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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 Authority, the Hiring manager, the Affirmative Action Coordinator, the Affirmative Action Representative, the Search committee Chair, the Search committee, 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 are always possible. One must remember that the search process is a tool used to achieve the goal of finding, hiring and retaining employees 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

Affirmative Action Coordinator and Affirmative Action Representatives

The affirmative action coordinator is delegated the responsibility for monitoring and approving the process used to recruit and select faculty and administrators at CMU. In fulfilling that function, the coordinator is involved, either directly or through the affirmative action representatives, in all facets of the process. These are as follows:

- geographical extent of the search (regional, national or local)
- screening/evaluation forms
- interview questions
- boosting diversity in candidate pool
- review all applications, along with the search chair, to determine if they meet minimum qualification
- confirm any candidates to be eliminated (before they are notified)
- final candidates to be interviewed by telephone (before they are notified)
- candidates to be invited to campus for interview (before they are notified)
- candidates to be recommended to the hiring manager (before the individual is contacted)

The affirmative action representative serves as liaison between the search committee and the affirmative action coordinator during the search process.

Hiring manager

The 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). This person is responsible for establishing the search committee, advising the affirmative action coordinator of the committee structure, charging the committee with its duties, receiving the report of the committee, and making the final recommendation to offer the position, subject to approval of the hiring manager and the Board of Trustees of Colorado Mesa University.

In most cases, the hiring manager submits the position requisition request providing details about the position that will be used for posting and advertising the position and by the search committee for developing rating criteria. This position requisition should be based on the full position description. For all searches, the position requisition should be reviewed by the Director of Human Resources/Affirmative Action Coordinator. The recruitment plan should be developed with input from the hiring manager and must be approved by that individual. Expenditures for advertising of faculty positions must be approved by the Vice President for Academic Affairs.

The hiring manager should 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 manager may wish to meet with the committee at various times following the initial meeting. These meetings usually occur at the time of decision of whom to recommend for interviews and again after interviews have been held and the committee is making its final
recommendations.

The hiring manager is responsible to inform the Department of Human Resources of all search finalists and others, including lecturers who may be hired without a formal search, at which time the Department of Human Resources will initiate the background investigation. The hiring manager may delegate this responsibility to the search chair.

The hiring manager is responsible for the completion of employment reference checks for the final applicant before the candidate may be offered a position. A conditional offer of employment may be made, subject to a complete background check, after an acceptable reference check.

Search Committee Chair

A key player in the process is the individual identified as chair of the search committee. This person is appointed by the hiring manager and may be called upon to answer questions from the committee and the hiring manager and to respond to inquiries from the applicants. The search committee chair (chair) is responsible for knowing, following and advising the search committee of the procedures to be used during the search, and for ensuring that the search is conducted fairly and efficiently.

The chair should schedule a meeting of the entire committee, including the affirmative action representative. This meeting will allow for the official charge to be given by the hiring manager, presentation of information from the affirmative action representative about the affirmative action responsibilities of the committee, review of the position description and announcements, and development of the recruitment plan. In the event the affirmative action representative is not available for meetings, or misses required meetings, the chair should contact the affirmative action coordinator immediately.

The chair should handle all communications from the committee, whether to the unit conducting the search, the hiring manager 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 hiring manager.

Search committee

The role of the search committee is to evaluate applicants and recommend candidates to fill positions. 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 the 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, under the leadership of the chair, bears responsibility for the search process. Specific responsibilities are set out later in this Colorado Mesa University Faculty and Administrative Search Procedure Manual.

Confidentiality is crucial to the search process and members of the committee are responsible for maintaining this. Communication regarding the status of the search, composition of the pool etc., should be done only by the chair following committee discussion. Many searches, especially those for highly visible positions, can be jeopardized through inadvertent communication.

