UIS Search Guidelines for Academic Professional and Faculty Positions

OFFICE OF ACCESS & EQUITY

Contents

I.   Mission

The University of Illinois Springfield is committed to the principles of equal employment, regardless of race, religion, color, sex, age, national origin or ancestry, genetic information, disability, veteran status, marital status, parental status, sexual orientation, gender identity, or gender expression. These search guidelines are designed to facilitate compliance with equal opportunity hiring laws and regulations, which are monitored by state and federal agencies. Beyond the need for compliance, we recognize that our vision as a University is best fulfilled by growing our community of well-qualified individuals from a diverse range of origins and backgrounds. This begins with a strong and dynamic search process. Specifically, in order to meet our commitments to equal opportunity and creating a diverse workforce, these guidelines focus on integrating inclusive hiring processes into open and competitive search processes.

II.   Application

This search manual outlines best practices and guidelines for Academic Professional (AP) and Faculty search and hiring processes. For questions about Civil Service search processes or assistance with JDXpert, Cornerstone, or other hiring-related systems, campus constituents should contact their division liaison (see: https://www.uis.edu/hr/about/staff) or reference available job aids (see: JDXpert - Training for University of Illinois Springfield (uillinois.edu) and Cornerstone - Training for University of Illinois Springfield (uillinois.edu)).

III.   Administration

Although the staff in Human Resources (HR) and Access & Equity work together during the search and hiring processes, each has unique roles and responsibilities. HR oversees the entire hiring process for Civil Service and Extra Help position to ensure adherence to the State University Civil Service System statute, policies and guidelines. For AP and full-time faculty hiring, HR manages the processes that classify and establish positions through JDXpert, supports hiring departments as they interact with HR and hiring-related systems, and implements the hiring decision. HR then "hands off" the search and candidate evaluation processes to AEO.

AEO focuses on coordinating compliance with equal opportunity regulations and inclusive hiring best practices. AEO provides guidance on inclusive hiring practices for building the elements of a search (search committee, job description, etc.) and is charged with making reasonable efforts to ensure equal opportunity in UIS hiring processes. AEO reviews requests to search, requests to interview, and requests for search waivers. For questions about AEO processes, email aeo@uis.edu or call 217.206.6222.

This search manual provides guidance on how to conduct a search to fill an AP or full-time Faculty position in a manner that keeps UIS's institutional commitment to equal opportunity and inclusion at the core of the search and candidate evaluation processes. More information, training resources, and templates can be found on the AEO website at https://www.uis.edu/aeo/resources/hiring-resources/guidelines-toolkits. Should members of the campus community need additional guidance or have suggestions for improving this Manual, please send an email to aeo@uis.edu.

IV.   Search Process Overview

As a reminder, AEO guides and supports the search and candidate evaluation phases of the hiring process for <u>all AP and full-time Faculty positions</u> after the job description is approved in JDXpert by HR. The steps below provide a brief overview of the search and evaluation processes (click each step to be taken to the relevant portion of the search manual for more detail).

- ☐ **Step 1: Request to Hire/Search Plan Proposal:** Hiring manager drafts a proposed Search Plan and submits the Request to Search in Cornerstone.

- ☐ **Step 2: AEO Search Plan Review**: AEO reviews the Request to Search to ensure all necessary components are included and that all individuals involved in the search have completed any required training.

- ☐ **Step 3: Search Begins:** Once approved, the hiring manager can begin search activities and convene the search committee. Advertisements are posted by the appropriate unit.

- ☐ **Step 4: Application Review:** After the application deadline, the search chair reviews applications and closes those that do not meet the minimum posted qualifications. Committee members complete their review of the remaining applications using the evaluation materials approved in the search plan. Committee come to agreement on:
  - Candidates reviewed that are disqualified due to not meeting minimum qualifications; and
  - candidates to be invited for screening interviews.

- ☐ **Step 5: Candidate Screening and Request to Interview**: Committee members conduct screening interviews using the screening interview template in the approved search plan. Committee deliberates and chooses top candidates to be invited for finalist interviews. Request to Interview document is drafted and submitted to Cornerstone for hiring manager and AEO review.

- ☐ **Step 6: AEO Request to Interview Review:** AEO Reviews the committee recommendation.

- ☐ **Step 7: Finalist Interviews & Committee Recommendations:** Committee conducts all finalist interviews and reference check(s) using the templates approved in the search plan. search committee deliberates and drafts a memo outlining their evaluations and candidate recommendation. This request is submitted to the hiring manager, and the hiring manager proceeds with hiring activities.

V.   General Tips for Inclusive Hiring

All members of the campus community involved in search and hiring processes have a role to play in ensuring inclusive hiring practices. Consider the following tips when creating the job description and advertising to help make your search process more inclusive:

- Ensure that all language and communications omit jargon and colloquialisms and are easy to read. This can benefit various groups, including non-native English speakers, neurodiverse individuals, and others.

- Replace gender-specific pronouns ("he" or "she") with gender neutral pronouns ("they" or "them"") or "the candidate."[1]
- Eliminate coded words. Online resources such as the Gender Decoder can help (https://gender-decoder.katmatfield.com/).
- Use inclusive language: avoid using language that might be exclusive or biased, such as "aggressive," "competitive," or "dominant." Instead, use language that is welcoming and inclusive, such as "collaborative," "supportive," or "flexible."
- Be specific about the qualifications: instead of asking for "years of experience," specify the number of years of experience required for the position. Also, avoid asking for a degree or certification if it's not required for the job.
- Emphasize your department's commitment to diversity and inclusion: in the job posting, make it clear that your department and the University are committed to diversity and inclusion, and that all qualified candidates will be considered for the position.
- Make sure that the job posting is accessible: use clear and simple language and ensure that the job posting is accessible to people with disabilities.
- Have a diverse team review the posting: involving a diverse team in the review of job postings can help identify any language or requirements that may be exclusive or unintentionally biased.
- Be transparent about the salary: it is recommended to be transparent about the salary, benefits, and other compensation packages on the job posting.
- Be clear about remote or flexible work: in the case of remote or flexible working arrangements, be very clear about the specifics of it on the job posting.
- Website and Social Media Language: in addition to the practices above, here is some sample language you can modify or use as you wish on your website and social media and/or within the job posting:
  - "At UIS, we believe that diversity and inclusion are key to our success. We are committed to creating an inclusive and equitable workplace where all employees feel valued, respected, and heard. We welcome applicants of all genders, sexual orientations, races, religions, ethnicities, abilities, and backgrounds, and we encourage everyone to apply for our open positions."
  - "As an equal opportunity employer, we celebrate and support the diversity of our team, and all qualified applicants will receive consideration for employment without discrimination on the basis of race, color, religion, sex, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status."
  - "We are committed to providing reasonable accommodations to applicants with disabilities. If you require accommodation, please let us know, and we will work with you to make the application process as smooth as possible."
  - "As a company, we strive for inclusivity and are dedicated to building a team that represents a variety of backgrounds, perspectives, and skills. We are looking for individuals who align with our core values and share our passion for creating a diverse and inclusive environment."

