



# **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, 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 is always possible. One must remember that the search process is a tool used to achieve the goal of finding, hiring and retaining employee; 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, assigning the search committee, including the search chair, 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 President 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. 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.

The hiring manager does not typically 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. However, there may be circumstances when the immediate manager / supervisor finds it necessary to be part of the search committee. 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.

Periodically there is a need to accelerate the recruitment process. In these rare situations, the hiring authority (VP or Director) may act as the search chair. This is allowed for non-director / manager level administrative positions only and requires approval by the President.

The hiring manager is responsible for the completion of employment reference checks for the final applicant before the candidate may be offered a position; this may be delegated to the search chair. After acceptable reference checks and approval by the VP and President, the hiring manager may extend a conditional offer of employment, subject to a complete background check.

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.

### 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 and ensuring compliance with the Affirmative Action Plan. 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
- confirm any candidates to be eliminated (*before* they are dispositioned in the system and 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. The Recruitment Coordinator is responsible for assigning the affirmative action representative.

### Search Committee Chair

A key player in the process is chair of the search committee. This person is appointed by the hiring authority and may be called upon to answer questions from the committee and the hiring authority and to respond to inquiries from the applicants. The search 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 in order to assign a “fill-in”.

The chair should handle all communications with the committee, whether with 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 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, bears responsibility for the search process. Specific responsibilities are set out later in this *Colorado Mesa University Faculty and Administrative Search Procedure Manual*.

# **Faculty Search and Hiring Process**

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. 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.

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

## **Initiating the Search**

Once approved by the Vice President for Academic Affairs, the department head should work with the Human Resources Office to complete the requisition request within the CMU applicant tracking system (ATS). In developing the position requisition, it is important to identify required and desirable qualifications needed in order to fulfill the job responsibilities. 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.

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 Human Resources to ensure Position Description is up to date.
3. Human Resources will ensure all templates are updated within the ATS (applicant tracking systems)
4. Department Head will submit the requisition request via the ATS.
6. Requisition routes for approval to:
  - (1) Department Head
  - (2) Budget Office
  - (3) Vice President of Academic Affairs
  - (5) President
  - (6) Director of Human Resources / Affirmative Action Coordinator
7. HR posts the approved position to the ATS / website and advertising sources.

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 tenure-track position, vacancies are widely advertised beyond the University and local community. For a tenure-track faculty search, the announcement is typically posted online with ChronicleVital and HigherEd Jobs. 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.

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

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.

## **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 and an Affirmative Action Representative. The Affirmative Action Representative will be appointed by the Human Resources Office. Affirmative Action Representative should be assigned from a different department. 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 will need to consult the Human Resources office 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.

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.

## **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 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 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.

## **Training**

The search committee chair should contact Human Resources to schedule training in reference to the search process and use of the Applicant Tracking System. This will enable the committee to be more efficient in the search process.

## **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.**

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.

### **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. If the need arises to record one of the interviews, the all interviews must be 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 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. The Affirmative Action Representative should review all applications eliminated from further consideration at this stage.

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.

When scheduling interview for Faculty searches, the chair or staff support should contact the Office of Academic Affairs for assistance in arranging the schedule.

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.

## **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?
- 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
- 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. Contact 248-1746 to schedule meeting rooms. All food requested for the university center rooms will have to be provided by its catering service, also at 248-1746.

### **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. 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.

**Faculty searches expenses will be approved by and processed through the Office of Academic Affairs.**

## **INFORMATION FOR CANDIDATES**

As the candidate field is narrowed, remaining candidates should be directed to CMU's website [www.coloradomesa.edu](http://www.coloradomesa.edu), and various Grand Junction websites such as [www.visitgrandjunction.com](http://www.visitgrandjunction.com) and [www.gjchamber.org](http://www.gjchamber.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.

## **FINAL RECOMMENDATION**

Before final recommendations are given to the hiring authority, they should be reviewed and approved by the Affirmative Action Representative.

The hiring authority 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 authority that such process must be completed before a conditional offer of employment, subject to a successful background investigation, may be made.

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

## **Reminders and Hints**

The availability of the AA rep should be noted for the scheduling of all search committee meetings. An Affirmative Action Representative must be in attendance at all meetings.

The search committee does not need to wait until the search has been closed to begin reviewing applicants. The 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.

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 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.

**Faculty Search Committees should reference page 30 for the  
Search Process Check List**



# Administrative Staff Search and Hiring Process

The appropriate Vice President / Executive Director in consultation with the President is responsible for conducting the selection process for positions within his or her area of responsibility. Opening and advertising positions to both internal and external candidates, and conducting a formal review process using a search committee is the preferred method of filling vacancies and new positions. The President may approve an alternative method for a compelling reason.