Staff Support

For all searches, staff support will be provided by human resources. Someone from the chair’s department may also provide support. Although not a voting member of the committee, the staff support person/people may attend meetings and as such will be held to the same expectations of confidentiality as voting members.
Human resources is responsible for maintaining the candidate files, dispatching correspondence, and overall record keeping. The search committee chair or his/her staff support is responsible for scheduling meetings and interviews, assisting in arranging travel, and assisting with record keeping. If questions arise about what transpired during the process, the documentation provided by support staff may be crucial in reconstructing the sequence of the search.

SEARCH COMMITTEE ACTIVITY

Initiating the Search

Position Description and Announcements

For continuing positions, a full position description may already exist which needs little, if any, modification. Usually the hiring manager provides that description. For administrative positions specific procedures exist for writing position descriptions, and the position description should be developed in conjunction with the director of human resources. New administrative positions must be submitted to the director of human resources for exemption from the State Personnel System. Academic tenure track positions must have written approval from the Vice President for Academic Affairs before the search may begin. For all positions, funding sources must be conveyed to the Budget Director for inclusion in the CMU staffing pattern prior to the posting of the position announcement.

In developing the position requisition, it is important to identify required and desirable qualifications as they appear in the full position description. The identification of objective, easily ascertainable minimum qualifications will assist in initial screening while maintaining an open process. Care should be taken to use language which will be inclusive so that the pool will be as diverse as possible consistent with the position’s responsibilities. The position announcement will determine the makeup of the applicant pool and how the pool will be initially evaluated.

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. The closing deadline should be a minimum of four weeks post-announcement. For a national faculty search, the announcement is typically posted online with ChronicleVitae. Posting on venues that target diverse audiences is strongly encouraged. Additional advertising might include professional websites. Prior approval from the Vice President for Academic Affairs 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 and administrative positions are typically advertised in area newspapers.

Advertising should specify the deadline to apply, allowing the committee to assess whether the applicant made a good faith effort to comply; language indicating that the search may be extended if a suitable candidate is not identified may be included.
Committees can extend the application deadline if the pool is too small or in an attempt to attract more diversity, but must have approval from the VP for Academic Affairs to do so. Search committees also have the option to consider late applications.

If the search and “apply by” date have been extended, the new date must be advertised by posting a revised announcement. The link to the job posting on CMU’s website must be included in all announcements.

**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 human resources support staff person is responsible for communication with candidates regarding receipt of application materials, requests for additional materials, general inquiries, and notifying 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 human resources, the hiring department, and the full campus community, as appropriate, of the status of each search. Such information should include the following:

- When a position opening has been announced and when the search committee has been established. This information should include who is on the search committee; how far the search has progressed; what advertising has been done; what search deadlines have been set; and, if applicable, a request for nominations.
- 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.

**METHODOLOGY**

**Evaluation Resources**

The search committee needs to decide, early in the search, which evaluative information it will seek, and when in the search process it will request and use this information. The most effective method seems to be a systematic expansion of information about a slowly contracting pool of candidates. Care must be taken to ensure that candidates are not eliminated too early in the process, resulting in too limited of a pool at the point of interview decision. Experience indicates that out of a group of ten semifinalists, one or two will withdraw after receiving other job offers. Once a committee has rejected a candidate, there also seems to be reluctance to reinstate that individual for serious consideration.

**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. The candidate must be contacted to obtain permission to contact references not supplied with the candidate’s application.

Unsolicited letters of reference, whether included with the application or arriving separately, must be retained in a separate file. The search committee should not consider these letters until they begin to evaluate references for all candidates still under consideration.

References may be obtained either in writing or through telephone calls by committee members. One or two committee members calling all the references for one candidate will give a better picture of that candidate than having many committee members each contact one reference for a given candidate. Telephone reference checks should be done using a specific set of questions prepared by the committee. 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.

Telephone Interviews

When telephone interviews are part of the search process the search committee should use a set of prepared questions. Unless all committee members are present for all telephone interviews, the interviews should be tape-recorded, and the candidates must be informed at the beginning of the interview that the interview is being recorded.