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[1] Note: Some individuals question whether the singular "they" is grammatically correct. The use of they/them/theirs as gender-neutral pronouns in reference to a single individual is accepted and defined by several institutions and organizations. In 2020, the American Dialect Society named the singular "they" as its word of the decade. In 2019, Merriam-Webster added the singular "they" to their dictionary.

o "We believe that diversity drives innovation, and we are dedicated to fostering an environment that is welcoming to all. We are excited to review your application and look forward to learning how you can contribute to our team."

VI.   Step 1: Request to Hire/Search Plan Proposal

The search plan consists of several elements that outline the steps that will be taken to recommend the final candidate for the position. Templates for the search plan and all necessary components can be found in Appendix C and edited to fit the needs of the search. Search committees should tailor these templates to meet the needs of their specific search. Details on the required elements of each component of the search plan and suggestions for consideration can be found in this section.

The search plan consists of:

1. A memo outlining:

    a. Proposed search committee membership;

    b. Identification of any optional or required search committee training steps;

    c. An outline of the marketing plan (e.g. recruitment resources to be utilized); and

    d. A description of the applicant evaluation process.

2. Attachments:

    a. Position Advertising Language

    b. Calendar or Timeline of Search Activities

    c. Applicant evaluation forms (including credential assessment forms, screening interview questions and evaluation forms, and all finalist interview questions and evaluation forms)

A. Search Committee

i. Building the Search Committee

A search committee is a group of at least three individuals selected to serve in an advisory role to a hiring manager by recruiting and screening applicants for a vacant position[2]. Ideally, the search committee members are selected from a cross-section of campus constituencies to form a well-rounded and effective search committee. Keep in mind that how you structure a search committee signals what your unit values, and the composition of the search committee should also align with the University's strategic compass goals and values.

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[2] Note: Campus Senate Resolution 30-6 provides guidance to the Chancellor on the search committee make-up for certain major administrative positions.

Examples of Values-Based Search Committee Compositions	
Value	**Suggested Search Committee Member**
Role-specific technical knowledge	An individual with extensive knowledge related to the position or department
Student-focused approaches	A student, especially a student with a connection to the vacant position
Diversity, equity, and inclusion (DEI)	An individual with professional and/or academic knowledge related to DEI
Shared governance	An individual from a different employment classification (civil service, academic professional, faculty)
Cross-departmental collaborations	An individual outside of the department who collaborates with the position

Search committee composition is subject to scrutiny by federal enforcement officials to assess compliance with affirmative action and equal opportunity law and policy. These officials consider the diversity of the search committee a key tool in taking affirmative action to ensure equal opportunity. The size and make-up of the search committee can vary based on the needs of the hiring manager but should generally be made up of around five individuals of diverse knowledge bases and lived experiences.

The director of the program/unit or hiring manager may serve as an ex-officio member of the committee. No more than three members of the committee will be selected from the program/unit itself. Other members may be chosen from campus programs and departments interested and involved with the program/unit's activities.

Criteria to consider when appointing search committee members include:

- A Search Chair should be appointed to lead the coordination of search activities. The Search Chair should hold a position at the same level as or higher than the vacant position to be filled.
- An effective search committee is a diverse search committee. Be sure to include individuals of different identities, roles, and viewpoints.
- All search committee members should be comfortable with having transparent and mindful discussions about diversity, department needs, and strategic values.
- At least one member of the search committee should be equipped to lead meaningful discussions on diversity, equity, and inclusion matters as it relates to the vacant position and the University.
- Look for a balance of skill, experience, and perspectives. For example, consider including both new and long-serving employees to bring fresh perspective as well as deep institutional knowledge to the discussion table.
- Search committee members have a vital role in the advancement of our mission, vision, and values. All members should be willing and able to commit the necessary time and thought to each aspect of the search process.

- The supervisor of each search committee member should be consulted when an individual is recruited to serve on the search committee. This allows the supervisor an opportunity to identify whether there are any upcoming projects or aspects of the proposed search committee member's essential functions that may inhibit their ability to commit time to the search process.
- Hiring managers should consult with the proposed search committee member to determine whether they may be interested in applying for the position. It is important not to assume who may or may not be interested – just ask! If an individual has any interest in applying, they should not have a role on the search committee.
- When appropriate, consider drawing from community groups, alumni, or colleagues from other University of Illinois campuses to assist with the search and evaluation activities. This may be particularly important if the position for which you are searching interacts with external groups or when the hiring manager is seeking to employ another campus' approach or practices.

The make-up of the search committee impacts the entire search and evaluation process. When building a search committee, it is important to be intentional about creating a committee that represents diverse, lived, and professional experiences. The appropriate membership structure and size of the search committee will look different based on the specific priorities within each search process. Hiring managers should first identify the key skills required for the position and how this position can influence the aspirational goals of the unit. Keeping these priorities in mind, the hiring manager can develop an effective search committee.

ii.   Ethical Considerations in Building the Search Committee
Undue Influence in the Hiring Process
- Pre-determined outcomes: Hiring units should avoid, through their proposed search committee composition, creating the appearance that a search committee has been composed to ensure a preferred outcome, or that the search committee as comprised may not appear to be designed to ensure equal opportunity to all qualified applicants due to hiring preferences. While the good faith and integrity of search committee members is absolutely assumed, we must document our good faith efforts via processes designed to withstand scrutiny or concern.
- Supervisor influence: Supervisors of the position may conduct independent assessments of finalist candidates as well as participate in individual final-round interviews, but they should not serve as full participants of a search committee, nor should they attempt to influence the search committee in their assessment of candidates or selection of candidates for final-round interviews. Instead, supervisors should focus on providing a quality description of the necessary qualifications and desired qualities to guide the search committee's evaluations. By serving as an ex-officio member and/or simply overseeing the search committee's progress, the supervisor allows the committee the opportunity to make sound, unbiased assessments of the candidates based on the supervisor's description of key qualities and qualifications. While the supervisor can make the final hiring decision based upon the description of strengths and challenges of each candidate provided by the search committee, the supervisor must allow

the search committee to assess candidates independent of the supervisor's influence. This supports process integrity, avoids concerns of conflicts of interest, and allows the supervisor the opportunity to consider the recommendations of a diverse group from the UIS community as opposed to relying upon their own, single point of view.

- <u>Supervisee influence:</u> Conversely, except in the case of executive-level searches where the Board, President, Chancellor or Provost selects the administrative appointee, staff reporting to the position to be filled may not always be the best fit for the search committee, as it can be difficult to balance an employee's supervisory preferences against the objective assessment required to advance or reject candidates on the basis of qualifications and credentials. However, staff reporting to the vacant position should absolutely have direct input into the crafting of preferred qualifications for the position as well as dedicated opportunities to participate in campus interviews of finalists for the position, including interview sessions scheduled within the hiring division for the purpose of providing them access to question and evaluate finalists.

