

## Steps to the Search and Screen Process

The University will make every effort to obtain quality applicants for vacant positions and to assure fairness in the search and screen process. In order to assure the quality of the search and screen process the following steps have been established as a guideline. The order in which some of the steps to the Search and Screen Process are carried out may be altered depending on the preference of the President or Vice President who supervises the involved department or office.

1. Identification of open or new position.
2. Creation of job description.
3. Discussion and verbal approval of position, method and time frame of advertisement with associated Vice President.
4. Obtain and complete Exempt Status PA1 from Human Resources Office.
5. Attach job description and advertisement.
6. Submit PA1, Job Description, Advertisement to Affirmative Action Officer for review and suggestions.
7. After approval by Affirmative Action Officer, PA1 and attachments are forwarded for approval to Department Dean, Vice President, Comptroller and President before submission to the Human Resources Department.
8. Position advertised:  
**Advertising Policy:**
  - 2 weeks after advertisement date minimum to closing for local or state- wide search.
  - 1 Month/ 4 weeks after advertisement date minimum to closing for national search.
9. Search Committee appointed, Affirmative Action Officer notified of committee members.
10. First committee meeting scheduled. Attendance by Affirmative Action Office and vice president or hiring authority representatives.
  - Hiring authority gives charge to committee.
  - Chair and Committee determine contents of application evaluation form. Form is submitted to Affirmative Action for review and comments.
  - Set time schedule.
  - Make arrangements for central location and access to applications for committee members to evaluate.
11. Committee completes review of applicants.
  - Applicant scores are totaled and list of top finalists is determined.
  - Determination of on-site or phone interviews is made, tentative schedule set.
  - Interview questions based on job description and submitted to Affirmative Action for review and comment.
  - References are checked.
12. Applicants are contacted for interviews.
13. Interviews are held.
14. Offer is made by hiring authority or determination to re-open search.
- 15. Human Resources and/or Academic Affairs is notified of selection**
- 16. All files and documents are sent to Affirmative Action Office for preservation.**

**10. First Search Committee Meeting:** Attendance by Affirmative Action Office and Hiring Authority.

- ❑ The Affirmative Action Officer will provide the committee with a brief training on their role and responsibilities in the hiring process.
- ❑ The Hiring Authority will provide the committee with direction as to the number of finalists to forward, format of interviews, details of the position and ideal candidate. The Hiring Authority may also detail how access to applications will be handled.
- ❑ The Committee Chair may present the committee with an application rating/review form for review or work with the committee to develop the form. \*\*See section: Developing Application Evaluation/Rating Forms
- ❑ A time schedule and arrangements review/rating of applications, completion and interviews.

**Developing Application Evaluation/Rating Forms:** Application Evaluation/Rating Forms are created from the job advertisement or job announcement. They must evaluate applicants based on the criteria set by the advertisement or announcement. Issues or qualities not included in the advertisement/announcement may not be part of the evaluation criteria. If a position is re-opened it is strongly suggested that the original advertisement/announcement be changed to better reflect the needs of the position and to better attract qualified candidates. Therefore the evaluation/rating form must be changed. In developing the evaluation/rating form look at samples from other positions but don't attempt to use the exact form. The evaluation/rating form is created from the job advertisement/announcement, unless they are identical announcements they form will be different. Upon completion, the rating form must be submitted with a copy of the advertisement/announcement to the Office of Affirmative Action for review, prior to the start of any applicant evaluations.

When examining the advertisement/announcement the hiring authority and/or committee may feel that certain experiences are more important than others, in this instance the committee may "weight" items.

## Sample Evaluation/Rating Form

Position: Associate Professor, Psychology  
Search: October 1999

Committee Member: \_\_\_\_\_ Candidate: \_\_\_\_\_

Evaluate the candidates application materials on the following items. Provide a quantitative analysis of each item based on the scale provided below.

