

Appendix A

HIRING OFFICIAL'S ROLE

The hiring official (Dean for faculty positions, and University Officer for administrative positions) appoints the chairperson of the search committee, confers with the chairperson about the appointment of committee members and, ultimately, accepts or rejects the recommendations of the committee. The hiring official's duties include but are not limited to, the following:

1. Informs all offices involved that a search is to be conducted. This would include the appropriate academic or support departments, the Human Resource office and the Affirmative Action Officer (AAO).
2. Appoints a chairperson of the search committee.
3. Reviews and agrees to a list of committee members as presented by the chairperson.
4. Assures all efforts are undertaken to select a diverse committee.
5. Meets with the search committee to give it its charge along with any other specific instructions.
6. Assists the search committee with writing the specific position description, including qualifications, duties and responsibilities of the position.
7. Approves the position description.
8. Outlines the dimensions of the search which include:
 - a. budgeting for the search;
 - b. explaining duties of committee members
 - c. setting desired timetable with significant milestones for completion of search;
 - d. providing for secretarial/clerical support;
 - e. explaining any special institutional concerns;
 - f. outlining necessary record-keeping procedures;
 - g. defining relationship between the committee, the Human Resources Department and the AAO.
9. Scheduling regular appointments with chairperson, or committee, for discussion of progress or problems.

10. Approving expenses to be incurred for activities of committee including type of mailings to be used (bulk, individual, parcel services, etc.), costs of interviewing, advertising and similar matters.
11. Reviewing records of applicants rejected after initial screening and second review.
12. Reviewing plans for interviewing.
13. Accepting or rejecting recommendations for appointment made by search committee.
14. Assuring that an offer is made to the successful candidate in writing.
15. Assuring that all interview expenses are paid and that letters are sent advising unsuccessful candidates of the search results.

While the hiring official may delegate some of the responsibilities above, he/she is responsible if any fundamental errors or mistakes that take place during the search process.

ROLE OF THE SEARCH COMMITTEE CHAIRPERSON

1. Consults with the hiring official as well as the AAO in the selection of committee members.
2. Convenes and chairs search committee meetings.
3. Appoints an Affirmative Action Representative (AAR) who will assure that every effort is made to attract a diverse pool of candidates. This person will be responsible for mailing EEO Self-identification forms to all applicants and completing the Applicant Flow Log (AFL). The AFL is a log identifying the position, date the position was posted, applicant's name, final disposition of each applicant, and an explanation of why the person that submitted a resume/application was not selected. The reasons must be specific and job-related. This will ensure that signs of discrimination did not intrude into the selection of the best-qualified candidate. Having this documentation done at the time of the interview and selection of the candidate prevents having to reconstruct the entire situation during an investigation in the future. Once the position is filled, an Affirmative Action Record form is completed and all records are submitted to the AAO.
4. Receives position materials from contact person (contact person should be a member of the Human Resources Department).
5. Distributes application materials to search committee members.
6. Informs contact person when applicants have been eliminated from the search.
7. Checks candidate references (HR conducts references for administrative positions).

8. Arranges for conference calls between search committee members and candidates.
9. Together with the contact person, schedules candidate interview visits along with travel arrangements and accommodation for the interviews.
10. Distributes and collects all evaluation and observation forms from all parties involved throughout the process.
11. Convenes search committee meeting to identify candidates for recommendation.
12. Advises Dean/Department Head of the search committee's recommendations.
13. Maintains minutes of all search committee meetings.
14. Returns applicant files to contact person.
15. Monitors all activities of search committee.

Role of Affirmative Action Representative

1. Assure that every effort is made to attract a diverse pool of candidates.
2. Mail EEO self-identification forms to all applicants.
3. Complete the Applicant Flow Log.
4. Monitors process through each phase to assure that Affirmative Action and Equal Employment practices are followed.

Role of the Contact Person

The contact person is the individual who is responsible for answering applicant inquiries, arranging interviews and informing applicants about the results of the search. For administrative positions the contact person is usually a member of the Human Resources office.

1. Places advertisements. (All advertisements are placed through the Human Resources office.)
2. Is named in advertisement as the person to whom applications are sent.
3. Acknowledges applications.
4. Gives completed applications to chair of search committee.
5. Informs unsuccessful applicants after initial screening.
6. Requests written recommendations for candidates. May also be done by committee chair.
7. Informs unsuccessful candidates after second screening. This may also be done by the committee chair.

8. Makes necessary arrangements for travel, accommodations and interviews for candidates invited to campus.
9. Informs unsuccessful finalists.
10. Monitors process through each phase along with the Affirmative Action Representative to assure that Affirmative Action and Equal Employment practices are followed.

Role of Search Committee Members

1. Set a timetable for each search procedure.
2. Formulate the position description.
3. Determine criteria for the position.
4. Assure all efforts are undertaken to attract a diverse applicant pool.
5. Work with chairperson to select newspapers and journals in which advertisements appear.
6. Write advertisements for newspapers and journals.
7. Review applications to determine if the applicants meet the advertised qualifications.
8. Develop lists of questions to ask references.
9. Make telephone calls to references as assigned by chair and make reports to the entire committee.
10. Participate in initial and subsequent screening(s) of candidates.
11. Take part in conference calls to candidates.
12. Assist chair with travel accommodations and interviewing schedules.
13. Participate in observing and evaluating demonstration class or seminar and formal interview.
14. Participate in final evaluation and formulation of recommendation to supervisor.
15. Attend all meetings and maintain appropriate confidentiality about search committee proceedings.