IMPLEMENTATION

Rating Instruments

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. Search committee members 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 must be approved by the affirmative action representative before being put to use. Care must be taken not to evaluate areas that were not addressed in the announcement. For example, if only a resume/vita, letter of application and names of references are requested, it is inappropriate to evaluate oral communication or interpersonal skills at this time using this rating instrument. It may be necessary to prepare several screening instruments to be used sequentially as more information about the applicants is solicited and the search is narrowed.

Applicant Screening and Evaluation

An initial screening of all applications should be done by the search committee chair and affirmative action representative. 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.

In order 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. At each point that applicants are eliminated from further consideration, the AA Rep will review the files to determine the diversity of the remaining pool, the rationale for elimination, and give approval for any notifications. The university goals of diversity should be a consideration at all decision points in the process. At the various elimination points the search committee chair and AA rep. should decide if those applicants are to be notified of their status. 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.

Interviews

The determination of who will participate in the on-campus interviews should be made by the search committee in consultation with the hiring manager. Once these groups and individuals are identified it will be the responsibility of the chair or the staff support to arrange the 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 hiring manager at the time the committee makes its final recommendation.

It is the responsibility of the search committee chair to contact human resources to request that the background investigation be submitted for their final candidate.

Final Recommendations

Before final recommendations are given to the hiring manager, they should be reviewed and approved by the AA rep.

The hiring manager 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
- Resumes/Vitae of final candidates
- A list of names of the search committee members
- If the committee has completed reference checks, a report from that process. If the committee has not completed reference checks, notice to the hiring manager that such process must be completed before a conditional offer of employment, subject to a successful background investigation, may be made.

Reminders and Hints

- The availability of the AA rep should be noted for the scheduling of all search committee meetings. An AA rep must be in attendance at all meetings.
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.
- Each committee member's rating sheet should be kept in his/her own file, separate from the candidate files.
- 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 applicant should be notified of elimination from consideration without approval of the AA rep.
- No offer should be made without the approval of the AA rep and the Appointing Authority. All offers are subject to the successful completion of a background check and the approval of CMU’S Board of Trustees.

Search Committee Organization

When the search committee members have been selected, various organizational tasks will need to be done. Each search will have an Affirmative Action Representative appointed by the Affirmative Action Coordinator. The search committee, through the chair, should keep in contact with the AA rep to assure that guidelines are being met.

To facilitate communication, the chair should establish a directory of search committee members and the AA rep. 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 should visit the Parking Services webpage in the event they wish to obtain a daily parking permit.

Traditionally, the department conducting the search pays for the search. There are no central funds for searches unless something specific has been arranged by the department involved.

Determine from the department head or departmental budget manager:

- 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
- What telephone long distance authorization code should be used

Circulate a calendar to committee members and the AA rep to determine what time periods are available for scheduling meetings.
Draw up campus calendar to show upcoming semester and vacation and break times to help schedule work flow.

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.

**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 three candidates will be invited to interview on campus unless affirmative action considerations suggest otherwise.

**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?

**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 be also 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
- President

Department Director Candidate:
- Search committee
- Appropriate Vice President or reporting line
- Other department directors in that unit
- Appropriate committees or groups in department
- Open session with staff
- Directors and department heads
- President

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 Campbell University Center. Contact 248-1414 to schedule meeting rooms. All food requested for the university center rooms will have to be provided by its catering service, also at 248-1414.

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.

Faculty Searches Expenses

Expenses for faculty searches will be approved by and processed through the Office of Academic Affairs.

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. If meals include interviews, the AA rep must be in attendance.

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.

INFORMATION FOR CANDIDATES

As the candidate field is narrowed, remaining candidates should be directed to CMU’s website www.coloradomesa.edu, and various Grand Junction websites such as www.visitgrandjunction.com and www.gichamber.org, for additional information about our university and community. Typically, this information is provided to the candidate before the on campus interviews, along with the potential salary or a salary range for the position.

CLOSING THE SEARCH AND FILE RETENTION

At the close of the search the chair must ensure that each candidate is “Closed” within the applicant tracking system and the appropriate disposition reason is assigned. The AA rep should review the final report and concur. All hard copies of search documents must be delivered to human resources. All pertinent search documents are retained for three years. This includes:

- ALL applicant files - application documents, affirmative action documentation, videos, reference letters that applicant
submitted or were obtained regarding the applicant including committee members' notes of telephone conversation reference checks, etc.

