



**COLORADO SCHOOL OF MINES**  
EARTH • ENERGY • ENVIRONMENT

**Search, Screening, and Hiring Process  
For Academic and Administrative Faculty Positions**

## TABLE OF CONTENTS

<b>I. Introduction .....</b>	<b>3</b>
<b>II. Search Procedures .....</b>	<b>4</b>
A. Role of Search Committee Chair .....	4
B. Role of Search Committee Members.....	4
C. Academic/Administrative Faculty Search Flow Chart .....	5
D. Search Committee Composition .....	7
E. Department Head/Director Responsibilities .....	7
F. Starting the Search.....	7
G. Evaluation Criteria and Charge Meeting .....	8
H. Application Processing .....	8
I. Secondary Pool .....	9
<b>III. Application Review .....</b>	<b>10</b>
<b>IV. Interview Process .....</b>	<b>10</b>
A. Phone Interviews .....	10
B. Checking References .....	11
C. On-Campus Interviews .....	12
<b>V. Recordkeeping.....</b>	<b>13</b>
<b>Appendix A: Search Committee Technical Assistance Guide.....</b>	<b>14</b>
A. Reviewing the Job and Developing the Announcement .....	14
B. Recruitment Plan .....	16
C. Evaluating the Applicant Pool.....	17
D. Conducting the Interviews .....	19
E. Closing Search Procedures .....	21
<b>Appendix B: Forms and Example Documents .....</b>	<b>22</b>

## **I. Introduction**

This manual describes the search process and procedures used in recruiting and selecting faculty, including administrative faculty. Mines is a federal contractor and must comply with equal employment and affirmative action regulations that govern all levels of employment, including the search process. The Office of Human Resources is responsible for collecting information about searches and for reporting to various regulatory agencies on Mines' search practices.

The goal of the search process is to ensure that the best possible candidates are identified in a fair and equitable manner, consistently, efficiently and in compliance with the legal requirements with which Mines must abide. Additionally, our search process intends to be inclusive, improving access and yield of minority and protected status applicants while meeting all of our federal and state regulations and record keeping requirements.

Importantly, since the search process may be the first impression an applicant forms of Mines, it also must be conducted in an organized and professional manner.

This manual offers practical suggestions to search committees and supervisors to help in making effective hiring decisions. When recruiting, it is important to effectively reach the largest pool of qualified individuals. Each search presents an opportunity to enhance the diversity of Mines. This manual includes not only information about the process, but also resources to assist the search including strategies for expanding applicant pools, suggestions for establishing non-biased applicant evaluation criteria, reviewing resumes, interviewing techniques, etc.

## **II. Search Procedures**

### **A. Role of Search Committee Chair**

The Search Committee Chair has the overall responsibility for managing a proactive, timely, and fair search process.

