Overview of Search Procedures for AP and Specialized Faculty Positions
September 2014

Search Committee Goals

• Obtain charge from Executive Officer
• Set Criteria for Review of All Applications
• Interview Process:
  Establish the following:
  – Interview Agenda
  – Interview Review Criteria
  – Interview Questions

Search Process Best Practices

• Free of bias or stereotyping or applicants in verbal or written communication
• Candidates must be evaluated fairly
• Campus visit provides similar opportunities for each finalist
• Interview procedures treat finalists consistently

Search Process Best Practices

At the end of the search process, the unit states the good faith efforts that were addressed for the search. Here are the examples provided, which will help your committee formulate a plan best suited for your search:

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

A WORD ABOUT CONFIDENTIALITY
• Search process is confidential
• All search committee discussion must be kept confidential.
  • Candidate information should not be shared
  • Finalist information should not be shared
• Search committee composition/membership should not be shared with candidates, unless a search committee member is asked to be a reference. At that time the search committee member must inform the applicant that they cannot be a reference and are unable to discuss the position with them.
• Reference checks must be done with guidance from Search Chair/Department Head
• For searches where there are internal applicants, the search committee must take extra care to NOT discuss any aspects of the search in front of internal applicants. The department must also take care when scheduling interviews to ensure the confidentiality of finalists.

First Search Committee Meeting
• Review Office of Diversity search documents (each opens in new window):
  – Office of Diversity Search Process pdf
  – Guidelines for Pre-Employment Inquires
  – Non Discrimination Statement
• Discuss and set the Initial Screening Criteria. Must be established BEFORE review of any applications
  – Start with information in Search Ad
  – Discuss Preferred Criteria
  – Applicants must meet all required criteria to move forward in the search process

First Search Committee Meeting
• Discuss letters of reference
• Discuss late applications
• Establish timeline for search process
• Discuss Interview Process
  – Interview review criteria
  – Interview questions
  – Interview schedule
Initial Criteria Examples

• LETTERS OF REFERENCE
  Search committee must have a consistent plan concerning letters of reference
  • All must be in for review of application? (Date may have been specified in the ad)
  • All must be in to select applicant for next level of review?
  • Other?
  Whatever plan is selected, the search committee must be consistent for all applicants at each stage of the process.
  Evaluation of letters- strength of letters especially as related to initial criteria

Late Applications

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

• Search Chair should discuss questions with Executive Officer and Unit Contact. Contact LAS if you have questions

Initial Criteria & Late Aps Wrap-up

• The screening criteria are among the most important pieces of the search process and need to be documented for official paperwork

• Establish criteria BEFORE review of ANY APPLICATIONS

• Discuss options for Late Applications
Review Applications

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

• Review applications using the established initial criteria.

Review Applications

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

• For additional information, review the ODEA Search.pdf (opens new window).

Screening/Phone Interviews

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

LAS highly suggests documenting why applicants involved in the screening/phone interviews were not chosen as on campus finalists. Keep this information with the official department search file.

Document Selection of Finalists

• After on campus finalists are chosen, work with Unit Contact to submit Finalist Notification Form (FNF) as soon as possible.

• Can invite finalists while Finalist Notification Form is being completed, but we ask that the FNF be fully approved BEFORE any campus visit begins.
Document Selection of Finalists

Document and Submit:
- Screening criteria for review of applications
- Copies of all ads placed
- Update Status Codes for all applicants
- Interview Questions and Criteria (if established)
- An answer to the following: Did the Search Com and Diversity Advocate review and discuss the Diversity of Pool Report?
- If only 1 finalist, please explain

Document Selection of Finalists

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

Interview Process

Establish after setting initial criteria
- Set criteria for review of interviews
- Establish basic questions to ask of all finalists
- Establish interview schedule

Interview Criteria Examples

Interview Review Criteria will normally be based on a more in depth review of the Screening Criteria including items that could not be assessed on paper or reference letters.
Examples from various searches in the recent past have included the following:
- For technical and/or service positions the following could apply:
  - Providing exceptional customer service
  - Background in managing others
  - Exercising discretion, authority and independent decision-making.
  - Technical Knowledge in X, Y, Z/Problem Solving
  - Teamwork, Interpersonal Skills
Interview Criteria Examples

For an advising search, the following criteria could apply:

- College-level advising experience
- Excellent communication skills
- Familiarity with elements of an undergraduate curriculum in XXX
- Familiarity with software systems common to undergraduate advising
- Demonstrated ability to respond to concerns of undergraduate students
- Demonstrated ability and commitment to working with culturally diverse groups
- Demonstrated ability to work collaboratively with colleagues and ability to work independently
- Understanding of the role of an academic advisor
- Understanding of the confidentiality surrounding student data

Interview Criteria Examples

Depending on the scope of the position, for those involved with teaching the following criteria could apply:

- Pedagogical philosophy
- Classroom practices (including experiences with technology)
- Specific fields of competence
- Demonstrated commitment to teaching
- Success in teaching large classes
- Experience with diverse student populations
- Experience in mentoring and or student leadership programs
- Experience with online education

Interview Questions

- **Basic** set of questions need to be the same for all finalists
- Questions must be submitted via the Summary Form
- Additional questions do not need to be documented:
  - Follow-up questions
  - Questions specific to a certain aspect of a finalist’s vita

Interview Schedule

- All finalists must have the same opportunity to meet the same set of people
- All individuals interviewing the finalists should review the Guidelines for Pre-Employment Inquiries:
  [http://oeea.illinois.edu/academicsearch.html](http://oeea.illinois.edu/academicsearch.html)
Interview Process Wrap-up

• Finalists should be asked similar questions and treated similarly

• Justification for hire must be based on qualifications, experience, references, interview process

Requesting Offer from Dean’s Office

Submitted via Summary Form:

• Letter to Dean requesting the offer
• Good Faith Efforts addressed for the Search
• Interview Review Criteria
• Basic Interview Questions
• Evaluation of each Finalist
• For each Finalist: name, interview date, visual estimation of: gender, race/ethnicity

Questions: Contact LAS Dean’s Office:
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