- **Committee ranking sheets for all candidates who were rated.**
- Committee ranking sheets about specific candidates including the initial review, reference checks, video comments.
- A set of comments from campus reviewers and any summaries of comments by the committee.
- Correspondence, summaries, reports, etc. regarding search.
- Original set of video or audiotapes submitted by candidates. (Duplicate copies may be destroyed.)
- Nominations file including nominees who did not subsequently apply for the position.
SEARCH CHECKLIST

___ Hiring Authority completes the position requisition request within the ATS which is routed for approval. Search chair and search committee are identified and approved through this process. Consult VP for search committee approval prior to submitting the position requisition request.

___ HR appoints an Affirmative Action Representative for the search.

___ After approvals are obtained from the appropriate authorities, HR posts and advertises the position vacancy.

___ Search Chair and AA Rep meet with HR to review search procedures.

___ Initial meeting with Search committee and AA Rep with invitation to hiring manager to describe ideal candidate.

___ Based on published position announcement, search committee develops evaluation criteria. Rating rubric must be approved by AA Rep before put to use.

___ Nominations and applications received and processed.

___ Search Chair and AA Representative review files to eliminate candidates who do not meet minimum qualifications. If elimination is not unanimous, application must remain in the pool.

___ Search committee members individually review and rate files of qualified candidates.

___ Search committee meets to evaluate candidates.

___ Human Resources will provide Affirmative Action reports to the AA rep on a weekly basis. AA rep should review for accuracy.

___ Place candidates who do not meet the minimum qualifications or will otherwise not be considered in the “Closed” status and select the appropriate disposition reason in order to notify the candidates that they are not continuing in the search process.

___ Whenever possible the search committee should conduct telephone interviews with a broad pool of candidates (e.g. 6-10). Update the status of the applicant to “Phone Interview” within the ATS. This will allow the scheduling of the interviews within the system.

___ The Search committee develops the questions and schedules interviews. Questions & schedules must be approved by the AA Rep. Upon first contact with a candidate provide them the salary or salary range for the position to assure continued interest. All phone interviews should be recorded if not all committee members will be present for each interview. The AA Rep must be present for interviews.

___ Search committee re-evaluates candidates based on phone interviews, and selects candidates for campus interviews. This selection must be approved by the AA Rep.

___ Update the status of the candidates to “In-Person Interview” within the ATS. This will allow the scheduling of the interviews within the system.

___ Chair schedules on-campus interviews and develops candidates’ itineraries. Contact the appropriate Department Head, VP, and President's office to determine with whom the candidate will meet. Schedules may not be identical, but should include the same individuals and/or groups. Itineraries must remain consistent for each candidate. Schedule 15 minutes in HR for candidate to receive benefits summary and background check information.

___ Chair conducts employment verifications from current and previous employers and contacts professional references.

___ Campus interviews take place.

___ Search committee formulates and gives pros and cons list or recommendations to the hiring manager. This recommendation must be approved in writing or via email by the AA Rep.

___ Approval received by appointing authority.

___ Request background investigation on selected candidate. Hiring manager should await results before an offer is made.

___ Hiring manager extends verbal offer.

___ Verbally notify all interviewed candidates (phone & on-campus) of non-selection.

___ Search Chair or AA Rep makes sure that all non-selected candidates are placed in the “Closed” status. The candidates will then be sent an automatic email informing them that the position has been filled.

