

# Memorandum

**To:** Search Committee Chairs and Members

**From:** Office of Human Resources

**Re:** Search Committee Procedures

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The “Search Procedures” represents the Chicago State University (CSU) hiring practices and should be used by all CSU search committees. An effort has been made to present the procedures in a simple and easy to use format. The University is mandated to take employment actions in accordance with fair employment legislation.

It is important that the University uniformly follows the procedures. Not only do we want to comply with all laws and regulations pertaining to equal opportunity, but we also need to prepare and maintain documentation of that compliance. **It is important that all hiring departments keep the entire search committee’s records for at least three years. After three years, departments should review files and transfer any materials without administrative value to the University Archives for permanent retention (Records Schedule #86-53).**

Thank you.

# SEARCH PROCEDURES

The following search procedures must be followed by search committees to ensure that the University meets its legal obligations under non-discriminatory legislation.

- I. Procedures for administrative appointments are established in accordance with the Board of Trustees Policies and Regulations Manual. The search process must be followed for the positions of Provost, Vice President, Associate/Assistant Vice President, Executive Director and Dean. All other positions are at the option of the President or appropriate Vice President.
- II. A formal search is not be required if the open position is: (1) interim; (2) a one year appointment; (3) a grant position; (4) subject to the criteria stated below:
  - A. Administrative employees previously on-boarded through the search process are not subject to an additional search for promotion within their departmental line.
  - B. A search committee is not required for administrative employees within a director position or above for promotion within their departmental lines.

## III. Appointment of Search Committee

### A. Administrative Appointments:

The President, the appropriate Vice President, or hiring administrator may appoint members and designate the chair of the search committee. The committee shall be composed of at least five members and not more than seven members.

The search committee should reflect a university-wide distribution and include the following representation:

- Administrator
- Faculty Member
- Civil Service Employee
- Hiring Department
- Student (if related to student life or activities)

### B. Faculty Appointments:

For appointment of a faculty position, the make-up of the search committee is determined by the Department Personnel Committee (DPC) and/or departmental by-laws. Please refer to the UPI Contract or Faculty Handbook for more details.

## IV. Functions of the Search Committee

- A. The search committee will consider applicants for the available position and recommend candidates to: the President, Vice President or hiring administrator as set forth in the charge of responsibilities to the Search Committee Chairperson.

B. The approved position description will be posted on Chicago State University's website for no less than one week or five business days. **Please note application materials will only be accepted electronically.**

C. The search process is an opportune time to bring diversity to an office/department. The job announcement should be advertised in locations that will generate a diverse applicant pool. Every effort should be made to advertise position vacancies with professional organizations, publications, and websites that will produce an applicant pool reflective of the needs of the hiring department and CSU.

D. The search committee shall meet to discuss the strategy for interviewing. This includes: how the committee will choose the candidates; what is the interview process (Step 1: phone interviews; Step 2: face-to-face; Step 3: recommend a second interview, etc.)

E. The search committee shall review and evaluate the credentials of all applicants utilizing the Human Resource applicant tracking system (PeopleAdmin). The number of candidates set forth in charge should be selected for interviews. Reference checks should be completed on selected candidates.

F. The search committee chair shall participate in the search by coordinating all work of the committee, handling all correspondence with applicants, and voting. All administrative functions such as coordination and notice of meetings, interview scheduling, etc. can be delegated by the chair to his/her support staff and/or other members of the committee, who in turn may delegate these functions to their respective support staff.

G. The search committee may prepare and submit a brief narrative on the strengths and weaknesses of each unranked candidate and submit it to the hiring administrator, if requested in the charge. The recommendations of the search committee serve to help guide the President, Vice President or hiring administrator. *The committee does not make a final determination.*

H. If necessary or requested, Legal Counsel and the Office of Human Resources will work closely with the hiring administrator and/or the search committee chair on matters pertaining to the search process.