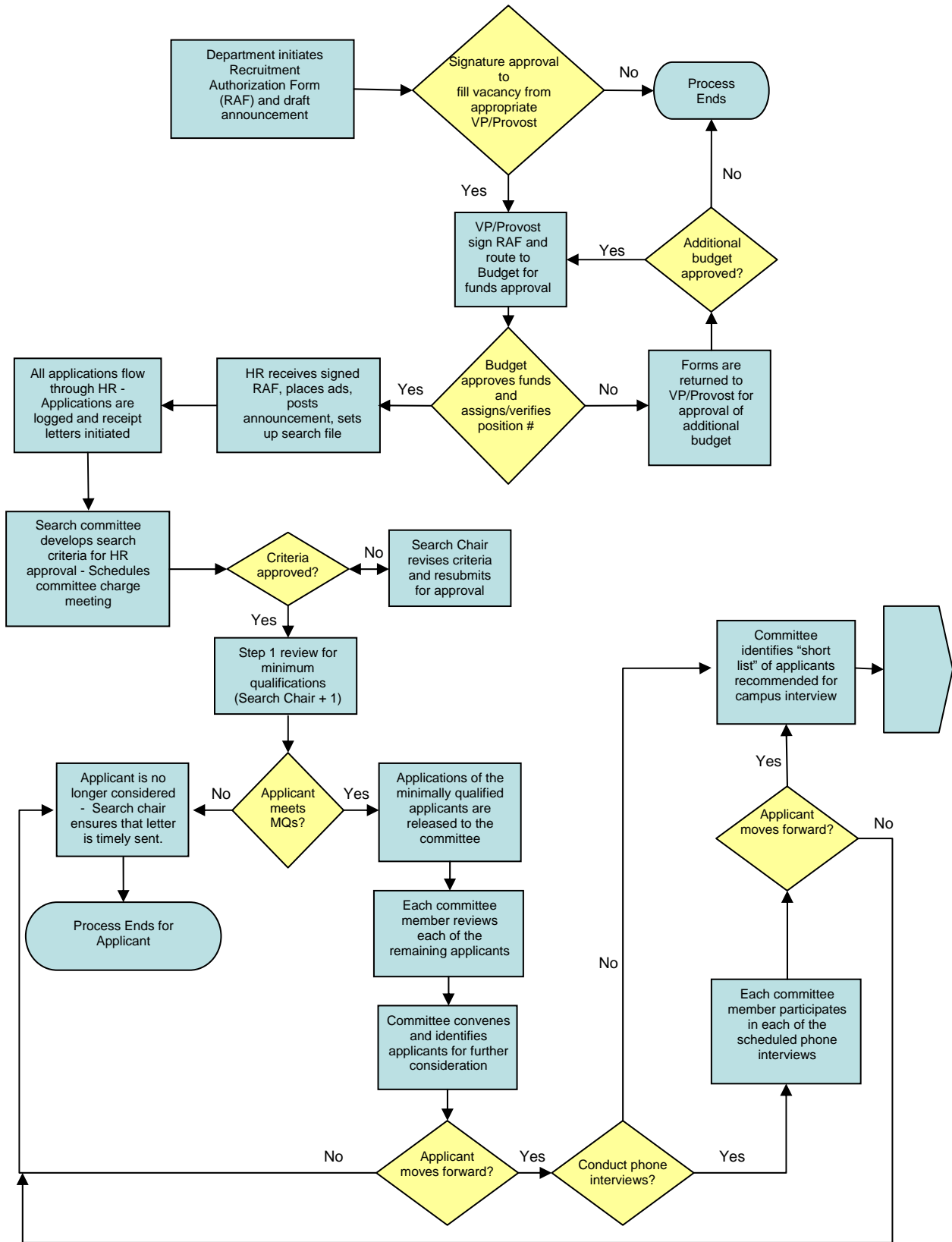
- Guide the committee in developing and following the search plan;
- Guarantee an opportunity for all qualified candidates to receive committee consideration;
- Ensure compliance with applicable law, policy and procedure;
- Maintain the confidentiality of the committee proceedings, communications with candidates, and the identity of candidates, to the extent permitted by law;
- Handle all inquiries regarding the search, including any applicant or potential applicant's written or verbal request for information about the search process or timelines.
- Report to the department head to the deliberations of the committee, divisions of opinion, and information it has compiled about recommended candidates.
- Consult with HR immediately if any difficulties arise which threaten the committee's successful operation.
- Compile all required search committee documentation for submission to Human Resources within two weeks of the final hiring decision (acceptance of offer or failure of the search).