**0 = No evidence, 1= minimal , 2= fair, 3= good, 4= very good, 5= excellent**

Teaching experience, multiple subjects in psychology. \_\_\_\_\_ x 3= \_\_\_\_\_

Student Advising. \_\_\_\_\_ x 2= \_\_\_\_\_

Advisor to student organizations. \_\_\_\_\_ x = \_\_\_\_\_

Excellence in Lecturing. \_\_\_\_\_ x 3 = \_\_\_\_\_

Research \_\_\_\_\_ x = \_\_\_\_\_

Discussion Leader \_\_\_\_\_ x 2 = \_\_\_\_\_

Directing Research \_\_\_\_\_ x = \_\_\_\_\_

Sensitivity and ability or experience with diverse populations. \_\_\_\_\_ x 2 = \_\_\_\_\_

Working with under-prepared student populations. \_\_\_\_\_ x 3 = \_\_\_\_\_

Research and/or clinical experience with S.W. populations. \_\_\_\_\_ x = \_\_\_\_\_

Philosophy statement score. \_\_\_\_\_ x 3 = \_\_\_\_\_

Overall quality of application materials. \_\_\_\_\_ x = \_\_\_\_\_

**Total Score:** \_\_\_\_\_



## Sample Letter of Application Acknowledgement

*(Date)*

*(Name and Address of Applicant)*

Dear *(Name of Applicant)*,

We have received and appreciate your application for the position of \_\_\_\_\_, at New Mexico Highlands University. The search and screen committee for this position will begin evaluating applications on or around *(Date)*. Please check the listing below of necessary application materials to be sure that your packet is complete. Only complete application packages will be forwarded to the committee for review.

The committee expects to have evaluation of applications completed by *(Date)*. We hope to begin the interviewing process of final candidates by *(Date)*, and to fill the vacancy by *(general time frame, semester or month)*.

Enclosed in an Affirmative Action survey form. Please complete it and return it to the university immediately. As you may note, the form is sent to the Affirmative Action Office; the search and screen committee will not have access to the information you provide.

We wish you the best of luck in your job search and will look forward to the possibility of meeting you in the near future.

Sincerely,

Chair *(name of open position)* Search and Screen Committee

### Application Material Submitted and Required:

- \_\_\_ Letter of Interest
- \_\_\_ Vita
- \_\_\_ 3 References
- \_\_\_ Statement of Philosophy

## Evaluation and Ranking of Applicants Rules and Guidelines

1. Don't assume, only rank applicants on the information provided in their submitted application materials. Don't rank or make assumptions based on your personal knowledge of the applicant or schools they've attended, places lived etc.
2. Be consistent, if two applicants have the same qualifications in an area their scores should be the same.
3. Don't copy resumes or application materials.
4. Don't take resumes or application materials home or to your office. They should be kept in one location and taken only to the designated review area.
5. Don't destroy any application materials or your evaluations.
6. Turn in all evaluation materials upon completion of evaluations. (Best practice is to keep a file for each committee member with the applications.)
7. If for any reason you feel you will be biased or unfair, inform the committee chair and resign from the committee.
8. Let the committee chair or Affirmative Action Officer know if you feel you are being "networked" or pressured in any way by a candidate or associates of a candidate.
9. The evaluation and ranking process are confidential. Do not discuss your findings or the recommendations of the committee with anyone outside of the committee or the Hiring Authority.

**11 & 12. Evaluation and Ranking of Applicants Completed:** When the evaluation of applicants is completed the committee meets to tally the scores on all the applicants. As directed by the Hiring Authority an unranked list of finalists and their application materials may be submitted of candidates to be brought on campus for interviews. If the pool of applicants was significant, or the number of top applicants is more than that requested by the Hiring Authority, and/or applicants in the finalist pool are from a variety of locations requiring significant travel, phone interviews may be determined appropriate. (Remember be consistent, if some of the applicants are local they still need to be interviewed via the phone. Or, if a distant candidate requests a phone interview instead of an in-person interview, either all candidates must be interviewed via the phone or all in person.)

