
System Administration Search Process

A search committee is a group of individuals formed to generate a strong pool of candidates and advise the hiring authority of those candidates that are best qualified to meet the needs of the University and the hiring department. Search committee members will play a major role in the recruitment, interviewing, screening and evaluation of candidates and are expected to participate fully in committee activities. The University of Colorado has developed a course in SkillSoft to educate search committees on best practices. The course “CU: Search Committee Training: Inclusive Recruiting Practices” should be taken before serving on a search committee. You should also use this guide to assist your department in carrying out your next search.

The University of Colorado does not discriminate on the basis of race, color, national origin, sex, age, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation, or political philosophy. All qualified individuals are encouraged to apply.

A Talent Acquisition team member can serve as a member on each search committee to assist with these functions, if needed.

NOTE: Executive searches require the use of a search committee, per [Regent Policy](#).

Positions in a Search Committee:

1. Hiring Authority – This individual will be making the final hiring decision. The Hiring Authority will also be responsible for ensuring that the search is in accordance with university guidelines and procedures.
2. Search Committee Chair – Responsible for all communications between the Hiring Authority and the Search Committee. They serve as a spokesperson for the committee as well as make sure the committee’s processes adhere to university guidelines. They will also be in charge of maintaining all records and communications within the committee.
3. Search Committee Members –Responsible for seeking, reviewing, and recommending applicants for the position to the Hiring Authority, this includes the Search Committee Chair.

Selecting a Search Committee

Establishing a strong committee is essential for a successful search process. Below are some suggestions to ensure you have created an unbiased and strong search committee.

1. Your search committee should have a minimum of three members but no larger than seven.
2. The composition of the committee should serve to advance the university’s commitment to the principles of diversity and equal employment opportunity, consisting of women, men, and varying roles.
3. If the duties of the position cross over other units, consider members that are outside of your department.
4. Once the search committee has been established, one representative will be selected to serve as the Chair to correspond with candidates, work closely with the hiring manager, and facilitate meetings.

Develop a Search Plan

A plan should be established for all members of the search committee to make the process as smooth as possible for both the candidate and the search committees.

1. Before the search begins, the committee should meet with the hiring authority to discuss and clarify the charge, the desired credentials for candidates, the most important competencies needed for success in the position, and any other criteria for screening and selecting candidates,
2. The charge should include the following information:
 - a. Official and/or working title
 - b. Position description – access in CU Careers to the posted advertisement
 - c. Essential and preferred criteria that are important to the hiring manager and department
 - d. Time frame for completing the search (to be defined in a meeting with HR)
 - e. Preferred number of finalist candidates
3. The chair will set up a time for the search committee members to define this plan.

Advertising & Active Recruiting

Every effort should be made in the search process to utilize a wide variety of sources in soliciting applications from a diverse candidate pool, including minorities, women, veterans, person with disabilities, and other under-represented groups. All positions are posted to our career site, CU Careers. System Administration provides departments with a variety of other avenues to post their position to source qualified candidates. These include Higher Ed Jobs, Inside Higher Ed Jobs, and LinkedIn. In addition, [DirectEmployers](#) automatically posts our jobs to many diverse job boards to ensure our postings reach a diverse candidate pool. We also have access to JobElephant to provide other useful posting sites, based on the job description.

Other tips for advertising:

1. A department who chooses to post on to a third-party site will be responsible for maintaining the posting including any incurred cost.
2. Search committees can use a variety of campus email distribution lists to advertise the job posting.
3. Contacting other professionals in the field, beyond CU, is highly encouraged.

Reviewing Candidate Materials

Using the job posting and information from the hiring manager, the search committee will assess each candidate's qualifications to ensure that all applications are evaluated using the same criteria. The committee should review all candidates who have submitted complete applications via CU Careers only. Manual collection of resumes and applicant materials should not occur. Here are some guidelines for reviewing candidates.

1. Human Resources will do an initial review of all candidates to assess which candidates meet minimum qualifications that were defined on the posting. HR will send a screening workbook to the Search Chair



with the list of candidates who meet the minimum qualifications. Candidates who do not meet minimum qualifications CANNOT be considered.