## **Initiating the Recruitment of Administrative Personnel**

1. Vacant Position identified:
  - New position – approved by 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. Hiring manager works with Human Resources to ensure Job Description is up to date and that all exemption approvals are complete.
3. Human Resources will ensure all templates are updated within the ATS (applicant tracking systems)
4. Best practice recommends external search process for exempt professionals. The hiring manager may request to fill a position through an internal search to foster upward mobility within the University. The appropriate Vice President must be advised in writing of the reason for the recommendation with final approval by the President.
5. Hiring manager will submit the requisition request via the ATS. Before submitting, review salary recommendation with Human Resources. The hiring salary range is typically the 20<sup>th</sup> to the 40<sup>th</sup> percentile of the CUPA salary data and may not exceed the budgeted salary.
6. Requisition routes for approval to:
  - (1) Hiring Manager
  - (2) Budget Office
  - (3) Director
  - (4) Vice President
  - (5) President – Supervisory level positions and above
  - (6) Director of Human Resources / Affirmative Action Coordinator
7. HR posts the approved position to the ATS / website and advertising sources.

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 – ATS (applicant tracking system). Whenever possible, positions should be posted for:

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 may provide justification, requesting approval of the need to post for a shorter period. Such request should take into consideration the following:

1. Urgency to fill position
2. Level of the position

The Vice President / Executive Director of the division, in consultation with the President, may authorize a shorter posting timeframe.

### **(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. All advertising must be done through CMU's Department of Human Resources.

Type and length of advertising may vary based on the position. All positions will be listed on CMU's website.

The University often maintains an "unlimited subscription" with Higher Ed Jobs, The Chronicle of Higher Ed and The All positions will automatically post to these sites if the University is currently subscribing with an unlimited subscription. Position runs for 30 days on these sites.

Entry level / local recruitment – would include auxiliary positions and entry-level professional personnel. These positions included hourly auxiliary positions, as well as entry-level professional positions that would be recruited within the local region only. Positions will advertise in The Daily Sentinel and the Mesa County Work Force Center.

Regional Recruitment – Includes professional personnel position that would be recruited on a regional level meaning outside of the local community. For example, expanding recruitment / advertising throughout Colorado and/or neighboring state. These positions would likely include relocation assistance as defined in the Professional Personnel Employee Handbook. Positions will be placed in both Higher Ed Jobs, The Chronicle of Higher Ed and The Daily Sentinel as noted above. Should consider advertising in diversity related publications.

National Recruitment - Director level and above administrative positions should be posted in a national publication (both Higher Ed Jobs and The Chronicle of Higher Ed apply) for a minimum of 30 days.

Posting on venues that target diverse audiences is strongly encouraged. Additional advertising might include professional websites, relevant list-servs, which often allow cost-free posting of employment opportunities.

Advertising should specify “To ensure consideration, applications must be revised by [date]. Position will remain open until filled”; allowing the committee to assess whether the applicant made a good faith effort to comply. 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 appropriate Vice President to do so. Search committees also have the option to consider late applications. Such review of late applications must be approved by the Affirmative Action Representative and all applicants must be reviewed equally to a determined cutoff date. Review of late applications may be determined acceptable when: limited number of applicants have applied by the apply by date; no candidates meeting the minimum qualifications have applied by the apply by date; the committee has been delayed in reviewing candidates until after the apply by date.

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.

### **(3) Review Process of Candidates**

The Vice President, Department Head or Director of the hiring unit, in consultation with the VP or the President, as appropriate, is responsible for monitoring the selection process. In accordance with our Affirmative Action Plan, every effort must be taken to have an open and competitive process. The hiring manager must be able to demonstrate that every effort was made to attract a diverse and appropriate applicant pool.

#### **Search Committee – Use of:**

Best practices indicate that a **Search Committee** be utilized in the selection process. By recruiting search committee members with different perspectives and areas of expertise, search committees help build a rich community whose members continually challenge and learn from each other, as well as guaranteeing applicants selected for interview and final consideration are evaluated by more than one individual to ensure the most dynamic, diverse and best qualified candidates are selected.