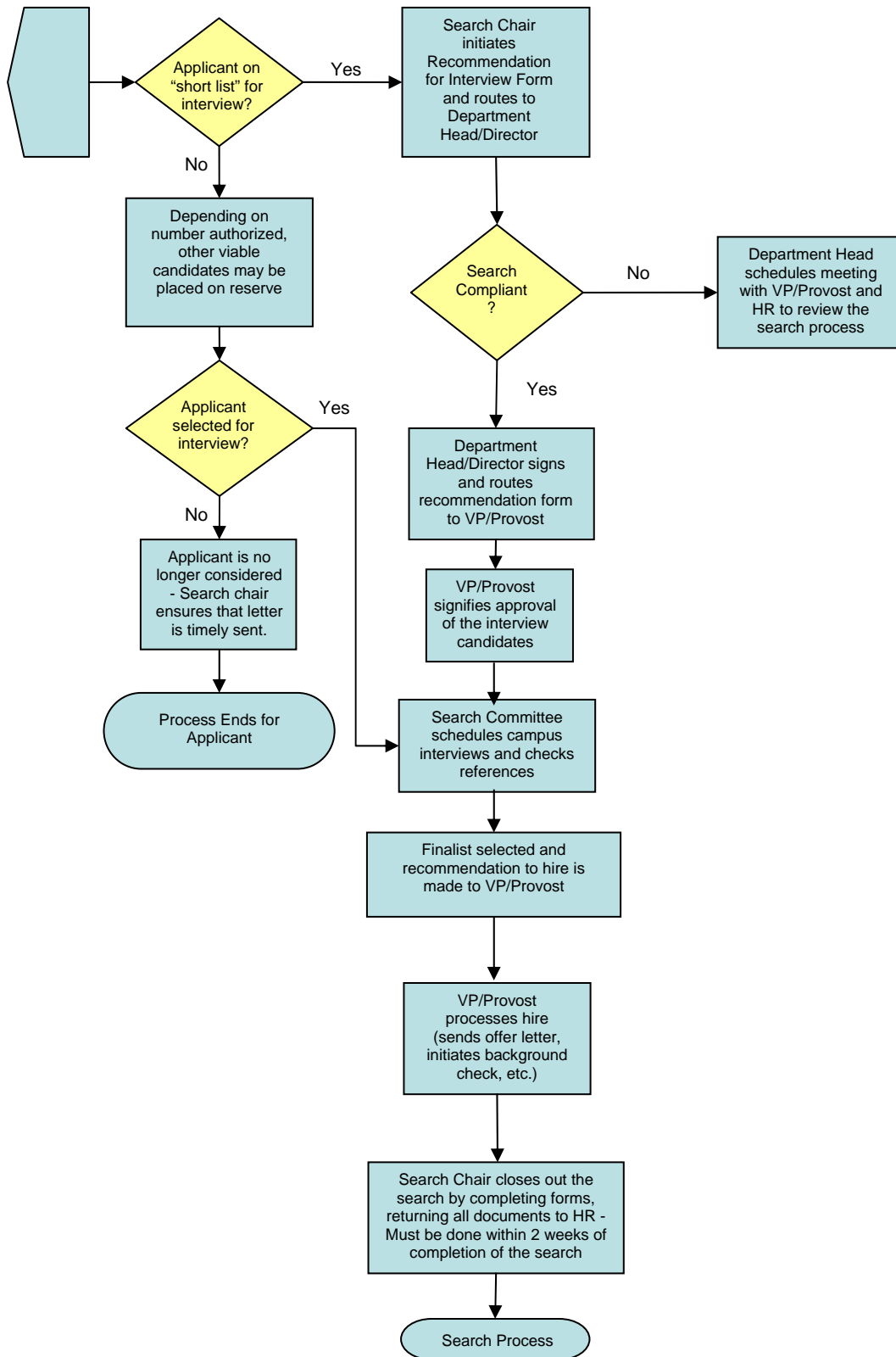
### **B. Role of Search Committee Members**

Appointment to a search committee involves accepting an obligation to fully participate in the evaluation, interview and selection process. This requires members to be active participants in the process and to be available for meetings and interviews as needs dictate. The successful outcome of a search depends on this level of engagement from all members of the search committee.

- Provide input on the recruitment strategy;
- Review and assess **all** initial applicant files following the approved evaluation criteria;
- Attend committee meetings, phone interviews and campus interviews;
- Maintain the confidentiality of the committee proceedings, communications with candidates, and the identity of candidates, to the extent permitted by law; and
- Provide fair and unbiased evaluations of applicants.

### C. Academic/Administrative Faculty Search Flow Chart





Employment policies and procedures are contained in Sections 4 through 9 of the Faculty Handbook. Department Heads, Directors, and Search Chairs are responsible for being familiar with these sections.

#### ***D. Search Committee Composition***

The search committee must be diverse in its composition, incorporating senior and junior level employees, with at least one female or minority representative. The committee usually has an odd number of members (e.g., 3, 5, 7, etc.) with a minimum of three members required. In addition, the Department Head/Director may choose to add graduate and undergraduate students or industry/community members to the search committee. The Department Head/Director may not be a member of or chair a search committee for searches in his/her department or division.

#### ***E. Department Head/Director Responsibilities***

The search committee serves in an advisory capacity to the Department Head/Director. It is therefore imperative that the Department Head/Director communicate all pertinent information concerning the position and those attributes that are desirable in a successful candidate to the Chair of the Search Committee.