As directed by the Hiring Authority the committee may be forwarding names for an interview with the committee or with just the Hiring Authority. In some cases the Hiring Authority may direct the committee to hold phone interviews, but not in-person interviews. In most cases the Hiring Authority will have the committee schedule a group interview with the committee and a separate interview with the finalist candidates. In the case of faculty positions, final candidates may be asked to prepare a sample lecture or presentation to be delivered to faculty and students.

**13. Interviews:** Interview questions be they phone or in-person are based on the job description, and to compare and contrast finalist candidates, to evaluate personal qualities which are not evidenced by the written application process. Interviews can provide an opportunity to present candidates with realistic job situations which they will be faced with in the position. They can provide and opportunity to test technical knowledge of candidates.

However be constantly aware, interviews are not a time or place to voice institutional/departmental grievances, to promote a particular candidate or advocate staff member personal issues. Interviews are a two-way street. Candidates are evaluating us just as much as we are evaluating them. Treat all candidates cordially, remembering that they are our guests and whether or not we hire them, they will return to where they come from and tell colleagues about their impressions of NMHU.

All candidates should be provided with a tour of the campus and area (given by a non-committee member), the opportunity to meet and perhaps with potential colleagues and students. Send finalists information packets about NMHU and Las Vegas. Provide them with a list of realtors, San Miguel County Tourist Publications, a

current catalogue, etc.. For on-campus interviews candidates should be provided with an advanced copy of the interview schedule, location of first meeting and detailed instructions as to the location of the building, including parking areas.

Interview questions are set-up on a ranking form identical to the application evaluation form. Each committee member evaluates the candidate based on the set questions and a total is taken at the end. Interview Forms are also submitted to the Office of Affirmative Action for review prior to the interview.

If an "open" interview (one that is open to students, staff and faculty beyond the committee) is scheduled please be sure that the Director of Human Resources or Affirmative Action Officer are able to attend. Their purpose of attending will be to re-direct any question asked by the non-committee members which may be illegal or inappropriate.

Promptly contact candidates to let them know the outcome of the search. A sample letter is provided below. If you give candidates a timeframe of when they will be contacted and you realize that the deadline is not going to be met. Be polite call your finalists and let them know there has been a delay.

## Sample Interview Follow-up Letter

<Date>

<Title, Name>

<Address>

Dear <Title, Name>

We very much appreciated the time and effort you put forth into your application and interview with us for the position of \_\_\_\_\_ at New Mexico Highlands University.

At this time we have completed our search and have selected another individual for this position. The high quality of candidates, such as you, applying for this position made our decision a difficulty one.

Thank you, very much for your interest and please apply again as other positions become available for which you qualify.

Sincerely,

<Name of Hiring Authority>

<Title>

## Sample Letter to Candidates Not Selected for Interview

<Date>

<Title, Name>

<Address>

Dear <Title, Name>

We very much appreciated the time and effort you put forth into your application with us for the position of \_\_\_\_\_ at New Mexico Highlands University.

At this time we have completed our search and have selected another individual for this position. The high quality of candidates applying for this position made our decision a difficulty one.

Thank you, very much for your interest and please apply again as other positions become available for which you qualify.

Sincerely,

<Name of Hiring Authority>

<Title>



## Sample Letter to Candidates When a Search is Closed Without Filling

<Date>

<Title, Name>

<Address>

Dear <Title, Name>

We very much appreciated the time and effort you put forth into your application with us for the position of \_\_\_\_\_ at New Mexico Highlands University.

At this time we have decided to close the search without hiring. The position may be reopened at a future date and we would invite you to re-apply at that time.

Please accept our apologies for any inconvenience.