If utilizing a search committee, the hiring manager should:

1. Appoint a search committee that represents a diverse cross section of staff by:
  - ✓ identify members who will have direct and indirect interaction with the applicant in the course of their job,
  - ✓ selecting individuals who have good judgment and a strong commitment to inclusion and equity,
  - ✓ selecting individuals who have a deep understanding of department priorities and CMU’s mission.
2. Assign the search chair.
3. Typical search committee should be comprised of 3 – 5 member (including the chair). Committee may include community members.
4. Meet with all members of the committee at the onset to review the position, qualities of the ideal candidate, expectations of the committee and the expected timeline for filling the position.
5. Periodically meet with the chair and/or committee throughout the process. These meetings typically occur at the time of decisions of whom to recommend for interview, after interviews have been held and at the time of final review of pros and cons on finalists.

#### **No Search Committee**

Though best practice in recruitment is to utilize a Search Committee, there may be situations in which the hiring

authority (Vice President / Executive Director) determines the need for an alternative hiring process. This may include:

1. Department Director or Manager and at least one other person conduct the search.
2. Direct appointment in which the hiring authority submits a “request for approval of direct appointment”.
  - a. Must be approved by VP
  - b. VP submits to Human Resources
    - i. HR affirms that the request complies with the University’s search procedures and AA Plan.
    - ii. HR submits to President for approval, including information about previous hiring practices of department to include number of hires in the last year, type of searches conducted (i.e. search committee, Manager search, direct appointment) and any other pertinent information as it relates to the request
    - iii. Final approval by the President
3. Promotion, as defined in the affirmative action plan.

### **Affirmative Action Representative**

When utilizing a Search Committee in the recruitment process, the committee shall be approved by the President and appropriate Vice President and shall include an Affirmative Action Representative appointed by Human Resources. The Affirmative Action Representative will provide guidance to the search committee regarding compliance with the University’s Affirmative Action Plan, anti-discrimination and equal employment opportunity policies and procedures.

In the absence of a search committee, it is the hiring authority’s responsibility to adhere to and maintain compliance with the University’s Affirmative Action Plan, anti-discrimination and equal employment opportunity policies and procedures as defined in the Board of Trustees Manual and the Professional Personnel Employment Handbook. The Affirmative Action Coordinator will provide guidance and be available to address questions or concerns.

### **Search Process when utilizing a Search Committee:**

Review and Selection Process:

- Chair, Search Committee and Affirmative Action Representative should attend training – review of the process and applicant tracking system (ATS). Contact Luke Jackson ([ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu) or ext. 1820) in the Human Resources Office to schedule required training.
- Hiring Manager should meet with the search committee, including the AA Representative to review the position, discuss qualities of the ideal candidate, and provide their expectations, including timeline of the committee.
- Affirmative Action Representative should review the applicant pool as applications are received throughout the posting process to ensure qualified candidates represent a diverse background.
- Search Committee Chair reviews applicants for minimum qualifications as defined in the job posting.
  - This review can immediately begin as individuals apply
  - Search Chair should flag applicants who meet minimum qualification for committee review
  - Affirmative Action representative will review all applicants who “do not” meet minimum qualification and concur
  - The applicant should remain in the pool if it is unclear as to whether or not they meet minimum qualifications.
- Search Committee determines and develops the rating instrument. The Affirmative Action

representative should review and approve. Sample rubrics and guidelines are provided under “Help” within the ATS.

- Each committee member reviews qualified candidates in the ATS, rates each and records job-related comments to back up their ratings.
- Meet to establish the candidate short list based on the rating instrument scoring.
- The committee should meet with the hiring manager to provide a “progress report” and review the candidates selected to be interviewed. In consultation with the hiring manager, determine individual and groups for whom the candidate will interview with. Consult the Guidance Section /Interview Groups, page 20.
- Determine if the committee will first conduct phone interview to narrow the applicant pool.
- Develop interview questions – both for phone interview and in person interview as applicable. Questions should be reviewed and approved by the AA Representative.
- Conduct phone interviews – if applicable
  - Search committee should re-evaluate candidates based on the phone interviews and select candidates for campus interviews. Chair should review with the hiring manager before candidates are scheduled for campus interviews.
- Conduct in person interviews.
- Throughout the recruitment process, it is important to inform candidates about the status of the search. This may be accomplished via email communication at various times through the process. Consult Luke Jackson, ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu), in the Human Resources office.