The Department Head/Director –

- Secures permission to fill the position from the appropriate Provost/Vice President
- Initiates a Faculty Recruitment Authorization Form (RAF)
- Provides guidance to the search committee
- Assures development of the draft announcement (working with the Search Chair)
- Based on the search committee's recommendations, confirms that the search process was properly followed, sends a request to interview candidates to Academic Affairs
- Makes recommendation to Academic Affairs for the hire
- Extends the initial verbal offer of employment – Academic Affairs/VP generates letter of offer

#### ***F. Starting the Search***

The Provost/Vice President reviews the RAF request and signs if approved. Once approved, the RAF is sent to the Budget Office where budget availability is verified and a position number is assigned. The RAF form is then forwarded to Human Resources, along with a draft job announcement. A search number is assigned and is the number that is used in all recordkeeping for the vacancy.

Once the content of the job announcement is determined and approved, the Office of Human Resources places advertisements for the Department. The announcement on the HR website is the official Mines posting for the vacancy and all advertising sources

(publications, department or professional association web sites, etc.) will direct applicants to the HR Employment Page.

As application packets are received, Human Resources will assign an individual search number to each applicant's packet (e.g., 08-117100-01, 08-117100-02). This number is used throughout the search process to identify each applicant and must not be changed, or re-numbered by the search committee. Any application packets received by the department or search committee members must be forwarded to Human Resources before the search committee reviews them. Human Resources will send a 'receipt of application' letter to all applicants. The letter will acknowledge receipt of the application and provide information about the search process. An Affirmative Action Self-Identification web link will be included with the letter. In general, this initial receipt letter is the only communication to come from Human Resources; all other communications will be handled directly from the Search Chair, Department Head/Director or Academic Affairs.

### ***G. Evaluation Criteria and Charge Meeting***

Before applications can be released to the search committee for review, the search committee must submit evaluation criteria for approval and schedule a search charge meeting with Human Resources. **All** members of the committee, unless currently serving on another search committee that has been charged, are required to attend the charge meeting.

Human Resources (Associate Vice President or Assistant Director) is responsible for 'charging' the search committee. During the charge meeting, HR will explain the role of the search committee and discuss legitimate evaluation considerations. It is beneficial, but not required, for the search committee to have developed the evaluation criteria prior to this meeting so they can be discussed at that time. The criteria are reviewed and approved by Human Resources.

Once the evaluation criteria are approved and the charge meeting has occurred, application packets can be accessed by the search committee for review and evaluation.

### ***H. Application Processing***

In order to disseminate applications to the committee more timely and to reduce paper consumption, Human Resources will establish a Trailhead "CSM Group" where search committee members may access all search materials electronically. Each applicant will have an individual folder in the named search group containing his or her application materials and correspondence.

Applications received after the initial review date will continue to be added to the search file and must be considered using the same approved criteria and evaluation process unless a secondary pool has been established.

## ***I. Secondary Pool***

After the “review date” has passed and the committee review process has established a sufficient pool for the short list and/or interview, it may request Human Resources to hold any applications received after a specified date.

- The search chair must notify Human Resources, in writing, that the committee would like to place applications into the “secondary pool.” Human Resources will accept the request as of the close of business on the date the request is received. All applications received on the day of the request will be forwarded and must be considered in the first review.
- Human Resources will notify applicants whose application materials are received after the secondary pool date by means of a modified notification letter.
- If it is decided by the search committee or Department Head/Director to review applications being held in the secondary pool, Human Resources will release applications upon request. **NOTE:** If the secondary pool is released to the committee, all secondary pool applications must be included and considered in the committee’s review.

### III. Application Review

Once applications are released to the search committee, the first step is to review the applications against the minimum qualifications including the “pass/fail” criteria (if any) for the position. The determination of the pass/fail evaluation must be accomplished by at least two individuals, usually members of the search committee. (If it is desired by the search committee, HR can assist with the pass/fail evaluation.) Taking this initial step in the review process can save time by only referring to the full committee those applicants who have met the minimum qualifications and the “pass/fail” criteria. The Search Chair is responsible for sending communication to those applicants who do not move beyond this first step in the review process.

For record keeping purposes, the results of the first step review must be recorded on the Applicant Tracking and Evaluation Form that is provided to the Search Chair.