Sincerely,

<Name of Hiring Authority>

<Title>

**14. References:** References should be checked prior to invitation for an interview. When they are checked will be determined by the Hiring Authority. Have one or two persons from the committee assigned to do the reference checking. (In some cases the Hiring Authority may want to check references themselves.) These persons need to be sure that they are asking the same questions and checking of the same information. If the search is for faculty, contact the Reference Department at the library and have them run a check the finalists' publications. The Registrar's Office can obtain confirmation of degrees.

Be aware many institutions and businesses have policies which govern the information which can be given. To get good quality references takes the skills of good listening and asking the right questions. While a business or institution may have a policy to only confirm if the individual worked there, co-workers may be able to provide more complete information. Please ask candidates for lists of persons who they work with whom they would be willing to have you contact. Always let candidates know that you will be contacting references and checking with supervisors. (Give the candidate an opportunity to let people know you might be calling.)

**TELEPHONE REFERENCE CHECK**

(Write Legibly)

Name of Applicant: \_\_\_\_\_

Company Contacted: \_\_\_\_\_

Person

Contacted: \_\_\_\_\_ TITLE: \_\_\_\_\_

Applicant Classification: \_\_\_\_\_

Dates of Employment: \_\_\_\_\_ TO \_\_\_\_\_

Length of Time in Position: \_\_\_\_\_ Salary:\$ \_\_\_\_\_

Duties: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**COMMENTS**

Quality of Work: \_\_\_\_\_

Quantity of Work: \_\_\_\_\_

Attendance

Record: \_\_\_\_\_

Punctuality: \_\_\_\_\_

Ability to get along

w/Peers: \_\_\_\_\_

Supervision given or

received: \_\_\_\_\_

Reason for Leaving: \_\_\_\_\_

Would you rehire: YES \_\_\_ NO \_\_\_ Explain: \_\_\_\_\_

\_\_\_\_\_

Additional

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Verified by: \_\_\_\_\_

Date: \_\_\_\_\_

## NMHU Contact Form

<b>Applicant Name:</b>	<b>Position:</b>	<b>Hiring Authority/Chair:</b>												
<b>ACTIONS</b>		<b>RESULTS AND/OR COMMENTS</b>												
<p><b><u>ATTEMPT TO CONTACT FOR INTERVIEW</u></b></p> <p><input type="checkbox"/> <b>By Phone</b></p> <table border="1" style="margin-left: 100px; border-collapse: collapse;"> <tr><td style="padding: 2px;">Time Called</td><td style="padding: 2px;">Date</td></tr> <tr><td style="padding: 2px;">Time Called</td><td style="padding: 2px;">Date</td></tr> <tr><td style="padding: 2px;">Time Called</td><td style="padding: 2px;">Date</td></tr> </table> <p><input type="checkbox"/> <b>By Mail</b></p> <table style="margin-left: 100px;"> <tr> <td style="padding: 2px;"><input type="checkbox"/> <b>Regular Mail</b></td> <td style="border: 1px solid black; padding: 2px; width: 100px;">Date Sent</td> </tr> <tr> <td style="padding: 2px;"><input type="checkbox"/> <b>Certified Mail</b></td> <td></td> </tr> <tr> <td style="padding: 2px;"><input type="checkbox"/> <b>Email</b></td> <td></td> </tr> </table>		Time Called	Date	Time Called	Date	Time Called	Date	<input type="checkbox"/> <b>Regular Mail</b>	Date Sent	<input type="checkbox"/> <b>Certified Mail</b>		<input type="checkbox"/> <b>Email</b>		
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<p><b><u>RESPONSE FROM APPLICANT</u></b></p> <p><input type="checkbox"/> <b>By Phone</b></p> <table style="margin-left: 100px;"> <tr><td style="border: 1px solid black; padding: 2px;">Time</td><td style="border: 1px solid black; padding: 2px;">Date</td></tr> </table> <p><input type="checkbox"/> <b>By Person</b></p> <p><input type="checkbox"/> <b>By Mail</b></p> <table style="margin-left: 100px;"> <tr><td style="border: 1px solid black; padding: 2px;">Date Sent</td><td style="border: 1px solid black; padding: 2px;">Received</td></tr> </table> <p><input type="checkbox"/> <b>By Email</b></p>		Time	Date	Date Sent	Received									