Consistency of Committee-Member Attendance and Evaluation

In order to conduct a fair assessment of all applicants, all search committee members should participate in every stage of the review of candidates. Committee members should participate in all stages of the candidate selection process. It is possible that, in certain situations and in consultation with AEO, a member of the search committee may be allowed to participate only in specific elements of the search process. For example, in situations where an individual has important knowledge of elements assessed during the interview, such as verbal communication skills or approaches to problem solving but is not able to dedicate time toward reviewing all applications, it is possible to invite this individual to *not* participate in the initial applicant review stage while still participating in the interview process. However, this should be a rare occurrence and should only take place under specific circumstances. If a search committee wishes for an individual to participate in only part of the search process, they must receive approval from AEO.

Search Committee Membership

Just as it is important to consider how your search committee will be equipped to evaluate a candidate's technical skills, it is important to consider how your committee will be equipped to evaluate a candidate's ability to help us advance our mission of centering inclusion and belonging. Creating a committee that is diverse in identities, professions, and backgrounds creates more opportunities for the search committee to evaluate candidates from a range of viewpoints. However, the hiring manager and search chair have a responsibility to ensure that they are not engaging in tokenism or recruiting people from underrepresented groups or identities only to prevent criticism and give the appearance of equity. An individual should never be called upon to serve as a "representative" of a certain identity. Rather, the search committee members should all be recruited to bring their unique viewpoints, knowledge bases, and experiences to the evaluation of candidates.

iii. Search Committee Training

In all elements of the search process, search committee members should be aware of their own bias and seek alternate opinions. In action, bias can lead to someone

unconsciously looking for people with backgrounds and experiences similar to your own, which can unnecessarily exclude candidates based on things that are unrelated to the job posting. Take note of your own bias and work to actively recognize when that bias may be influencing your opinions, evaluations, and decisions. Without intentional self-reflection and input from others, it can be incredibly difficult to identify our biases and recognize when our individual biases are unduly influencing our hiring process.

One of the most effective ways to begin to understand and mitigate your own biases is to engage in training. Prior to October 1, 2023, hiring managers and/or search chairs are highly encouraged to have everyone involved in the search process complete the following training module:

Inclusive Hiring Best Practices: Removing Barriers and Mitigating Search Committee Bias

Instructions for accessing the training:

1. Navigate to: https://www.uis.edu/academic-impressions
2. Scroll down to the blue button for the Online Login Portal
3. Use your UIS NetID and Password to log in
4. Search for the training using the search box in the upper right-hand corner
   a. Alternatively, you may navigate to the training directly through this link once you have logged in: https://www.academicimpressions.com/inclusive-hiring-best-practices/. Note: you may need to refresh your browser for Academic Impressions to recognize your login

Upcoming Requirement:

In accordance with our institutional commitment to diversity, equity, and inclusion, **all members of the search process will be required to complete training that addresses bias and inclusive hiring best practices effective October 1, 2023.** This will include search committee members, search chairs, hiring managers, and any additional interviewers (excluding "group" interviews or presentations). The training will cover topics including inclusive hiring practices, bias reduction, and other important topics. An individual's training status will remain active for two years. Before a search plan is approved by AEO, the training status of each proposed member of the committee will be reviewed to ensure they are in compliance with this training requirement. If a proposed member of the search committee is not compliant with the training requirement, AEO will notify the search committee member and search chair informing them of such and providing instructions for accessing the training. Once available, information about how to access this training will be sent to employees and available on the AEO website (www.uis.edu/aeo).

B. Advertising and Recruitment Plan
   i. Developing the Position Advertisement
      Job descriptions should use inclusive language.
      A carefully crafted position description highlighting core competencies is the heart of the search plan. Although the job description will be drafted and approved through JDXpert prior to the creation of the search plan, hiring managers should

consider how to use inclusive language in order to attract the best applicant pool possible.

Be intentional about the skills and requirements you are listing.
Are all your requirements absolutely necessary in order to function in the position for which you are advertising? Although some skills, experience levels, and/or educational credentials are necessary to ensure the recruitment of a qualified candidate pool, other requirements may be outdated or unnecessarily exclusive. Try playing devil's advocate on your list of requirements to see what is really needed and what may be missing; consider every requirement in your job description as another line of exclusion.

Position advertisements should clearly communicate the values of UIS, including diversity and inclusion. Candidates often want to know where institutions stand on social injustice. Actively communicating UIS's stance, including the support and commitment to build an anti-racist and socially just climate, can help attract candidates interested in contributing to diversity, equity, inclusion, and justice through their roles at UIS. Communicating important sections of [UIS's Strategic Compass](#) can also be helpful. You may also consider being transparent about certain perks of the position that aim to create an inclusive working environment. For example, if your division allows employees to use the remote work policy or hold flexible working hours, state this in the advertisement.

Advertising Language
In addition to the job description and information about the search process, you may wish to add additional language intended to recruit candidates. This language should inform candidates about the institution and the area, note exciting aspects of the hiring department/division, or otherwise inform potential candidates why they should want to work at UIS.

- A brief description of UIS;

- A notation that "UIS is an affirmative action/equal opportunity employer with a strong institutional commitment to recruitment and retention of a diverse and inclusive campus community. Persons with disabilities, women, and minorities are encouraged to apply."[3]; and

- A description of the scope of the search including whether recruitment efforts will be confined to the Springfield area, the central Illinois region, the state, or the nation, with the rationale for these decisions.

ii. Advertising and Recruitment Resources

The search plan must also outline how the position will be advertised, including a list of job boards where the job will be posted, as well as any organizations, listservs, or universities to be notified of the position availability. When applicable, this section of the search plan should also provide a description of the extent to which alternative means of notification will be used (e.g., phone networking between and among colleagues at other institutions and use of the minority job referral services, etc.).

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[3] For additional examples of how to communicate your department's commitment to DEI, see General Tips for Inclusive Hiring

Hiring units are encouraged to develop advertising strategies that will reach a diverse population of potential applicants.

You are encouraged to think outside of the box when constructing and outlining your plan for recruiting a qualified, competitive, and diverse candidate pool. These efforts are supported through a listing of inclusive recruitment resources available through the Access & Equity Office (https://www.uis.edu/humanresources/wp-content/uploads/sites/92/2021/02/Diversity-Recruitment-Resources.pdf). For assistance in choosing where to advertise this position to increase your chances of recruiting a successful applicant pool, feel free to reach out to the Access & Equity Office at aeo@uis.edu.

HR posts AP positions on the UIS Job Board and the UIS Faculty Employment offices posts Faculty positions to the UIS Job Board.