Applications that move on to the second step of the review process are released to all search committee members. There is no further determination of minimum qualifications or “pass/fail” criteria. At this point, **every** member of the committee will review **every** application packet against the second level criteria. ***It is imperative that all applications are given equal consideration, and committee members cannot make individual or group decisions on which applications to review or to not review.***

All committee members will record their individual evaluation scores on the Applicant Tracking and Evaluation Form. Each applicant at this second step must have a score recorded. The Applicant Tracking and Evaluation Form will then calculate the rankings on a committee summary sheet. The ranking of the application reviews is used to create a list of applicants who will move on to the next stage (typically interview stage) of the process.

Once evaluated, the Search Chair must notify the applicants no longer being considered for the position. A copy of each notification letter must be maintained in the search file. A list of those notified will be retained by the Search Chair and returned to Human Resources upon completion of the search.

### IV. Interview Process

At the interview stage of the search process, the search committee has the opportunity to learn more about each of the applicants moving forward and to communicate more about the position and Mines to applicants.

#### A. Phone Interviews

Depending on the number of applicants who will be moving forward to the interview stage of the search, the search committee can make the decision to conduct phone

interviews before making a recommendation for on-campus interviews. Phone interviews are a useful tool in searches where there are a larger number of highly ranked applicants, but budget constraints or the locations of the applicants make it difficult to bring them all to an on-campus interview.

As with the application review process, it is imperative that every search committee member attends or participates in each scheduled phone interview. It is not possible for the search committee to meet its obligation to provide equal employment opportunity to all interviewees and to compare properly applicants if search committee member participation is inconsistent. If a search committee member is unable to attend a phone interview, that search committee member cannot vote on the list of applicants to recommend for on-campus interviews.

After phone interviews are conducted, the search committee will make a decision on the applicants that will be recommended for on-campus interviews. The names of the applicants moving forward should be added to the *Recommendation for Interview Form* for submission to the Department Head/Director.

The Search Chair must notify the applicants no longer being considered for the position after the phone interview. A copy of the letter must be maintained in the search file.

## ***B. Checking References***

In general, the Search Committee is to check references prior to submitting the recommendation to invite finalists to campus. This allows the committee an opportunity to obtain additional information about the finalists prior to the interviews. The Search Committee Chair should notify the finalists prior to any references being contacted to confirm that the candidate is still interested in the position. If it is anticipated that the applicant's salary expectations and Mines ability to compensate may be an issue, it is also appropriate to provide general salary information to the candidates at this time.

***NOTE:*** *Search committee members may not be included in the list of references provided by applicants, nor may they write letters of recommendation for applicants in the search for which they are serving as a search committee member. If it becomes known that a search committee member has been identified as a reference or asked to write a letter of recommendation, the search committee member must notify the applicant and respectfully decline the designation as a reference.*

It is not necessary during the reference check process to include each member of the search committee. This duty can be assigned to a smaller group (minimum 2) of search committee members who can then report back to the committee as a whole of the findings in the reference checks.

### **C. On-Campus Interviews**

The Search Chair will prepare the *Recommendation for Interview Form* for the Department Head/Director. The *Recommendation for Interview Form* provides the Department Head/Director with the names of those individuals who are being recommended for on-campus interviews. The form also serves as affirmation by the Search Chair that the committee followed the search process to ensure equal and consistent consideration of all the applicants. Based on the certification of the Search Chair, and if in agreement, the Department Head/Director will sign the form and forward it along to Academic Affairs or the appropriate Vice President to authorize approval to invite candidates to Mines for an interview.

If the Search Chair cannot certify the search process, or Department Head/Director has concerns regarding the compliance of the search process, the request for interviews must be placed on hold. The Search Chair and the Department Head/Director must schedule a meeting with Academic Affairs or appropriate Vice President and Human Resources to review the search in order to resolve areas of concern. Based on the outcome of this meeting a determination will be made as to whether the search may move forward or if additional corrective steps are needed.

Once Academic Affairs or the appropriate Vice President approves the recommendation for interview, the department is responsible for contacting the candidates and making the appropriate arrangements, including any travel.

The search committee, in conjunction with the Department Head/Director, establishes the interview schedule and questions. In addition to department and Academic Affairs or Vice President interviews, Human Resources is available to provide a brief overview of benefits, PERA, or general employment questions as part of the scheduled interview. If appropriate to the position, it is suggested that finalists be given the opportunity to meet with individuals from the MEP and/or WISEM offices.