B. Function of the President, Vice President or Hiring Administrator

The President, Vice President and/or hiring administrator will review the recommendations of the search committee and interview candidates until the position is filled or the applicant pool is exhausted. The President may also take into consideration the recommendations of the appropriate Vice President or hiring administrator in making appointments.

VI. Reopening a Search

If a search has been closed and no satisfactory candidate has been hired from the pool of applicants, the search can be reopened if it is determined that the position still needs to be filled.

The President, Vice President, or hiring administrator may reconvene the prior search committee or may appoint a new committee. The President, Vice President, or hiring administrator should determine if any changes are necessary to the job description. The process should then proceed following all previously described procedures.

If it has been less than a year, the candidates from the previous search may be notified of the reopening, at the discretion of the University President, and asked if they are still interested in the position. They should be informed of any changes to the job description or the requirements needed.

#### VII. Record Retention

It is important that all hiring departments keep the entire search committee's records for at least three years. After three years, departments should review files and transfer any materials no longer possessing administrative value to the University Archives for permanent retention (Records Schedule #86-53).

#### VIII. Confidentiality

Protecting applicant confidentiality is one of the search committee's most important responsibilities throughout the search process. Confidentiality of the names of applicants and information developed about them and their employing institutions is necessary to attract high quality finalists, to avoid putting their current positions in jeopardy, and to protect the University's integrity. The search committee is required to conduct its meetings and deliberations consistent with this commitment, unless as specified otherwise under law. Other university employees outside of the search committee are also expected to honor these confidentiality guidelines and the role of the search committee.

The following confidentiality guidelines should be followed:

- Do not disclose the names of the applicants. This includes those who have applied, interviewed and/or recommended.
- All discussions among committee members are confidential.
- All applicant files and committee notes should be stored in a locked filing cabinet or password-protected computer.
- PeopleAdmin access information (i.e. committee ID and password; guest user ID and password) should be kept confidential among search committee members, HR and the hiring department liaison only.
- Disclose confidentiality breaches to the committee chair or Director of HR.

## INTERVIEWING TECHNIQUES

1. Decide on the overall structure of the interview process and follow it uniformly for each candidate, regardless if he/she is currently employed by the University. All candidates must be given equal consideration.
2. Interview questions should be behavioral based. Behavioral based questions focuses on experiences, behaviors, knowledge, skills and abilities that are job related. It is based on the belief that past behavior and performance predicts future behavior and performance.
3. Selection criteria should be developed and reviewed by the committee prior to commencing interviews. The job description (qualifications, essential duties and competencies) should frame your interview questions.
4. Prepare for the interview. All members of the committee who will be present at the interview should review the cover letter, resume, and other application materials in a confidential manner.
5. Shape questions to avoid topics that could lead to discrimination claims. The Equal Employment Opportunity Commission (and most courts) will assume that all questions are asked for a reason and that hiring decisions will be based on the answers.
6. Topics to eliminate: race, national origin, sexual orientation, disability, gender, age, religion, union membership, military status, arrest record, financial status, legal off-duty activities, EEO-related information (prior claims, non-professional clubs and charities).
7. Specifically, as to disability-related questions, you cannot ask a candidate whether he/she has a disability or impairment that would prevent performance of the job. Generally, you cannot ask a candidate whether he/she needs assistance or accommodation to perform the job. However, if a candidate volunteers that he/she has a disability, or that he/she needs an accommodation, you may inquire as to the type of accommodation needed. You may ask all candidates if they can perform the job functions with or without reasonable accommodation.
8. Experts agree that the candidate should do at least 75% – 80% of the talking during an interview. Provide candidate ample opportunity to think and develop thoughtful answers to interview questions. Allow candidate an opportunity to ask questions of the search committee.
9. The search committee can compare notes immediately after a candidate's interview, but save **definitive evaluations of candidates** until after the interview process has been completed for all candidates.
10. Advise candidate of the stage the search process is in and keep him/her informed should delays occur.