also protecting people under age 40 from age discrimination. Do not ask the applicant's age or questions that may allude to his/her age.

Inquiries about Religion

Do not ask what religion a person professes or what accommodation would be required on the job to facilitate his or her religious practices. These type questions may be asked post-employment offer, but not before an offer is made and accepted.

Inquiries about Health and Physical Status

The Americans with Disabilities Act (ADA) prohibits employers from discriminating against qualified individuals with disabilities and requires employers to provide reasonable accommodation for an applicant's or employee's disabilities.

It is inappropriate to ask about an impairment of any kind (physical or mental) that is likely to elicit information about a disability. You may ask if the person can perform the essential functions of the job. Essential functions of a job are the major responsibilities, not minor or occasional responsibilities. We may only inquire about accommodation and disability issues post-offer of employment.

Inquiries about Memberships

Because memberships in organizations may reflect religion, national origin, or gender, discrimination based on memberships may violate Title VII.

Other areas of potential risk in an Interview

Child Care

Sexual Preference

Willingness to Work Weekends (unless Bona Fide Occupational Qualification)

Any information from minority or female applicants not routinely requested of white or male applicants.

WHAT CAN YOU ASK ABOUT?

For example, an applicant interviewing for a faculty position involving teaching and research may be asked about:

Previous educational/ professional experience

Teaching abilities/experience

Student/ teacher ratings

Knowledge of his or her subject

Grants experience

Research agenda

Sensitive Questions

Applicants sometimes file civil rights complaints because they don't realize that seemingly inappropriate questions really are job related. Therefore, as an interviewer, you have two tasks: to ask only legal, job-related questions and to help the applicant understand the reasoning behind any questions that might appear to be sensitive.

It doesn't matter if you are well-intentioned or casual about prohibited inquiries; **they are still prohibited.**

Please feel free to contact Sharaya Cowan, Chief People Officer/Assistant Vice President for Human Resources and Culture at (970) 248-1055 or scowan@coloradomesa.edu, if you have questions with the above information.

Colorado Mesa University
Trustee Policy Manual

SECTION 2.1: Anti-Discrimination Policy

It is the policy of the University to comply with all applicable federal and state anti-discrimination laws. The College will not engage in unlawful discrimination in employment opportunities or educational services against any person because of race, religion, gender, age, national origin, color, disability, veteran or marital status, or sexual orientation. The College shall have an Affirmative Action Office to ensure adherence to this policy. The Affirmative Action Office shall maintain a comprehensive affirmative action plan conforming to federal and state law and approved by the Board. The College will post in conspicuous places notices setting forth the provisions of the College's affirmative action policy. (See Handbook for Professional Personnel, Section II, B.)