The hiring unit is responsible for placing the job advertisement to external source(s) and paying any associated fees, except, HR facilitates position posting to job boards available through institution-wide subscriptions/memberships at no charge to the hiring unit, including: the UIS LinkedIn page, HireEd, and the Higher Education Recruitment Consortium (HERC). HERC is a diversity and inclusion-focused job board that also cross-lists positions on multiple sites. For information about HERC and where positions are posted, visit: https://member.hercjobs.org/recruitment/outreach/ofccp.

Once the search plan is approved, the search committee should work with the hiring manager and/or division staff to ensure that the job posting is uploaded to the advertising resources chosen by the search committee. The hiring department is responsible for coordinating the posting of job openings to the sources identified in the approved search plan. In the Request to Interview, the hiring unit will certify that the advertisement has been placed as indicated in the search plan.

C. Other Useful Search Plan Elements

Along with the job description, the search plan may include other information relevant to the search process.

i. Timeline

Creating a timeline of the search activities helps search committees plan their schedules by allowing them to tentatively block off days for planning, interviews, presentations and deliberation activities.

ii. Process Description

A search process description may help with creation of the advertisement language. It could include:

- Materials required from the candidate (resume, cover letter, reference letters, transcripts, statements, etc.);

- The date that the search committee will begin screening applicants;

- A notice of when the application will close;

- The number and type of references requested (written, phone interview, etc.);

- The minimum requirements for the position (minimum education level, type of degree, type and amount of experience, etc.);

- Salary range, when appropriate; and

- Preferred starting date.

D. Evaluation Plan and Templates

The final portion of the search plan is the inclusion of all evaluation templates that will be used throughout the search process. This includes:

- Application assessment form(s): indicate how application materials will be evaluated, including cover letters, teaching statements, etc., and provide any templates or rubrics that will be used;
- Reference assessment form: include questions to be asked and how responses will be evaluated; and
- Interview assessment form(s): include templates to be used at every stage of an interview, if applicable (e.g. phone interview, finalist interview, open campus forms, etc.).

In addition to the search committee, candidates <u>may</u> have interviews conducted by:

a. Hiring Manager;

b. Department staff; and/or

c. Open campus interviews

    i. Open campus interviews are typically conducted for positions with a high level of interaction with, or influence over, multiple campus populations or departments. Constituents who attend open campus interviews will be encouraged to complete and submit a Campus Open Forum Interview Evaluation Form (**Attachment I**). This can also be adapted for use in other group interview forums (e.g. department staff group interviews).

VII. Step 2: AEO Search Plan Review

When the Request to Search is submitted in Cornerstone, the request is sent to AEO for review. This review is intended to: 1) identify whether any changes need to be made in order to comply with state and federal mandates related to equal opportunity and non-discrimination; and 2) suggest any changes that might help the search committee and hiring manager attract a more diverse candidate pool, remove bias from the candidate evaluation process, and enhance inclusive hiring practices throughout the search, evaluation, and hiring processes.

AEO will work with the search committee to address any concerns or areas for improvement within the search plan. Once all parties are confident that the Search Plan incorporates all necessary elements and inclusive hiring best practices, AEO will approve the Request to Search in Cornerstone. Once approved, the hiring unit will be notified by email.

VIII. Step 3: Search Begins

As soon as the hiring unit receives the notification that the Request to Search has been approved, the search process begins.

As noted above, HR and the Faculty Employment office will post AP positions to the UIS Job Board. In addition, HR will post all AP and Faculty positions to the UIS LinkedIn page, HireEd, and the Higher Education Recruitment Consortium (HERC).

The hiring department is responsible for posting all other advertisements as outlined in the search plan.

As applicants submit their applications and credentials, Cornerstone will send each applicant an acknowledgement of receipt of materials.

If the search committee wishes to send out reminders to candidates with incomplete applications prior to the closing date, they must send such reminders to all applicants with incomplete applications.

IX. Step 4: Application Review

1. After the application deadline, the search chair reviews applications and closes those that do not meet the minimum posted qualifications. Candidates marked as not meeting minimum qualifications are notified.

2. Search chair creates a folder (shared Box folder or physical folder) for each candidate that appears to meet the minimum qualifications. These folders will be used to organize the applicant evaluation materials completed by each member of the search committee.

3. Each member of the Search committee will have access to all applications through Cornerstone. Search committee members will complete a Credentials Assessment Form (**Attachment E**) for each applicant, screening for basic qualifications, and an assessment of abilities. Credential Assessment Forms will be placed in the appropriate search committee folder.

4. Search committee will meet. Using their forms and ratings, the search committee will:

   a. Determine if there are any remaining candidates that do not meet the minimum qualifications, and the search chair will close out any applicants that are found to not meet the minimum qualifications; and

   b. Narrow the pool to an appropriate number of candidates (typically 5-7 candidates) chosen for the screening interviews.

X. Step 5: Candidate Screening and Request to Interview

A. Candidate Screening Interviews

A first round of candidate interviews will be conducted via telephone or online. This interview is intended to screen out candidates who may not have the right type of experience and identify the set of candidates to be invited for finalist interviews. Note that a Request to Interview is not required for the screening interviews, so the search committee can move right from application review into the screening interviews.

To conduct the screening interviews, search committee members will complete the Telephone/Online Interview Questionnaire (**Attachment F**). Forms will be placed in the appropriate search committee file. The search committee will deliberate and identify the top candidates to be invited for the final round of interviews.

B. Request to Interview

Before extending invitations to candidates for finalist interviews, the search committee must draft and submit a Request to Interview in Cornerstone.

A Request to Interview memo includes:

- a summary of search and evaluation activities conducted up to this point (including a description of all advertising/recruiting efforts);
- explicit confirmation that all applicants who did not meet minimum qualifications were removed from the pool and an identification of which candidates were removed from the pool for this reason;
- description of whether there were any deviations from the search plan; and
- a description of the qualifications of the top candidates and why they were chosen.

The Request to Interview must be submitted to Cornerstone and approved by AEO before the search proceeds.

XI. Step 6: AEO Review of the Request to Interview

AEO Reviews the Request to Interview to ensure that all steps of the search plan have been followed and that equal opportunity is afforded to every qualified candidate. During this review stage, AEO looks for the following:

- Confirmation that appropriate advertising was conducted in accordance with the approved search plan;
- Confirmation that all candidates who did not meet the minimum qualifications were eliminated from the candidate pool, including a statement of such as well as the absence of any finalist candidates who do not meet minimum qualifications; and
- Documentation providing evidence that the search committee used the evaluation templates to guide an objective evaluation of candidate materials and screening interviews.