Final selection of candidates:

- Committee submits their pros and cons for each candidate to the Hiring Manager.
- Hiring Manager may collect other input, as needed. The hiring manager is responsible for determining the final candidate.
- Hiring Manager should conduct reference check(s). This may be delegated to others, including the search chair or committee members.
- Submit final candidate recommended for hire to appropriate VP for approval, cc Human Resources
  - Hiring recommendation:
    - Candidate Name, Resume, strengths & any weaknesses, recommendation for hire, summary of reference checks.
  - A list of the interviewed candidates
  - Discussion on strengths & weaknesses as appropriate of other interview candidates
  - 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
  - Copy of reference checks of each candidate
- Complete the Assignment Prep Form, obtain proper signatures and submit to Human Resources
- Upon HR receiving the completed and signed form:
  - Hiring Manager can extend a conditional job offer contingent subject to successful background investigation
  - Hiring Manager should inform HR when conditional job offer has been accepted
  - HR will run the background check
  - Upon passing the background check, HR will create the offer letter for President Foster signature. Once signed HR will mail offer letter.

## Closing Search:

- Search Chair is responsible for closing the search within the ATS once a final candidate has been selected and has accepted the offer.
- HR will inform the search chair when the candidate has accepted the official offer of employment.
- The search chair should contact all interviewed applicants via a phone call to inform them that the position has been filled.
- Disposition all applicants within the ATS:
  - **HR will disposition the successful candidate. DO NOT PLACE THEM INTO HIRED STATUS. HUMAN RESOURCES WILL COMPLETE THIS STEP ONCE THE OFFER LETTER IS RETURNED.**
  - The search chair will disposition all other applicants within the ATS, being specific on the reason they were not selected. Ensure concurrence with AA Representative before dispositioning.
    - Detailed instructions are included within the “Help” tab on the ATS home page. You can access the home page at the following link:  
<https://cas.coloradomesa.edu/login?service=https%3A%2F%2Fidp.coloradomesa.edu%2Fidp%2FAuthn%2FRemoteUser> OR on the Human Resources web page and click on “Search Committee and Hiring Manager login”.
- AA Representative should review and concur with final Affirmative Action Report within the ATS.
- Search chair should reference the attached check off list to gather all supporting documents / notes from committee members, sign off that all items have been gathered and submit to HR.
- Contact Luke Jackson, ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu), in the Human Resources office with any questions on closing the search.

## **Search Process conducted by Department Director or Manager:**

At the recommendation of the Vice President / Executive Director and approval from the President, the Director or Manager of the department may conduct a search without the use of a full search committee; however, they are required to have one additional employee and typically an AA Representative take part in the process. Throughout we will refer to this as a condensed committee.

## Review and Selection:

- The condensed committee is required to complete training on the search process, affirmative action responsibilities and the applicant tracking system prior to conducting the search. Contact Luke Jackson, ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu), in the Human Resources office.
- In lieu of an affirmative action representative, the hiring authority must consult Affirmative Action Coordinator / Human Resources Director to review the applicant pool to ensure we are meeting our obligations as stated in the affirmative action plan, the Board of Trustees Manual and the Professional Personnel Employment Handbook.
- The condensed committee should review candidates to eliminate all who do not meet minimum qualifications as defined by the job posting. The AA representative should concur. Director or Manager should identify accordingly within the ATS.
- Director or Manager develops the rating instrument. The AA representative should review and approve. Sample rubrics and guidelines are provided under “Help” within the ATS.
- The condensed committee should review all qualified candidates, rate each and record job-related comments to back up rating.
- As the condensed committee moves through the process, they should update status within the ATS.
- Determine candidates to be interview and conduct interviews.
- Conduct reference checks.

- Submit to appropriate VP for approval, cc Human Resources
  - Hiring recommendation:
    - Candidate Name, Resume, strengths & any weaknesses, recommendation for hire, summary of reference checks.
  - A list of the interviewed candidates
  - Discussion on strengths & weaknesses as appropriate of other interview candidates
  - 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
  - Copy of reference checks of each candidate
- Complete the Assignment Prep Form, obtain proper signatures and submit to Human Resources
- Upon HR receiving the completed and signed form:
  - Hiring Manager can extend a conditional job offer contingent subject to successful background investigation
  - Hiring Manager should inform HR when conditional job offer has been accepted
  - HR will run the background check
  - Upon passing the background check, HR will create the offer letter for President Foster signature. Once signed HR will mail offer letter

Closing Search:

- Director / Manager is responsible for closing the search within the ATS once a final candidate has been selected and has accepted the offer.
- HR will inform the Director / Manager when the candidate has accepted the official offer of employment.
- The Director / Manager should contact all interviewed applicants via a phone call to inform them that the position has been filled.
- Disposition all applicants within the ATS:
  - **HR will disposition the successful candidate. DO NOT PLACE THEM INTO HIRED STATUS. HUMAN RESOURCES WILL COMPLETE THIS STEP ONCE THE OFFER LETTER IS RETURNED.**
  - The Director / Manager will disposition all other applicants within the ATS, being specific on the reason they were not selected. Ensure concurrence with AA Representative before dispositioning.
    - Detailed instructions are included within the “Help” tab on the ATS home page. You can access the home page at the following link: <https://cas.coloradomesa.edu/login?service=https%3A%2F%2Fidp.coloradomesa.edu%2Fidp%2FAuthn%2FRemoteUser> OR on the Human Resources web page and click on “Search Committee and Hiring Manager login”.
- AA Representative should review and concur with final Affirmative Action Report within the ATS.
- Director / Manager should reference the attached check off list to gather all supporting documents / notes from committee members, sign off that all items have been gathered and submit to HR.
- Contact Luke Jackson, ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu), in the Human Resources office with any questions on closing the search.



## **GUIDANCE**

### **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 and an Affirmative Action Representative. The Affirmative Action Representative will be appointed by the Human Resources Office. Affirmative Action Representative should be assigned from a different department. 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 will need to consult the Human Resources office 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.

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.

### **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. Depending on the position to be filled, the committees 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 all committee members may not be on campus. Advance planning will improve the timeliness and competitiveness of the search.

*As a reminder: The committee can begin reviewing applicants before the “apply by date.” All candidates applying by the specified date, must be reviewed, however reviewing and rating each throughout the posting time period will ensure that the search is being conducted in a timely manner.*

## **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 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 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.

## **Training**

The search committee chair should contact Human Resources to schedule training in reference to the search process and use of the Applicant Tracking System. This will enable the committee to be more efficient in the search process.

## **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. Committee’s must be careful not to reject candidates who do meet minimum qualifications, however may have less than ideal experience / qualification too early in the process.



## 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.**

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.

## 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. If the need arises to record one of the interviews, the all interviews must be 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 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. The Affirmative Action Representative should review all applications eliminated from further consideration at this stage.

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.

When scheduling interview for Faculty searches, the chair or staff support should contact the Office of Academic Affairs for assistance in arranging the schedule.

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.

## **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?
- 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.

Vice 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

Administrative Professional Candidate:

- Search committee
- Appropriate Vice President / Director or reporting line
- Appropriate committees or groups in department
- President (consult Vice President / Director)

Administrative Auxiliary Candidate:

- Search committee
- Appropriate Director/ Manager or reporting line
- Appropriate groups in department

- The Search Chair should schedule a time with Human Resources to review CMU Benefit package.

## **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. Contact 248-1746 to schedule meeting rooms. All food requested for the university center rooms will have to be provided by its catering service, also at 248-1746.

## **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. 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.

**Searches expenses will be approved by and processed through the hiring departments budget.**

## **INFORMATION FOR CANDIDATES**

As the candidate field is narrowed, remaining candidates should be directed to CMU's website [www.coloradomesa.edu](http://www.coloradomesa.edu), and various Grand Junction websites such as [www.visitgrandjunction.com](http://www.visitgrandjunction.com) and [www.gjchamber.org](http://www.gjchamber.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.

## **Reminders and Hints**

The availability of the AA rep should be noted for the scheduling of all search committee meetings. An Affirmative Action Representative must be in attendance at all meetings.

The search committee does not need to wait until the search has been closed to begin reviewing applicants. The 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.

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 appropriate Vice President. All offers are subject to the successful completion of a background check and the approval of the President and CMU's Board of Trustees.

## Search Check List – Faculty Searches

### Vacant Position Identified and Request for Posting:

- Department Head should ensure that the Vice President of Academic Affairs and the Budget Office have been consulted for all “New” positions.
- Department Head should consult Human Resources on existing vacant position to review and update job description.
- Department Head completes the position requisition request within the ATS, which then routes to Human Resources and then for final approval.
- Search Chair and Search Committee are identified and approved through this process.
- Department Head is responsible for identifying “diversity” related sites to advertise the position. This will be noted in the requisition submission.
- For HELP – access online help via the ATS home page at the following link:  
<https://cas.coloradomesa.edu/login?service=https%3A%2F%2Fidp.coloradomesa.edu%2Fidp%2FAuthn%2FRemoteUser> Or contact Robin Hood at ext. 1055 or [rhood@coloradomesa.edu](mailto:rhood@coloradomesa.edu) in the Human Resources office.

