Overview of Search Procedures for AP and Academic Other Positions

November 2012

Search Committee Goals

- 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

Set initial screening criteria for review of all applications

- Complete 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
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

Initial Criteria Wrap-up

• The screening criteria are among the most important pieces of the search process and need to be documented.
  • Establish criteria BEFORE review of ANY APPLICATIONS

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 staff contact to submit initial paperwork (via Finalist Notification Form)
• Must be fully approved BEFORE Summary Form (how you request to make an offer) can be submitted
• Can invite finalists while Finalist Notification Form is being completed

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?

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 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
- 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://oeoa.illinois.edu/academicsearch.html](http://oeoa.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

Requesting Offer from Dean’s Office

• Justification for finalists must include how he/she met or did not meet the following:
  – Initial Criteria- qualifications; experience; references, etc.
  – Interview Review Criteria- in depth review of qualifications and experience; research talk, etc.

Questions: Contact LAS Dean’s Office:
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