The AEO review of the Request to Interview not only looks to confirm all steps for an objective review were followed, but also evaluates the documentation for any evidence of subjective decision-making that clashes with our institutional commitment to inclusive hiring practices. Before approving the Request to Interview, AEO looks for signs that the committee may have strayed from an objective evaluation, including (but not limited to):

- Undue influence from individuals outside of the search committee;
- bias (both conscious and unconscious); or
- consideration of factors that are not outlined in the approved search plan and aren't readily identifiable as in the best interest of the university

In the event that AEO has any questions or requires any additional documentation, they will contact the search chair. If it is apparent that the search committee has not complied with

the search plan and/or there is strong evidence that the principles of equal opportunity have not been applied, AEO may decline the Request to Interview and instruct the committee on the necessary steps to rectify the concerns.

XII.   Step 7: Finalist Interviews & Committee Recommendations

A. Campus Interviews

a. Once approval is received, the search committee can move forward with scheduling a campus interview or a Zoom interview. Search committees should strive to conduct interviews using the same modality for all candidates. The hiring unit is responsible for all costs associated with candidate travel for on-campus interviews. Candidate interviews should be evaluated using the Search Committee Interview Candidate Assessment Form (**Attachment H**).

Note: <u>If an applicant's resume/CV will be distributed to the campus community prior to or during open campus forums, the search committee must redact the applicant's personal contact information including their phone number, home address, and personal email address.</u>

B.   Committee Recommendation

a. Final committee recommendations will be submitted to the hiring manager and will consist of an unranked listing of those candidates the committee believes to be qualified and capable of doing the job, a description of the committee's findings regarding each candidate (strengths, weaknesses), and an explanation as to why any given candidate(s) was found deficient.

b. The search chair will collect all evaluation materials from the search committee (and campus constituents if open interviews were conducted) and turn them in to the hiring manager for record retention within the hiring office.

C. Reference Check Guidelines

How many references are required? The recommended number of references to contact is a minimum of two, preferably three, for each finalist. If either of the two references provide negative or conflicting information, more references should be contacted. Ideally, the list of references should include professional references from current and/or past employers.

How should we conduct reference checks? References may be provided in several forms, including letters of recommendation, references to contact by phone, or via electronic form (i.e. email, online survey, or Cornerstone). Search committees should consult with the hiring manager to determine the best way to conduct reference checks, as there are pros and cons to each method. For example, although written reference letters may be quicker than phone reference checks, keep in mind that people are typically more likely to give a more open and honest review of a candidate over the phone as opposed to in writing. In addition, phone interviews can offer the search committee an opportunity to tailor questions that allow them to gather information related to the specific needs for the position.

More questions about reference checks? The U of I System provides guidance on reference checks. Visit their website for more information:

XIII. Step 8: Hiring the Selected Candidate

A. Making an offer

The hiring manager is responsible for offering the position to the chosen candidate. Once the hiring manager and chosen candidate agree upon a proposed salary and start date, the hiring manager can work with the department contact to initiate an offer letter in Cornerstone. Once the candidate has formally accepted the contingent offer letter, the hiring manager will inform their HR Division Liaison so that a background check and disclosure form can be initiated.

B. Timing of non-selection notifications

i. <u>Unqualified Candidates.</u> Candidates who do not meet the minimum qualifications can be notified that they were not selected as soon as the search committee reviews applicant materials and agrees upon which candidates are not qualified. This can be done by marking the candidate's disposition as "unqualified" in Cornerstone (for help with this, contact your division liaison). Once this disposition is noted, the candidate will automatically be sent a notice of non-selection.

ii. <u>Qualified but not selected Candidates:</u> Candidates that meet minimum qualifications but are not selected to be interviewed can be notified of non-selection at any point; however, the search committee should strongly consider leaving any applicants that they would consider interviewing in the candidate pool until a candidate has accepted an offer. Keeping a pool of qualified applicants while interviews are being conducted allows the search committee to pull from the pool if finalists withdraw from consideration or decline a final offer.

iii. <u>Special considerations for internal candidates:</u> At times, search committees may wish to inform internal candidates earlier in the process that they have not been selected as a finalist. This is especially pertinent in situations where the committee will be conducting open campus forums. If an internal candidate was selected for the first round of interviews but is not selected for a finalist interview including open campus interviews, AEO suggests that the hiring manager gives the applicant advance notice as a courtesy.

C. Closing the Search

i. After the chosen candidate has signed their offer letter, all candidate dispositions must be updated in Cornerstone to indicate the outcome status of every candidate. For assistance with this step, please contact your HR Division Liaison.

ii. Any candidate not chosen for the position will be sent a standard form email from Cornerstone. It is a good practice for the hiring manager or search chair to send an email to candidates who participated in finalist interviews but were not chosen for the position. Remember that while a candidate may not have been the best fit for a certain situation, we want to keep them interested in future employment opportunities at UIS. It is helpful to send a personalized note to inform them that they were not selected, thank them for their interest in the position, and remind them to keep an eye on the UIS Job Board for future opportunities. However, hiring managers and members of the search committee should refrain from providing a candidate with specific information about why they were not selected.

A general "we believe the selected candidate will best serve the needs of UIS in this role at this time" is the best way to minimize the risk of discouraging a candidate from seeking future opportunities at UIS.

XIV. Search Waivers

As an institution, we have made a commitment to equal opportunity and maintaining an inclusive search process. Conducting an open and competitive process that facilitates objective candidate evaluation is the best way to hold ourselves accountable to these commitments. The full search process is intentionally built to ensure that we are fulfilling our commitment to fairness and equity, as well as complying with certain laws and regulations. With this in mind, hiring managers are expected to make every effort to conduct a full, open, and competitive search.

In extraordinary circumstances, it may be necessary to adapt the search process to meet mission-critical needs. Search waivers can be used to alter or altogether waive various elements of the search process. However, to ensure search waivers are used in a productive way that supports our institutional goals and values, search waivers will only be approved under specific circumstances and are subject to multiple levels of review.

Situations in which a search waiver will be considered include:

A. Change in title for an incumbent Academic Professional employee to reflect additional job duties[4]
B. Urgent unit need that cannot be addressed through the normal search process due to unforeseen circumstances or circumstances beyond the unit's control (partial search waiver)
   1) Expedited posting/advertisement timeline
   2) Local or regional searches
C. Statutory, System or University Strategic Objectives, including:
   1) Cluster hires
   2) Partner accommodation
   3) Diverse recruitment & retention
   4) Extraordinary professional distinction
   5) Internal promotions that meet other listed criteria
   6) Targeted hires in alignment with the University's affirmative action goals, as determined by AEO
D. Special Circumstances at the discretion of AEO, examples including:
   1) An individual named in an externally funded grant
   2) A faculty member changing from a tenure track position to a non-tenure track position or staff position
   3) Groups of employees who join the university workforce by merger or acquisition
   4) Occasional unique appointments recommended by the Chancellor.