2. Ensure consistent evaluation of candidate qualifications.
 - a. Utilize the screening workbook provided by Human Resources to consistently review and evaluate materials.
 - b. Avoid making assumptions about candidates' motivations or interests that could unfairly exclude them from consideration - can you provide a job-related reason for non-consideration?
3. International Candidates:
 - a. If interested in pursuing an international candidate, the posting must be reviewed by the [International Student and Scholar Services](#) (ISSS) office in International Education. ISSS exists to provide immigration advice to departments at the University of Colorado to ensure that any international candidate that is hired can get appropriate authorization. To ensure that an international candidate will be eligible for hire, a print ad must appear in a national publication if international applicants are expected. If you end up hiring an international for your position opening, System Administration HR Page 3 of 6 Revised 8/2009. ISSS will need to do some visa work for your new hire in order for him/her to have the proper work visa. Early consultation will give them lead time to prepare any necessary documents and submit appropriate petitions to the relevant federal agencies, such as the Department of Labor or the Department of Homeland Security. (See additional resource on [hiring international employees](#)).

Confidentiality

Confidentiality regarding the names of candidates, 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. This also includes internal candidates, who are protected until they are declared a finalist, at which point their records may be released if requested.

1. Committee members are required to conduct meetings and deliberations consistent with this commitment, unless as specified otherwise under law.
 - a. Prior to the finalist stage, candidate profiles should be kept confidential with restricted access.
 - b. Departments need to maintain confidential search files of official record for three years including copies of correspondence and candidate materials submitted outside of CU Careers.
 - c. Do not disclose the number of candidates or names with other candidates.
 - d. Other university employees outside of the search committee are also expected to honor these guidelines and the role of the search committee.

Interviews

Prior to setting up first round interviews, the Chair and committee will formulate interview questions to be used in the interview process. Please ensure that interview questions are non-discriminatory and designed to assess each candidate's skills and experience as related to the requirements of the job.



1. Develop interview questions in advance so all candidates can answer the same questions. Document qualities of a good answer to reflect on during the interview process.
2. System Administration offers the digital interview tool HireVue for the first interview. HireVue Interviews are recorded, and search committee members can review interviews as many times as needed.
3. Human Resources can also conduct phone screens for the initial interview.
4. In-person or Zoom interviews should be used at least once during the recruitment process.

References

Reference checking is mandatory prior to extending an offer letter to a candidate. Reference checks must be completed for either one finalist or multiple finalists.

1. It is highly recommended that candidates be informed when the committee or hiring manager is ready to begin checking references.
2. As a professional courtesy, the search committee should honor requests to refrain from contacting specific references until the candidate becomes a finalist.
 - a. If a finalist refuses to allow contact with a potential reference the committee deems important, the finalist should be informed that this refusal limits the committee's ability to complete its evaluation and that the candidate may not receive full consideration.
3. Directly contacting reference providers from the list of references the candidate provided within application is appropriate.
 - a. If you will be contacting additional references not provided by candidate, you must notify the candidate in advance.
4. System Administration offers an automated reference checking software called SkillSurvey.
 - a. SkillSurvey is an automated reference checking software that makes hiring decisions based on data, not instinct. Using SkillSurvey is a great way to receive honest feedback from reference providers.

Background Checks & Electronic Offer (e-offer)

A criminal history record check must be obtained for the final candidate being hired, as described in the System Administration policy on [Background Checks](#). Other background checks, such as financial and motor vehicle history may also be required depending on the position.

1. Once references have been checked and a final candidate has been identified, Human Resources will conduct an offer compensation analysis, which will be provided to the hiring manager. Human Resources will then verbally offer the candidate the position. When the candidate verbally accepts the position, the background check can be initiated, and an offer letter prepared.
2. HR will start the background check and prepare the e-offer for hiring manager approval.



Follow-up

1. The hiring manager should contact all candidates who had a final interview and were not selected for the position.
 - a. The search committee can follow up with candidate post hire.
 - b. Stop by the new employee's desk to welcome them to the office.
 - c. See if new employee needs anything or if you can assist him or her with their transition.