### Review and Selection Process:

- Chair, Search Committee and Affirmative Action Representative are required to attend training – review of the process and applicant tracking system (ATS). Contact Luke Jackson at ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu).
- 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 flag applicants to meet minimum qualification for committee review
  - Affirmative Action representative will review all applicants who “do not” meet minimum qualification and concur
- Search Committee determines and develops the rating instrument. The Affirmative Action representative should review and approve. Sample rubrics and guidelines are provided under “Help” within the ATS.
- 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. Questions should be reviewed and approved by the AA Representative
- Conduct phone 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. The top two candidates are typically brought to campus for the final interview.
- 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
  - Resumes/Vitae of final candidates
  - Summarize the reference checks of each candidate.
- With FINAL APPROVAL from the Vice President of Academic Affairs and President:
  - Department Head can extend a contingent job offer subject to successful background investigation
  - Notify the following via email that a contingent job offer has been accepted:
    - Email should be addressed to: Kurt Haas (VPAA), JoAnn Reis (AA), Whitney Sutton (Budget), Jill Knuckles, Shannon Pumphrey (HR) and Robin Hood (HR)
    - The following information must be included:
      - ✓ Name
      - ✓ Position Title / Type
      - ✓ Position Number
      - ✓ Salary
      - ✓ Contact Information (email address, phone and mailing address)
      - ✓ Moving Allowance
  - Human Resources will conduct background check once the above is received and approved by VPAA.
  - Upon passing the background check, HR will create the offer letter for President Foster signature. Once signed, HR will mail offer letter.

Closing Search:

- Search Chair is responsible for closing the search within the ATS once a final candidate has been selected and has accepted the offer.
- HR will inform the Search Chair that the candidate has accepted the official offer.
- Contact all interviewed applicants in person to inform them that the position has been filled.
- Disposition all applicants within the ATS:
  - **Human Resources will disposition the successful candidate. PLEASE DO NOT PLACE THEM INTO HIRED STATUS.**
  - Search Chair will disposition all other candidates, being specific on the reason they were not selected. Ensure concurrence with AA Representative before dispositioning.
- AA Representative should review and concur with final Affirmative Action Report within the ATS
- Search chair should reference the attached check off list to gather all supporting documents / notes from committee members, sign off that all items have been gathered and submit to HR.
- Contact Luke Jackson, ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu), in the Human Resources office with any questions on closing the search.



## Search Check List – Administrative – Search Committee Process

### Vacant Position Identified:

- Hiring Manager should ensure that the Human Resources and Budget Office have been consulted for all “New” positions.
- Hiring Manager should consult Human Resources on existing vacant position to review and update job description.
- Hiring Manager completes the position requisition request within the ATS, which then routes for final approval.
- Search Chair and Search Committee members are identified and approved through this process. Reference page 16 for guidelines on selecting a committee.
- Hiring Manager should work with Human Resources to identify “diversity” related sites to advertise the position.

### Review and Selection Process:

- Chair, Search Committee and Affirmative Action Representative must attend training – review of the process and applicant tracking system (ATS). Contact Luke Jackson at ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu) in the Human Resources Office.
- Hiring Manager should meet with the search committee to review the position, discuss qualities of the ideal candidate and provide their expectations of the committee, including the timeline for the hiring process.
- Affirmative Action Representative should review the applicant pool throughout the posting process to ensure we are reaching qualified candidates representing a diverse background.
- 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 flag applicants who meet minimum qualification for committee review.
  - Affirmative Action representative will review all applicants who “do not” meet minimum qualification and concur.
- Search Committee determines and develops the rating instrument. The Affirmative Action representative should review and approve. Sample rubrics and guidelines are provided under “Help” within the ATS.
- 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 their rating instrument.
- The committee should meet with the hiring manager to provide a “progress report” and review the candidates selected to be interviewed. In consultation with the hiring manager, determine individual and groups for whom the candidate with interview with. Consult the Guidance Section /Interview Groups, page 20.
- Determine if the committee will first conduct phone interview to narrow the applicant pool.
- Develop interview questions – both for phone interview and in person interview as applicable. Questions should be reviewed and approved by the AA Representative.
- Conduct phone interviews – if applicable.
  - Search committee should re-evaluate candidates based on the phone interviews and select candidates for campus interviews. Chair should review with the hiring manager before candidates are scheduled for campus interviews.
- Conduct in person interviews.
- Throughout the recruitment process, it is important to inform candidates about the status of the search. This may be accomplished via email communication at various times through the process. Consult Luke Jackson, ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu), in the Human Resources office.