Human Resources can, given enough prior notice, provide campus interview candidates with a recruitment packet. This packet provides information about Mines' mission and educational emphasis, benefits plans, web sites and phone numbers, and various Golden, Denver-area, and Colorado information and attractions.

Once interviews have been completed, the Department Head/Director will consider all of the input from the search committee and department staff in order to make a recommendation for hire to Academic Affairs or appropriate Vice President. The Department Head/Director submits the name of the individual to the appropriate Provost/Vice President for approval to make an offer.

In the event that none of those interviewed are considered acceptable for hire, the Department Head/Director along with the Provost/Vice President must decide whether to:

- a. Have the search committee re-consider others in the original applicant pool;
- b. Consider applicants in the secondary pool (if applicable);
- c. Re-advertise and begin the process anew; or,
- d. Not fill the position at this time.

Once an offer has been made and accepted, the Search Chair is to notify by letter the other finalists that they are no longer being considered. A copy of this letter is to be included in the applicant's individual search folder.

## **V. Recordkeeping**

The search committee is to establish files for recordkeeping. These files must contain, at a minimum, committee notes, scoring and ranking spreadsheets, interview notes, supporting documentation, reference letters, correspondence letters from the search committee, and any other information relevant to the application process. Information may be stored electronically in the Trailhead search group.

It is the responsibility of the Search Chair to ensure that all documents used in the search process are stored in the Trailhead search group or, if in paper format, returned to Human Resources within **two weeks** of closing the search. Once received, Human Resources will store the search file and its associated records for two years from the date search is completed.

## **Appendix A: Search Committee Technical Assistance Guide**

### ***A. Reviewing the Job and Developing the Announcement***

Job descriptions for Administrative Faculty will be reviewed when a vacancy occurs to ensure the functions, duties, and responsibilities of the position have not changed. Vacancy announcements must be consistent with the content of the job description. Job descriptions are not required for Academic Faculty.

It is important to identify education and experience requirements, but it is also important to identify other factors, such as skills, behaviors, or experience that candidates should possess to be successful in the job. Some examples of these factors are: leadership, communication skills, collaboration, management, technical expertise, certifications, degrees, breadth and depth of prior work, interpersonal skills, etc. Identifying these needed qualifications will assist the department and the search committee in developing the job announcement and the evaluation criteria. All factors that are essential and will be part of the evaluation criteria must be included in the job announcement or advertisement. Human Resources will assist the committee in identifying these and required competencies.

Applicants' primary source of information about the job will be the job announcement. This will be posted on the HR Web Page. The minimum information provided in the announcement must include the following:

- Job title
- Department/Office where position is located
- Brief description of the important job duties and responsibilities
- Minimum qualifications including education and experience, and other skills and factors that are essential to successful performance. (Refer to the Faculty Handbook, Section 4.)
- Statement of whether the job is regular, temporary, full-time, or part-time
- Tenure, non-tenure track status (for academic faculty positions)
- Compensation statement
- Explanation of the application process, e.g., curriculum vita or resume, letter of interest, number of references, etc.
- Where to sent application materials
- When the resume review will begin
- Affirmative Action and background investigation statements

All announcement content will be reviewed to assure that no statements are made that imply to the applicant a possible discriminatory element in the search process.

The advertisement should grab the attention of the reader, be clear and concise, and yet still convey enough information about the job. When developing advertisements, remember that we are recruiting – we must ‘sell’ the position, the department, and the school. Some ideas of what to include in advertisements are listed below:

- Incorporate: what we are; why it is a good place to work; and what we offer.
- Include a statement of Mines’ prominent educational goals; availability of state-of-art equipment, technology, practices, etc; and a description of the personal characteristics and qualities of those who are committed to educating and teaching.
- When appropriate describe possible research opportunities, level of independence, creative endeavors, and professional development opportunities.
- Describe Mines’ benefit plans and work environment (language obtained from Human Resources).
- Describe the quality of life in Colorado and any cultural, recreational, entertainment, attractions, etc.
- Where to look for additional information about the job, Mines, and Colorado.

Human Resources will provide assistance in preparing the announcements and the advertisements. Final approval of the job announcement is given by the AVPHR.

