THE UNIVERSITY OF ARIZONA

Last revised 8/26/22

SEARCH COMMITTEE BEST PRACTICES AND ONBOARDING

I. *SEARCH COMMITTEES*

- The Roles of the Search Committee Chair/Co-Chair
  - The search committee chair's role is to be the group's liaison to hiring authority.
  - The search committee chair is responsible for leading meetings, candidate review process, and interviews.
  - They are also required to aid in developing interview questions and evaluation tools. They may be responsible for submitting the final recommendation to the hiring authority, and ensuring all evaluation matrixes, interview notes, and documents from committee members are submitted to Provost's HR team to be retained for three years after the finalists' hire date.
- Committee Roles and Responsibilities
  - Protect confidentiality of candidates and the decision-making process
  - Participate fully and consistently
  - Treat all candidates with respect and equally
  - Set aside biases to fully consider all qualified candidates
  - Act promptly to avoid loss of top applicant
- The Roles of the Departmental Contact
  - The Department Contact's role is to foster employee engagement from even before an applicant becomes an employee. This can be achieved by making oneself available to assist candidates with any questions or issues experienced during and after the application process (i.e. replying to any e-mail/phone inquiries once applications have been submitted). For this reason, the Department Contact should possess general knowledge about the advertised job and as well as with general HR guidelines (especially if replying to e-mails concerning rejection of candidates) OR should consult with department's HR contact prior to sending such communication out.
- Evaluation Tools
  - Scoring matrices are a good tool for quantifying candidate qualifications. However, be mindful that not always the individual with the highest score may be the best candidate. Scoring matrices should be used to organize impressions of candidates in order to have broader conversations

amongst the committee (i.e. one member ranks somebody a 5 but another one a 1…why is that?)

- Visa Sponsorship
  - Ability to sponsor a foreign national (FN) will depend on 1) available budget, 2) type of position, and 3) FN's educational and relevant experience. H1-B status is a non-immigrant, employment-based status which allows foreign nationals to come to the U.S. and temporarily perform services in a specialty occupation. Specialty occupations are defined as requiring the theoretical and practical application of a body of highly specialized knowledge to perform the occupation. If recruitments render viable foreign national candidates, units should consult with their unit heads AND the Provost HR Team PRIOR to extending an invitation to interview.
- Interview Logistics
  - Off-site Candidates
    - Phone interviews may be a good way to assess the qualifications of several candidates and narrow the list of candidates considered for on-site visits.
    - Make use of conferencing technology available to the University community (i.e. Skype, etc.)
    - Recording Zoom Meetings: While the interview process may be conducted via Zoom or other live video mediums, it is not the University's typical practice to allow recorded interviews. Recording interviews can change the dynamics of an interview, be subject to a records request, and be disincentive for search committee members and candidates to attend the interview process. If a hiring unit is interested in recording interviews, we need to have the Recruitment and Outreach team review and approve our request. Essentially, in order to record interviews, we would need to send Lisa Gundy (lisagundy@arizona.edu) and Endeliza Ramos (endelizr@arizona.edu) an email explaining the circumstances fully and why recording the interviews is necessary. They would then determine if recording the interview is appropriate.

  - On-site Candidates
    - Provide candidates with interview information (i.e. location, names and position of search members etc.), point of contact

information and opportunity to request any disability related accommodations

- Performing both off-cite and on-site interviews is allowed, as long as questions remain the same and candidates are evaluated equally.
- Taking notes is encouraged and should be submitted to committee chair for inclusion in recruitment file. All notes and tools used for evaluation criteria are subject to University retention policies and should be submitted to Business Office at the completion of each recruitment.
    - Legalities: Sometimes candidates may volunteer too much information that by law should not be considered when making an employment decision. For example, dropping a child at child care or having a cognitive disability. Do not make a note of this and do not ask questions like, "how many children do you have?", what type of disability do you have"? etc.
    - Inappropriate questions may be used against you or the University. Questions to avoid asking during interviews, presentations, community forums, meals and social events that are part of the interviewing process:
        - Any questions that are not directly related to the requirements of your position:
        - Age, arrest record, color (skin complexion, color of skin), credit record, disability, marital status, national origin, parental status, race/ethnicity, religion, sex, sexual orientation, veteran status, weight, salary history
            - Basing current salary on past earnings serves to perpetuate salary inequities against women and people of color and may be against the law in cities where they come from (i.e. New York).

- Communication
    - A well-managed search will reflect positively on the University.
    - Poorly managed searches can damage the University's reputation and create a negative experience for applicants.
    - Applicants that are treated in a respectful and courteous manner will likely be less angry if not selected and will be less likely to file a complaint regarding the decision-making process.
    - Good communication practices:
        - Acknowledge receipt of materials
        - Notify applicants as soon as they are removed from consideration (business office can provide you with

disposition notes to assign appropriate not hired codes or with language to e-mail them directly)

- When applicants are brought in for interviews but will not advance to the next step, a phone call rather than a letter or e-mail is the recommended method of communication (shows appreciation for candidate's time and effort).
- Inform applicants of delays in the search process

- Reference Checks
  - Verifying credentials is a critical step of the screening process and should be conducted.
  - Questions asked should be directly related to the duties and requirements of the position.
  - Questions about age, arrest record, color (skin complexion, color of skin), credit record, disability, marital status, national origin, parental status, race/ethnicity, religion, sex, sexual orientation, veteran status, weight, salary history should be avoided.
  - Reference Options:
    - <u>Routing through Talent</u>: Reference checks may be conducted electronically via Talent. Our HR Team may route a *Reference Check Questionnaire* or *Reference Letter Request* to provided references through talent. Search Committee has access to view references through Documents tab as these are furnished.
    - <u>Traditional Reference Check:</u> Search Committee chair/supervisor may create their own questions and contact references directly by phone. A *Certification to Contact Reference* form can be routed via Talent to confirm that the references listed by an applicant are willing to provide a reference on behalf of the applicant and confirm their preferred means of communication. Our office can assist with releasing this form. ***Supervisor/Search chair contacts references directly***.

II. ONBOARDING PROCESS AND RECRUITMENT WRAP UP

- Onboarding process can take up to 15 business days.

- Upon completion of recruitment, hiring official or search committee chair contacts Provost HR Team (**provosthr@arizona.edu**) or assigned HR Contact with candidate's name, anticipated start date and proposed salary. Please do not make any verbal offers until you receive approval from our office to do so.
- If salary is above mid-point of salary range; OR DOE, our HR Team will need to review this and/or seek approval from the Compensation Team prior to being able to make a verbal offer to candidate.
- Upon review and approval of offer by HR Team/Compensation Team, HR Team will generate offer letter in Talent which will be routed to Recruitment and outreach team for review and approval. Review/approval process timeline is 3-5 business days. Upon HR's approval, letter is then released back to HR team to be sent to candidate in through the applicant profile in Talent for electronic acceptance.
- Upon acceptance, Talent notifies hiring official and HR Team via e-mail. HR Team will then reach out to candidate to set up onboarding meeting.
- Disposition codes are provided to hiring official for notifying candidates and closing/filling recruitment.
    - Disposition codes are to be returned within 5 business days of receipt. This will allow business team to notify applicants of the status of their application in a prompt and timely manner
- At the completion of the search, search chair is to forward all interview notes, e-mail correspondence with applicants, evaluation grids etc., as these materials are subject to UA recruitment record retention policy.
    - Departments are required to retain recruitment materials for three years after the calendar year in which the records were created.