### Final selection of candidates:

- Committee submits their pros and cons for each candidate to the Hiring Manager.
- Hiring Manager may collect other input, as needed. The hiring manager is responsible for determining the final candidate.
- Hiring Manager should conduct reference check(s). This may be delegated to others, including the search chair or committee members.
- Submit final candidate recommended for hire to appropriate VP for approval, cc Human Resources
  - Hiring recommendation:
    - Candidate Name, Resume, strengths & any weaknesses, recommendation for hire, summary of

reference checks.

- A list of the interviewed candidates
  - Discussion on strengths & weaknesses as appropriate of other interview candidates
  - 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
  - Copy of reference checks of each candidate
- Complete the Assignment Prep Form, obtain proper signatures and submit to Human Resources
  - Upon HR receiving the completed and signed form:
    - Hiring Manager can extend a conditional job offer contingent subject to successful background investigation
    - Hiring Manager should inform HR when conditional job offer has been accepted
    - HR will run the background check
    - Upon passing the background check, HR will create the offer letter for President Foster signature. Once signed HR will mail offer letter.

**NOTE: No offer should be made without the approval of the appropriate Vice President and President. All offers are subject to the successful completion of a background check and the approval by the President and CMU's Board of Trustees.**

Closing Search:

- Search Chair is responsible for closing the search within the ATS once a final candidate has been selected and has accepted the offer.
- HR will inform the search chair when the candidate has accepted the official offer of employment.
- The search chair should contact all interviewed applicants via a phone call to inform them that the position has been filled.
- Disposition all applicants within the ATS:
  - **HR will disposition the successful candidate. DO NOT PLACE THEM INTO HIRED STATUS. HUMAN RESOURCES WILL COMPLETE THIS STEP ONCE THE OFFER LETTER IS RETURNED.**
  - The search chair will disposition all other applicants within the ATS, being specific on the reason they were not selected. Ensure concurrence with AA Representative before dispositioning.
    - Detailed instructions are included within the “Help” tab on the ATS home page. You can access the home page at the following link:  
<https://cas.coloradomesa.edu/login?service=https%3A%2F%2Fidp.coloradomesa.edu%2Fidp%2FAuthn%2FRemoteUser> OR on the Human Resources web page and click on “Search Committee and Hiring Manager login”.
- AA Representative should review and concur with final Affirmative Action Report within the ATS.
- Search chair should reference the attached check off list to gather all supporting documents / notes from committee members, sign off that all items have been gathered and submit to HR.
- Contact Luke Jackson, ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu), in the Human Resources office with any questions on closing the search.

## **Search Check List – Administrative – Search conducted by Director / Manager**

### Vacant Position Identified:

- Director / Manager should ensure that the Human Resources and the Budget Office has been consulted for all “New” positions.
- Director / Manager completes the position requisition request within the ATS, which then routes for final approval.
- Search Chair and Search Committee are identified and approved through this process.
- Director / Manager should work with Human Resources to identify “diversity” related sites to advertise the position.
- Director / Manager has received in writing, authorization by the appropriate VP and President to conduct the search directly without the use of a full search committee.

### Review and Selection:

- The condensed committee is required to complete training on the search process, affirmative action responsibilities and the applicant tracking system prior to conducting the search. Contact Luke Jackson, ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu), in the Human Resources office.
- In lieu of an affirmative action representative, the hiring authority must consult Affirmative Action Coordinator / Human Resources Director to review the applicant pool to ensure we are meeting our obligations as stated in the affirmative action plan, the Board of Trustees Manual and the Professional Personnel Employment Handbook.
- The condensed committee should review candidates to eliminate all who do not meet minimum qualifications as defined by the job posting. The AA representative should concur. Director or Manager should identify accordingly within the ATS.
- Director or Manager develops the rating instrument. The AA representative should review and approve. Sample rubrics and guidelines are provided under “Help” within the ATS.
- The condensed committee should review all qualified candidates, rate each and record job-related comments to back up rating.
- As the condensed committee moves through the process, they should update status within the ATS.
- Determine candidates to be interview and conduct interviews.
- Conduct reference checks.
- Submit to appropriate VP for approval, cc Human Resources
  - Hiring recommendation:
    - Candidate Name, Resume, strengths & any weaknesses, recommendation for hire, summary of reference checks.
  - A list of the interviewed candidates
  - Discussion on strengths & weaknesses as appropriate of other interview candidates
  - 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
  - Copy of reference checks of each candidate
- Complete the Assignment Prep Form, obtain proper signatures and submit to Human Resources
- Upon HR receiving the completed and signed form:
  - Hiring Manager can extend a conditional job offer contingent subject to successful background investigation
  - Hiring Manager should inform HR when conditional job offer has been accepted
  - HR will run the background check