## **B. Recruitment Plan**

In an effort to attract a broad, diverse pool of candidates, Human Resources will use a broad range of recruiting sources. Human Resources will send announcements to a variety of outlets including in most cases the following locations:

- various web sites and listservs, as appropriate for the position, including the HR web site, SHPE(Society of Hispanic Professional Engineers), NSBE (National Society of Black Engineers), WEPAN (Women in Engineering Programs and Advocacy Network), WIHE (Women in Higher Education), SWE (Society of Women Engineers)
- All faculty positions are posted on HigherEdJobs.com and Connecting Colorado (Office of Federal Contract Compliance Programs requirement)

If the department would like to advertise in a specific journal or publication, this information must be listed on the Faculty Recruitment Authorization Form.

THE DEPARTMENT MAY IDENTIFY ADDITIONAL RECRUITMENT SOURCES, BUT HUMAN RESOURCES IS RESPONSIBLE FOR CONTACTING AND PLACING THE ADS WITH THE JOURNAL OR PUBLICATION IN ORDER TO ASSURE ALL LEGALLY REQUIRED LANGUAGE IS PRESENT.

Departments and search committees are encouraged to consider other recruitment techniques, such as contacting colleagues and other professionals. If appropriate for the position, use the annual directories of recent Ph.D. recipients; professional job fairs and conferences, etc.

### **C. Evaluating the Applicant Pool**

Equal Employment Opportunity concepts require that the evaluation criteria must be tied directly to the job announcement. Only the qualifications listed in the job announcement can be used to evaluate applicants. Many evaluation processes are set up as a two-tier system. The first tier is generally a pass/fail review of the minimum education and experience qualifications. When a two-tier process is used, **at least two individuals, generally members of the search committee, must perform** the pass/fail determination.

The second tier consists of a qualitative review of the established criteria. Whether the evaluation criteria used are single or multiple tiers depends on the position, qualifications, and other job-related factors.

When developing the criteria, remember that you are evaluating written materials. Interpersonal and presentation skills may be critical to the job, but they generally are difficult to evaluate based on what is presented in the candidate's curriculum vita or resume and letter of interest. These elements are best evaluated at the interview stage.

An important key in evaluating resumes is to be consistent. Before the search committee begins, it is vital to be sure a clear, common understanding of the evaluation factors exists.

Research has shown that over one-half of all applicants distort or expand on information listed in their application packets. Evaluating the application packets is discussed as part of the 'Charge' meeting between the AVPHR and the search committee. As you begin reviewing application packets consider the following suggestions:

1. Start at the end of the curriculum vita or resume and work your way back.
2. Be aware of words that create uncertainty or ambiguity.
3. Watch for gaps in dates or omitted information. There may be an appropriate explanation, but it should be noted and explored.
4. Is there an over-emphasis on education and/or non-job related factors?
5. Does the curriculum vita or resume reflect a regressive work history?
6. Be cautious of and explore frequent job changes.
7. How does the resume appear (format)?
8. Examine the thoroughness and completeness of the curriculum vita or resume.
9. Look for qualifiers. Does the curriculum vita or resume over-use phrases such as "assisted with...", "had exposure to...", etc?
10. Watch for repetition.

These are things to keep in mind when reviewing the application packets, but be careful of what you read into a curriculum vita or resume. What is left out or omitted may be a lack of skills or qualifications or it may mean the candidate is extremely modest about

skills or qualifications. Avoid making quick decisions, stereotyping candidates, and avoid giving too much weight to a few characteristics.

## ***D. Conducting the Interviews***

Conducting the pre-employment interview is probably the most critical aspect of the search process. It is important to be prepared, remain objective, ask probing questions, and LISTEN. Examples provided below are a synopsis of what is available for you to use. For additional questions, techniques, and ideas please contact Human Resources.

An effective interviewer should be:

- Knowledgeable about the responsibilities, requirements, environment, and expectations of the job
- Objective and neutral when evaluating candidates
- Curious about information presented
- Able to formulate probing, revealing questions
- Observant of people's behavior, mannerisms, and body language
- Able to LISTEN and evaluate what is said, and how it is expressed
- Casual and friendly to the extent of making the candidate comfortable and relaxed; yet remains poised and in control of the interview

To conduct a successful interview, consider the following suggestions:

- Review the job description/announcement prior to the interview
- Try to put the candidate at ease
- Provide each candidate with a copy of the job announcement
- Keep the questions job-related, ask both general and specific questions about the candidate's qualifications
- Ask open-ended questions, let the candidate talk
- Develop a core set of questions that will be asked of all candidates
- Never accept an incomplete answer
- Establish an agenda that allows you to stay in control of the interview. This will help you keep on track and allows you to return to issues evaded by the candidate
- Avoid stereotyping and making quick decisions about candidates
- Let the candidate interview you

There are various techniques that can be used to draw out applicant distinctions. Consider using a variety of these during the interview.