Search waivers will be reviewed by the Department/Division Head, Access & Equity Office, and, when appropriate, the Strategic Staffing Committee. Consideration of a search waiver does not exempt a position from affirmative action requirements and equal employment

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[4] Note: Supervisors will need to work with their HR Division Liaison to determine the appropriate title to reflect the new duties.

opportunity regulations, including documenting good faith efforts to achieve diversity and ensuring non-discrimination.

All hiring managers seeking a search waiver must provide justification and evidence supporting their request. To request a search waiver, the hiring manager should submit a memo outlining:

- The type (full or partial) of search waiver being requested;
- The circumstances leading to the request (chosen from the list above); and
- Detailed justification supporting the request.

The memo should first be reviewed by the Department/Division Head. If approved, the request memo and any supporting documentation should be submitted to Cornerstone for AEO review. AEO may submit the request to the Strategic Staffing Committee for consideration.

XV.   Appendix Items

A. Search Committee Chair Guidelines

The Search Committee Chair is responsible for the overall conduct of the search. The chair has the responsibility to ensure that all required steps of the search process take place, are appropriately documented, and occur in a timely manner. The committee chair can call upon the hiring manager, AEO, or other ex-officio members to assist them in completing the duties of Search Chair. The list below has many of the typical activities that a committee chair may perform, coordinate, or ensure are complete in the search process.

Getting Started

- Meet with the hiring manager to develop a search plan.
- Identify and assign the person(s) responsible for the following:
  - Completing and processing required search paperwork;
  - Coordinating meeting/travel arrangements; and
  - Correspondence with applicants.

Organizing the Committee

- Develop timelines at the first search committee meeting, including screening dates and interview schedule.
- Establish search committee meeting schedule.
- Convene the search committee and ensure that each committee member has reviewed the required training (after October 1, 2023). More information about the required training is included in the "Search Committee Training" section.
- Review charge to the search committee during meetings.
- Review expectations of confidentiality and attendance at committee meetings.

Position Announcement

- Review position announcement with the hiring manager and all members of the search committee, department, or other stakeholders as appropriate.

Recruiting, Advertising, and Networking

- Develop a recruitment strategy to ensure a diverse and talented pool of applicants.
- In coordination with hiring manager:
  - Review advertisement language, sources, and posting duration;
  - Determine application materials to be submitted by applicants; and
  - Identify publications, websites, listservs, institutions, and other sources for the advertisement/announcement.
- Good faith efforts:
  - Identify additional outreach sources to attract underrepresented groups (women, minorities, persons with disabilities, veterans); and
  - Please make sure to track this information and include a description of these efforts within your search committee file.
- Search committee members can make personal contacts to seek highly qualified applicants.
- Search Committee Chair informs hiring manager of the characteristics of the pool if it is not sufficient.

Communicating with Applicants

- Keep applicants informed about the progress of the search, either by designating this role to another committee member or communicating the updates yourself.
  - Example: After screening and finalist interviews, candidates should be informed about the "next steps" and an estimated timeline within which they should hear back from you. Let them know how you will inform them if there are any unexpected delays.

Selecting Interviewees

- Establish the procedures the committee will follow including: how you will vote, how screening decisions will be documented, etc. in advance of the initial review of applications to ensure all candidates are evaluated fairly.
- Develop a standardized mechanism for evaluating written materials (based upon position description, advertisement, and charge). Ensure that all applicants are evaluated based on pre-established criteria related to the position at each stage of the process.
- Have each committee member use an agreed upon screening device to evaluate candidates.
  - Agree upon ground rules for evaluating candidates for the search committee and stick to them.
  - Be aware of the possibility of your own unconscious bias.
  - Agree on evaluation criteria.
  - Agree on rules of discussion and how to handle disagreement.
  - Avoid comments (either orally or in notes) that are not job related.
  - Agree on a method for determining who will be invited to interview.

Prepare for Interviews

- Develop specific job-related questions to ask each candidate. All candidates should be asked the same questions, allowing for individualized follow-up questions as needed.

- Develop and design a plan for the interview process and campus visits that provides similar opportunities for each finalist and follows interview procedures which treat all applicants consistently.
- Identify individuals, constituent groups you wish candidates to meet who are not on the search committee.

Conducting Interviews

- Design an interview rating sheet. Provide this to each interviewer before the interview and explain the importance of completing it accurately based on job-related criteria.

Checking References

- Inform candidates you will be checking the references submitted along with their application or, if this was not provided with their application materials, request references in the format outlined in the Search Plan.
- Develop a reference checking list of specific job-related questions to ask each reference.
- Consult the Reference Checking Resources for further guidance. (https://www.hr.uillinois.edu/human_resource_systems/reference_checking_resources)

Completing the Search

- Consider alternatives to rank ordering, such as summaries of each semi-finalist.
- Chair or committee meets with hiring authority to give feedback.
- Complete search paperwork and obtain required College/AEO approval.
- Ensure the offer letter is prepared for finalist (in coordination with hiring manager).
- Ensure letters of non-selection are sent to failed candidates (in coordination with the hiring manager).

B. Search Committee Guidelines

The committee member performs a variety of tasks under the direction of the committee chair. The list provided below includes some of the typical responsibilities, tasks, activities, and involvement related to committee service.

- Effective October 1, 2023, review required search committee training at least once every two years.
  - Prior to search approval, you will be provided access to the training.
- Participate in all search activities, including all candidate assessments and interviews.
- Maintain confidentiality before, during, and after the search of all candidate information and deliberations.
- Attend all committee meetings.
- Perform additional duties requested by chair.
- Be aware of and follow all equal opportunity/affirmative action procedures.
- Review position description, advertisement, and other pertinent documents.
- Suggest publications, websites, listservs, institutions, and other sources for the advertisement/announcement, to include outreach sources to attract underrepresented groups (women, minorities, veterans, persons with disabilities, veterans).
- Discuss and agree upon procedures the committee will follow including how to screen and evaluate candidates, how you will vote, how screening decisions will be documented, etc.
  - This should be done in advance of the initial review of applications to ensure all candidates are evaluated fairly.

Tips for Committee:

- Agree upon ground rules for evaluating candidates for the search committee and stick to them.
- Be aware of your own unconscious bias.
- Agree on evaluation criteria.
- Agree on rules of discussion and how to handle disagreement.
- Avoid comments (either orally or in notes) that are not job related.
- Agree on a method for determining who will be invited to interview.
- Consider alternatives to rank ordering, such as summaries of each semi-finalist that includes identification of their strengths and weaknesses.
- Develop specific job-related questions to ask each candidate. All candidates should be asked the same questions, allowing for individualized follow-up questions as needed.
- Provide your professional opinion of interviewees based upon objective interview evaluation document.

C. Search Plan Templates

Note: These templates should be reviewed and edited to meet the needs of the search committee.

Proposed Search Plan

To: Unit Head

     UIS Access & Equity Office

From: Hiring Manager

Date:

Subject: Search Plan for [Job Title]

_____

I am submitting the following search plan to be followed by the committee in soliciting and screening candidates.