___ Search Chair compiles & delivers all search related materials to HR.

___ AA Rep reviews the final AA report and notifies HR that they concur.
Affirmative Action Report:

Title: Administrative Assistant
Report Generated By: Knuckles, Jill
Report Date/Time: 11/06/2017 02:36
Record Count: 3

<table>
<thead>
<tr>
<th>Req ID</th>
<th>Position #</th>
<th>Requisition Display Job Title</th>
<th>User Full Name</th>
<th>Applicant Submission Date</th>
<th>Applicant Current Status</th>
<th>Applicant Disposition</th>
<th>Ethnicity</th>
<th>Race</th>
<th>Gender</th>
<th>Veteran Status (Part 60-300)</th>
<th>Are you over the age of 40?</th>
<th>Are you eligible to be lawfully employed in the United States?</th>
<th>Will you now or in the future require H-1B visa sponsorship?</th>
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<td>Admin Assistant</td>
<td>Smith</td>
<td>10/31/2017</td>
<td>In Review</td>
<td>Decline to specify</td>
<td>Male</td>
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<td></td>
<td>I am not a Veteran</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
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<td>Admin Assistant</td>
<td>Jones</td>
<td>11/6/2017</td>
<td>In Review</td>
<td>Hispanic or Latino</td>
<td>Female</td>
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<td>I am not a Veteran</td>
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<td>Yes</td>
<td>No</td>
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<td>Cary</td>
<td>11/1/2017</td>
<td>In Review</td>
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<td>White</td>
<td>Male</td>
<td></td>
<td>I am not a Veteran</td>
<td>Yes</td>
<td>Yes</td>
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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 questions 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 BFOQ)
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 Barbara Case King, Director of Human Resources at (970) 248-1266 or email at bking@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.)
# Reference Check Form

**Sample Questions**

*Note: Customize for the position and your search needs.*

*Make questions specific to duties of the position.*

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Position Applied for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reference Name Contacted</td>
<td>Position or Title</td>
</tr>
<tr>
<td>Company/Organization</td>
<td>City and State</td>
</tr>
</tbody>
</table>

Indicate candidate’s name and describe the position for which he or she is being considered.

1. Would you please verify the candidate’s dates for employment?
   From ______ to ______

2. What was his/her job title and what was the nature of the job?

3. What were (or are) the candidate’s strong points on the job?

4. What concerns, if any, did you have with his or her performance?

5. Please comment on the candidate’s:
   - Attendance: ____________________________
   - Ability to meet deadlines: ____________________________
   - Ability to take on responsibility: ____________________________
   - Degree of supervision needed: ____________________________

6. How would you evaluate his or her overall work performance?

7. Why did he or she leave your organization?

8. Would you re-employ this individual?

9. If you were in my place considering ___(name)___ for this position, is there anything else you think I should know?

   Additional comments: ____________________________

Signature ____________________________  Date ____________________________
COLORADO MESA UNIVERSITY
NON-EMPLOYEE REQUEST FOR REIMBURSEMENT

Note: If paid as an independent contractor, expenses are not reimbursable. Original receipts are required. Please make copies for your records.

Name: ________________________________________________

Address: ________________________________________________

Soc. Sec. #: __________________ Telephone: __________________

Fax: __________________ E-mail: __________________

Reimbursement for the following is disallowed:
• Any expenses for a spouse
• Rental car expenses
• Alcoholic beverages
• Personal phone calls, movie rentals, etc.

1. Airfare (Airline receipt stub required for reimbursement if paid by candidate.) $ __________

2. Personal vehicle _______ miles @ $0.52/mile (4 WD @ $0.55) = $ __________
   4WD is allowed November 1st – March 31st.

3. Meals: (Maximum reimbursed per day is $56.00 – itemized receipts required)
   (Note: Credit card receipts not accepted; restaurant receipts listing order details are needed.)
   
   Date ________ Breakfast $ ________ Lunch $ ________ Dinner $ ________
   
   Date ________ Breakfast $ ________ Lunch $ ________ Dinner $ ________
   
   Date ________ Breakfast $ ________ Lunch $ ________ Dinner $ ________
   
   Date ________ Breakfast $ ________ Lunch $ ________ Dinner $ ________

   Total Meal Expenses: $ __________

4. Parking (Receipt required for any single parking expense over $25.00) $ __________

   ____________________________
   Signature of Traveler  
   ____________________________
   Date

(For Colorado Mesa University Use Only)

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