- **Accomplishment questions** – Past accomplishments can be good indicators of applicant-job matching. When discussing past accomplishments be sure to clarify whether the candidate initiated and handled them, or merely had partial or indirect involvement in the accomplishments. Discussing accomplishments can lead to asking additional questions about work related attitudes and reactions to situations that occurred as a result of the accomplishment. This technique can be used to evaluate whether the candidate can lead and/or follow in the right situation; work

well in the type and variety of circumstances related to the job; has a desirable, compatible orientation toward work, relationships, problem solving, creative expression, etc; and is aligned with Mines philosophy, culture, etc.

- **Situational Questions** – If used properly, this technique can effectively measure abilities. They are generally more reliable and valid indicators of performance success. The questions should be developed on the basis of actual situations, should be moderately difficult in their complexity; should involve only task elements.
- **Three-Tiered Questions** – This is a series of questions about a topic that get progressively more difficult. You can use job knowledge, accomplishments, or situational questions as the basis for this technique. Establishing your questions in this manner will allow you to evaluate other factors such as decisiveness, ability to justify decisions/actions, as well as the depth of the candidate's abilities.

Assistance needed in developing these types of questions is available in Human Resources.

Interviews are where both obvious and unintentional cases of discrimination can occur. This can be especially true of “social” occasions, such as lunch or dinner with the candidate. Remember, all contacts with the candidate are part of the search process. While most search committee members recognize that it is inappropriate to inquire during a formal interview about the candidate's marital status, children or family needs, or general health, these topics can arise during the after-interview dinner with the candidate. Committee members should never raise these questions. There is nothing that keeps a candidate from bring these subjects up. It is appropriate for the committee members to respond to questions from the candidate. For example, a candidate may ask about the availability of daycare or children's activities or sports. Respond with the information needed or refer the candidate to Human Resources if the information requested is not known to the search committee.

It is important to be aware of what you can and cannot ask candidates during the interviews. Review the Pre-employment Inquiry Guide (located in Appendix B) as a refresher before conducting the interviews. To avoid discriminatory questions, keep questions job related.

## ***E. Closing Search Procedures***

### **Completing a successful search**

In addition to comprehensive search file, a separate folder must be maintained for each applicant with the applicant's individual search number on it. This folder must include the following:

- The original application packet (if different from the Trailhead process)
- Copy of any correspondence from Search Committee
- Miscellaneous information including reference checks

The comprehensive search file must contain all evaluation materials, scoring grids, recorded committee decisions, interview notes, communications that convey recommendations to department heads, and all required forms. Evaluation materials must contain disqualification reasons for each applicant who was not offered the position.

When completing a search, ***all*** the materials used for the search must be retained in the search file. Use the Search File Documentation Checklist (located in Appendix B) as a guide before returning the search materials to Human Resources. The file must be returned by the Search Chair to Human Resources no later than **two weeks** after closing the search.

The search materials will be stored for two years from the close of the search.

### **Completing an unsuccessful search**

All of the materials required above must be included in this file as well as letters to the applicants stating the search was closed without a hire.

## **Appendix B: Forms and Example Documents**

The following are forms that must be used to document the faculty search process. Also provided are example documents for announcements, criteria and letters.

### **Forms**

[\*\*Recruitment Authorization Form \(RAF\)\*\*](#) – This form must be completed prior to the search beginning. All signatures are required and budget authorization must be recorded prior to advertising.

[\*\*Interview Authorization Form\*\*](#) – This form must be completed prior to Academic Affairs authorizing finalists for campus interviews.

[\*\*Applicant Tracking and Evaluation Form\*\*](#) – This spreadsheet, or similar document, must be present in the search file. This spreadsheet will contain all of the search committee members scoring of each applicant, and the recording of the shortlist, interview process and individual hired.

### **Documents**

[Pre-employment Inquiry Guide](#)

[Recruiting, Hiring, and Retaining Female and Minority Faculty and Staff](#)

[Search File Documentation Checklist](#)