The members of the search committee are:

- [List Search Committee Chair and members]

Several components compose this search plan as follows:

> Consider the demographic makeup of the search committee along more than one axis of diversity, i.e. race and ethnicity, gender and gender expression, age, disability, academic professional or civil service or student, etc. The goal is not to meet a static demographic "look", but to make sure that the committee has representation from multiple world views evaluating a diverse pool of candidates.

1. Position Description (**Attachment A**)

2. Calendar (**Attachment B**)

3. Advertisement (**Attachment C**)

4. Marketing Plan (**Attachment D**):

5. Selection Process:

    a. Job announcement placement to begin on or before [date].

    b. All applicants will apply online at: https://jobs.uis.edu/. Applicants will be requested to upload a cover letter, resume, and [insert any additional required application materials here, i.e. teaching statement, certifications, etc.]. Applicants will be provided an opportunity to voluntarily self-identify as an individual with a disability. All candidates are subject to a background check.

6. The search committee will have access to all applications through the Cornerstone system.

7. As credentials are received, Cornerstone will send each applicant an acknowledgement of receipt of materials.

8. Search committee will complete a Credentials Assessment Form (**Attachment E**) for each applicant, screening for basic qualifications and an assessment of abilities. Credential Assessment Forms will be placed in the search committee's file.

9. Search committee will meet, using their forms, to narrow the pool to 5-7 candidates.

10. A first round of candidate interviews will be conducted via telephone or online for the best 5 candidates. Search committee members will complete the Telephone/Online Interview Questionnaire (**Attachment F**). Forms will be placed in search committee's file.

11. The search committee will create a Request to Interview prior to the second-round (or "finalist") interviews to take place either on campus or over Zoom. The report will be submitted for AEO approval through the Cornerstone system. Concurrently, [telephone reference checks/review of letters of reference] will begin for these finalists using the [Telephone/Written] Reference Assessment Form (**Attachment G**).

12. Following approval of the search committee's Request to Interview, candidates will be interviewed on campus or via Zoom using the Search Committee Interview Candidate Assessment Form (**Attachment H**).

13. In addition to the search committee, candidates may be interviewed by:

    a. Hiring Manager

    b. Department staff

14. OPTIONAL: Additionally, candidates invited for a second-round interview will [conduct an open forum session to which UIS faculty, staff and students will/may be invited/present on [INSERT TOPIC] to the campus community. These constituents will be encouraged to complete and submit a Campus Open Forum Interview Evaluation Form (**Attachment I**).

15. Final committee recommendations will be submitted to [Hiring Manager] and will consist of an unranked listing of those candidates the committee believes to be qualified and capable of doing the job, description of the committee's findings regarding each candidate (strengths, weaknesses), and an explanation as to why any given candidates(s) was found deficient.

Job Information

System Job Code:	100XXXX
FLSA:	Exempt/Non-Exempt
Position Number:	SAXXXX
Organization Code:	
Organization Name:	
College/Administrative Unit:	
City:	Springfield
Employee Group:	
Full Time Equivalent:	1.0
Campus Security Authority:	No
Organizational Relationship:	Vice Chancellor, Jane Doe Director of XYZ, Vacant

Job Summary

Please list a short summary of the job. It could include the purpose of the role, level of independence, and core responsibilities. Do not list all duties in the summary.

Duties and Responsibilities

• Essential duties - primary job tasks and responsibilities of a position that are fundamental and necessary to accomplish the required outcomes of the position.	25%
• For this section, click Add Row, enter duty and percentage.	25%
• Add New Row until you get to 100%.	25%
• PLEASE DO NOT enter knowledge, skills, or abilities in the duties section. There is a separate section to enter such things as computer skills, ability to communicate, ability to work well with diverse groups, etc.	20%
• The Additional Responsibilities section below is defaulted and not editable.	5%

Additional Responsibilities

This job description reflects the general nature and level of work performed by employees within this position. It is not designed to contain or be interpreted as a comprehensive inventory of all duties, responsibilities, and qualifications required of employees assigned to this job. Nothing restricts management's right to assign or reassign duties and responsibilities to this job at any time. All employees are required to complete mandatory training by established deadlines (including, but not limited to, annual ethics training and sexual harassment training).

Qualifications

Minimum Qualifications:	What qualifications are really required to do the job? Should include a mixture of education and experience requirements. AP positions require a minimum of a Bachelor's degree. Does their experience or degree need to be specifically within one field, or can you add "or related fields"?
Preferred Qualifications:	Beyond the minimum, they are additional items that the hiring department may be looking for during the interview process. They will not preclude the applicant from being included in interview.

Knowledge, Skills and Abilities

Knowledge – information that an employee should know at the time he or she is hired that is applied directly to the performance of work functions.

Knowledge, Skills and Abilities

Skills – proficiencies that are measurable and observable which are usually learned or acquired through training.

Abilities – talents (acquired without formal instruction), or capability to apply knowledge and skills in order to complete a task or perform an observable behavior.

Search Plan Attachment B - Calendar/Search Schedule

Many search committees find it helpful to sketch out a tentative timeline so that all search committee members are aware of approximately when they will need to set aside time for candidate assessments, interviews, and other search activities. While AEO will review the advertising timeline within the position requisition to ensure advertising requirements are being met, the calendar/search schedule is not a required portion of the search plan. Note: These dates are <u>tentative</u> and will depend upon search committee actual availability and processing times.

[Job Title]

[SEMESTER]

01/15/2024   First Search Committee Meeting

02/15/2024   Search plan approved by AEO; advertising begins[5]

02/15/2024   Search committee can begin reviewing applications as they come in.[6]

03/17/2024   [Four weeks] after advertising begins: Deadline for applicants to apply[7]

03/22/2024   Search committee meeting to screen/select candidates for phone/ online interviews

04/01/2024   Begin search committee candidate telephone/online interviews

> The application window, the time from when the job announcement is first posted until deadline for applicants to apply, should be a **minimum** of two weeks / 14 days. Advertising for a full month or more is likely to produce a stronger candidate pool. The committee may review applications as they come in, but all applications received during the application window should receive the same consideration.

04/05/2024   Search committee report/request to interview candidates in second round of interviews

04/22/2024   Begin final round (Zoom or in-person) interviews of top candidates, conduct telephone reference calls.

05/05/2024   Search committee report submitted (candidate recommendations/rationale)

05/12/2024   Extend Offer to Successful Candidate

06/01/2024   Successful Candidate begins job

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[5] Note: HR funds and facilitates job posting to: UIS Job Board. LinkedIn, HireEd, and HERC. Departments must fund and facilitate any additional advertisements listed in the request to search.
[6] Note: Search Chairs must change the status on the applicants from "New Submission" to "In Review" before the other members of the search committee will be able to see the applications. Please contact your division liaison for assistance if needed.
[7] Note: It is best practice to end the search on a business day. This allows applicants to contact HR with any questions about how to submit their materials.

for use on job boards/recruiting sites used by hiring unit

[Summary of Job Description - Primary Function, Functional Summary, Required Qualifications, Preferred Qualifications, and Environmental Demands.]