- Upon passing the background check, HR will create the offer letter for President Foster signature. Once signed HR will mail offer letter

#### Closing Search:

- Director / Manager is responsible for closing the search within the ATS once a final candidate has been selected and has accepted the offer.
- HR will inform the Director / Manager when the candidate has accepted the official offer of employment.
- The Director / Manager should contact all interviewed applicants via a phone call to inform them that the position has been filled.
- Disposition all applicants within the ATS:
  - **HR will disposition the successful candidate. DO NOT PLACE THEM INTO HIRED STATUS. HUMAN RESOURCES WILL COMPLETE THIS STEP ONCE THE OFFER LETTER IS RETURNED.**
  - The Director / Manager will disposition all other applicants within the ATS, being specific on the reason they were not selected. Ensure concurrence with AA Representative before dispositioning.
    - Detailed instructions are included within the “Help” tab on the ATS home page. You can access the home page at the following link:  
<https://cas.coloradomesa.edu/login?service=https%3A%2F%2Fidp.coloradomesa.edu%2Fidp%2FAuthn%2FRemoteUser> OR on the Human Resources web page and click on “Search Committee and Hiring Manager login”.
- AA Representative should review and concur with final Affirmative Action Report within the ATS.
- Director / Manager should reference the attached check off list to gather all supporting documents / notes from committee members, sign off that all items have been gathered and submit to HR.
- Contact Luke Jackson, ext. 1820 or [ljackson@coloradomesa.edu](mailto:ljackson@coloradomesa.edu), in the Human Resources office with any questions on closing the search.



CMU Search Committees: Items to Return

**The Importance of Collecting Search Materials:**

- These search materials are collected and necessary in order to document a search if a grievance is filed. Please take detailed notes and keep materials in the order below:

**\*\*\*Check if included, or N/A if non applicable\*\*\***

1. Any/All Communications to Candidates \_\_\_\_\_
2. Interview Questions with Committee Members' Notes \_\_\_\_\_
3. Any audio recordings of interviews \_\_\_\_\_
4. Rubrics / Rating Sheets / Scoring \_\_\_\_\_
5. Reference Checks \_\_\_\_\_
6. Strengths/Weaknesses of final candidates \_\_\_\_\_
  - a. & any recommendations to hiring manager \_\_\_\_\_
7. Any additional written documentation of search \_\_\_\_\_
8. All printed materials \_\_\_\_\_

Title of Position: \_\_\_\_\_

Candidate Selected: \_\_\_\_\_ Requisition or Pos. #: \_\_\_\_\_

Search Chair Name (Print): \_\_\_\_\_ Date Submitted: \_\_\_\_\_

**The section below is for Human Resources to complete:**

Materials Collected: \_\_\_\_\_ Date Complete: \_\_\_\_\_

Scanned in by (Print): \_\_\_\_\_ Date Scanned: \_\_\_\_\_

HR Reviewer (Print): \_\_\_\_\_ Date Shredded: \_\_\_\_\_

## 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.

**Latest News & Events!**

[Retirement Vendor Transition](#)

**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](#)

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.

**Search Jobs**  
Access your career center.

**Search Committee**  
View your current searches.

**Post a Job**  
Submit a requisition request.

**Your Profile**  
View and update your information.

**Help**  
Access instructions and tutorials.

**Your Onboarding Action Items**  
No Pending Actions



## **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 Jill Knuckles, Director of Human Resources at (970) 248-1426 or email at [jknuckle@coloradomesa.edu](mailto:jknuckle@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.*

\_\_\_\_\_  
Candidate Name

\_\_\_\_\_  
Position Applied for

\_\_\_\_\_  
Reference Name Contacted

\_\_\_\_\_  
Position or Title

\_\_\_\_\_  
Company/Organization

\_\_\_\_\_  
City and State

\_\_\_\_\_  
Telephone Number

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 @ \$.52/mile (4 WD @ \$.55) = \$ \_\_\_\_\_  
4WD is allowed November 1<sup>st</sup> – March 31<sup>st</sup>.

3. Meals: (Maximum reimbursed per day is \$51.00 – 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 \$10.00) \$ \_\_\_\_\_

\_\_\_\_\_  
Signature of Traveler

\_\_\_\_\_  
Date

*(For Colorado Mesa University Use Only)*

Authorized Signature	Org. Code	Acct. Code	Amount