Time	Date													
Date Sent	Received													
<p><b><u>RESULT OF CONTACT</u></b></p> <p><input type="checkbox"/> <b>Declined – No Longer Available</b></p> <p><input type="checkbox"/> <b>Does Not Wish To Work For NMHU</b></p> <p><input type="checkbox"/> <b>Declined This Position Only</b></p> <p><input type="checkbox"/> <b>No Interview Arranged (Explain)→ → → →</b></p> <p><input type="checkbox"/> <b>Interview Scheduled</b></p> <table style="margin-left: 100px;"> <tr><td style="border: 1px solid black; padding: 2px;">Time</td><td style="border: 1px solid black; padding: 2px;">Date</td></tr> </table>		Time	Date											
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<p><b><u>RESULT OF SCHEDULED INTERVIEW</u></b></p> <p><input type="checkbox"/> <b>Failed To Appear</b></p> <p><input type="checkbox"/> <b>Selected</b></p> <p><input type="checkbox"/> <b>Interviewed But Not Selected</b></p> <p><input type="checkbox"/> <b>Qualifications Challenged (Explain)→ → → →</b></p>														
<p><b><u>APPLICANT NOTIFIED OF RESULT OF INTERVIEW</u></b></p> <p><input type="checkbox"/> <b>By Phone</b></p> <table style="margin-left: 100px;"> <tr><td style="border: 1px solid black; padding: 2px;">Date Sent</td></tr> </table> <p><input type="checkbox"/> <b>By Mail</b></p> <p><input type="checkbox"/> <b>By Email</b></p> <p><input type="checkbox"/> <b>Not Notified (Explain)→ → → →</b></p>		Date Sent												
Date Sent														
<p><b><u>HIRING AUTHORITY/CHAIR SIGNATURE</u></b></p>  <p>_____</p> <p>Signature <span style="margin-left: 150px;">Date</span></p>														

**15 & 16. Making the Offer:** Once all the processes are complete and a decision has been reached. The Hiring Authority, will fill out and submit a Verification of Completed Search and Screen Process Form. This form will be attached to a memo requesting that an offer be made to the selected candidate to the appropriate Vice President or the President for approval of the hiring with a copy forwarded to the Affirmative Action Office.

**Approval for hiring will be forwarded to Human Resources or Academic Affairs so that contracts may be written and orientation of the employee may be scheduled.**

**17. Search Files:** All forms, documents, resumes, application, ranking forms and a copy of any letters sent to applicants will be forwarded to the Affirmative Action Office. DO NOT destroy any search information, applications or ranking forms! Each candidate should have a separate file labeled with their name, the position and year of search. All search files should be bundled together with a separate file containing a copies of the Interview Question/Ranking forms, Hire Memo, List of Finalists and reference information. If the hiring department wants to keep a copy of the hired candidates resume they may do so. However, the original as well as all evaluation information must be sent with the other files! Transfer of the files should take place immediately upon completion of the search.

**Verification of Completed Search and Screen Process Form**

Department: \_\_\_\_\_

Date Search Opened: \_\_\_\_\_ Date Search Completed: \_\_\_\_\_

Position: \_\_\_\_\_

\_\_\_\_\_ Search Closed Without Filling \_\_\_\_\_ Tentative Re-Open Date/Timeframe

Reason for closing without filling: \_\_\_\_\_

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*If closed without filling stop here.*

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Finalists: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Candidate Hired: \_\_\_\_\_ Tentative Start Date: \_\_\_\_\_

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Search Committee Chair: \_\_\_\_\_

Hiring Authority: \_\_\_\_\_

VP/President Approval: \_\_\_\_\_