The University of Illinois Springfield is seeking a qualified [**Job Title**]

[Primary function from the job description]

Job Summary:

[Copy from job description]

Qualifications:

Required qualifications/minimum education and work experience:

Preferred demonstrated experience in the following areas:

Environmental Demands:

Application Process: Online applications are accepted at [Career Opportunities at UIS | University of Illinois Springfield.](#) Submit cover letter, resume, and list of three references (with phone number & email addresses).

Deadline to apply is [date]. The University of Illinois Springfield is an affirmative action/equal opportunity employer. Women, minorities, veterans, and persons with disabilities are encouraged to apply.

For the complete job description, visit: [Career Opportunities at UIS | University of Illinois Springfield](#)

Search Plan Attachment D - Marketing Plan

General Recruitment and Targeted Sources: (i.e. professional networking events, listservs, etc.)

> Human Resources uploads all employment ads to LinkedIn, HireEdJobs, and HERC. The hiring department may utilize other sources they deem appropriate.

Job Boards:

- LinkedIn
    - Cost: Accessible to department at no cost through HR membership
- HireEdJobs
    - Cost: Accessible to department at no cost through HR membership
- Higher Education Recruiting Consortium ("HERC")
    - Cost: Accessible to department at no cost through HR membership
- [INSERT ADDITIONAL RECRUITING BOARDS HERE]
    - Cost:

Other:

Length of posting: (two weeks minimum, four weeks recommended)

Position: _____

Candidate's Name: _____

Reviewer: _____ Date: _____

<u>Minimum</u> Requirements:

Required Qualification from job description   _____ Yes   _____ No

      Required Qualification from job description   _____ Yes   _____ No

      Required Qualification from job description   _____ Yes   _____ No

Do not continue unless the above requirements are met.

Preferred Qualifications:

Preferred Qualification from job description   _____ Yes   _____ No

Preferred Qualification from job description   _____ Yes   _____ No

Preferred Qualification from job description   _____ Yes   _____ No

Total Preferred Qualifications: **_____ Yes   _____ No**

Comments:

Position: _____

Date: _____

Candidate Name: _____

Interviewer: _____

Interview Outline and Questions:

    A.   Introductions and update on search progress.

    B.   Description of the campus and position.

Questions:

1. Why are you interested in this position at UIS? [example question]

1   2   3   4   5   6   7   8   9   10

2. QUESTION

1   2   3   4   5   6   7   8   9   10

3. QUESTION

1   2   3   4   5   6   7   8   9   10

Overall score: _____

Overall impression of the candidate:

This candidate should continue to be considered for the position (please circle one).

Strongly Disagree   Disagree   Uncertain/Neutral   Agree   Strongly Agree

[Job Title]

Candidate Name: _____

Committee Member Calling: _____

Name of Reference Called: _____

Reference Position Title: _____

Reference Telephone #: _____

Date & Time: _____

I am calling to ask you a few questions about (CANDIDATE NAME), who has listed you as a reference in their application for the position [JOB TITLE] at the University of Illinois Springfield. The [JOB TITLE] reports to the [JOB TITLE]. The [JOB TITLE] [BRIEF DESCRIPTION OF POSITION DUTIES]

1. How long and in what capacity have you known the candidate?

2. Please share what you believe to be this candidate's greatest skills and attributes that would contribute to his/her success in this position?

3. How would you describe the candidate's experience with [relevant skill from job description]?

4. Please describe the candidate's experience working and interacting with diverse populations.

5. What would you consider to be the candidate's areas for improvement?

6. Is there anything else you would like to share with me that might influence our assessment of the candidate?

Reference Response Assessment: *(to be completed by interviewer)*

This candidate should continue to be considered for the position (please circle one).

Strongly Agree Agree   Uncertain/Neutral   Disagree   Strongly Disagree

Please specify any areas of concern identified in this call:

Please specify any special strengths of the candidate identified in this call:

Please provide a brief assessment of the candidate's suitability for the position based upon this call:

NOTE: Visit the AEO Website (https://www.uis.edu/aeo/resources/hiring-resources/guidelines-toolkits) for tips and suggestions for developing your interview questions.

[JOB TITLE]

Candidate's Name:_____

Date:_____

Interviewer's Name: _____

Date:_____

1. How do you feel your experience makes this position at UIS a good fit for you?

1 2 3 4 5 6 7 8 9 10

2. Explain your leadership philosophy and experience.

1 2 3 4 5 6 7 8 9 10

3. Describe and provide examples of how you utilized your leadership and skill set to effectively develop a plan to meet a strategic organizational goal. How was the success of the outcome measured?

1 2 3 4 5 6 7 8 9 10

4. What would be your general strategy for your first 30/60/90 days in this position?

1 2 3 4 5 6 7 8 9 10

5. Taking into consideration all your skills, what do you consider to be your greatest strength? How can that be advantageous to this position and the university?

1   2   3   4   5   6   7   8   9   10

6. What would you like for us to remember most about you from this interview?

1   2   3   4   5   6   7   8   9   10

7. Do you have any questions for us?

8. Is there anything that we have not asked you that you would like to tell us?

Committee Member: please give this candidate an overall score for this interview:

1   2   3   4   5   6   7   8   9   10

This candidate should remain in consideration for the position of Assistant Director for Access and Equal Opportunity & Title IX Coordinator (circle one)

Strongly Agree Agree   Uncertain/Neutral   Disagree   Strongly Disagree

Please explain:

Search Plan Attachment I – Campus Open Forum Interview Evaluation Form

Candidate's Name: _____

Date: _____

Reviewer's Status (please circle one):   Student   Staff   Faculty   Administrator

Below are several qualifications for this position. Based upon the responses to general questions offered by those in attendance at this interview session, please rate the candidate's responses based upon the following scale:

0 = None/Poor   1 = Weak   2 =Average   3 = Good   4 = Very Good   5 = Insufficient Questions

SUGGESTION: to help you evaluate this candidate's qualifications, please consider asking the following questions: [LIST QUESTIONS THAT CAN HELP SOMEONE EVALUATE THE CANDIDATE]

1. Understanding of [important job functions]. Knowledge of and/or experience [important job functions]

0   1   2   3   4   5

2. Strong communication and interpersonal skills, including public speaking [or other skills from job description]

0   1   2   3   4   5

3. Demonstrated [qualification from job description]

0   1   2   3   4   5

Reviewer's overall impression of this candidate:

Please return this completed form to the forum host at the end of the session or send it to [department contact] no later than [deadline].