Instructions for Search Committee Members
OSU Recruitment and Selection Processes

Roles in the Recruitment and Selection Processes

Hiring Manager

Completes a position analysis for a vacant position to determine the essential functions of the position. Selects search committee members with subject matter expertise or experience, diverse perspectives, integrity, independent views, good judgment, strong group skills, open-mindedness, and commitment to the university’s standard of promoting and enhancing diversity. Appoints an Affirmative Action Search Advocate (AASA) per their department guidelines.

Meets with the full search committee and formally “charges” them with the responsibility to participate in the development of the position (including development of the position description). Identifies the search “timeline” for the committee’s work, and with the committee, collaboratively develops a “search plan” that includes personal outreach to produce a diverse pool of qualified applicants. The hiring official is responsible for describing the vision, priorities, focus, and considerations to be adopted throughout the search process, and for introducing the AASA to the committee.

Reviews screening results, as needed - especially if there is concern about some aspects of the screening process or lack of diversity in the finalist pool.

Interviews applicants (at their discretion) at the end of the campus visit (after the search committee, department representatives, stakeholders in the position, etc.) to answers any questions, and describe the next steps in the search process.

Selects the appointee based on the available information (including application, interview results, reference checks, and the search committee’s written discussion of each applicant’s strengths and weaknesses), or makes a decision to reopen the search.

Unclassified Appointments Only: Negotiates a verbal offer with the proposed appointee, including terms of employment such as salary, start date, start-up package (applies to some academic faculty positions), moving expenses, etc. Secures approval of offer from their business center HR Manager prior to finalizing the offer and presents the offer to the appointee.

Hiring managers MUST obtain permission from their business center human resources manager prior to making any offer of employment for a classified position (including verbal offers).

Announces the appointment, and creates a comprehensive plan to orient the new employee to the university, college, and department/unit.

Maintains strict confidentiality throughout the search process (includes, but not limited to applicants names, qualifications, personal demographic information, and committee discussions regarding applicants).

Gather ALL record related to a search, including committee notes, applicant evaluations, etc. Retain according to regulations governing record-keeping associated with a search (currently 3 years from date of hire).

Management/Retention of Recruitment and Selection Documents: Documents related to the recruitment and selection process must remain confidential, and only shared with the search committee chair, committee members, and the search administrator (person managing the administrative functions of the process). The HIRING MANAGER is responsible for gathering ALL documents related to the search process, including committee notes, evaluations, and recommendations. Documents must be retained at the department level for three (3) years after the date of appointment, and then destroyed.

Search Administrator (Support) – Initiator or Business Center HR Staff

Ensures strict confidentiality about applicants: their status in the search and their personal demographic information. Compiles applicant demographic information and provides reports to the search chair at each stage of the screening process. Applicant demographic information (race/ethnicity, gender, and qualified veteran status) is collected in an effort to build and support our affirmative action plan. In order to use this information appropriately, OSU is committed to maintaining individual applicant demographic information confidential and separate from applicant files. Sharing demographic information only with the search committee chair to evaluate the success of recruitment efforts, and to assess potential exclusionary effect at each stage of the screening process.

Performs other administrative support tasks that may include, but are not limited to placing approved ads and announcements, managing the status of applicants in the online system, scheduling meetings and interviews, and making travel/lodging arrangements.

If instructed by the hiring manager, enters the appropriate position description “action” into the Online PD and Recruiting System at website: http://jobs.oregonstate.edu/hr.

Search Committee Chair

Establishes favorable search practices that will:

- Involve the search committee members in active recruitment and personal outreach to a diverse group of potential applicants.
- Encourage search committee members to recognize and avoid unintentional bias.
- Provide each applicant with full consideration in order to maintain equal opportunity and fairness throughout the process.
- Conform to regulations governing record-keeping associated with a search.

Directs the affirmative action efforts of the search by:

- Working collaboratively with the Affirmative Action Search Advocate (AASA), if appointed to the search.
- Obtaining applicant demographic information (race/ethnicity, gender, and qualified veteran status) from the search administrator in an effort to build and support our affirmative action plan. In order to use this information appropriately, OSU is committed to maintaining individual applicant demographic information confidential and separate from applicant files. Sharing demographic information only with the search committee chair to evaluate the success of recruitment efforts, and to assess potential exclusionary effect at each stage of the screening process.
- Monitoring the demographics of the pool by requesting demographic summary information from the search administrator or business center HR staff at each stage of the screening process.
- Identifying any groups screened out of the search process at a disproportionate rate, reviewing their applications, and determining when to have the search committee revisit a particular screening stage to evaluate application of criteria that produce such impacts.
- Acting affirmatively to advance women, people of color, and qualified veteran applicants at each stage of the screening process, especially to the interview stage, unless there is no reasonable chance for their success.
- Increasing good faith affirmative action efforts at every stage of the process when underrepresentation of women and people of color is present. These efforts include, but are not limited to: early review of qualifications and screening criteria, targeted recruiting; personal outreach; inclusive screening; and monitoring outcomes to assess and modify the current course of action, as necessary.

Manages timely communication with applicants, search administrator, the hiring manager, stakeholders, and their business center human resources staff.

Maintains strict confidentiality throughout the search process (includes, but not limited to applicants names, qualifications, personal demographic information, and committee discussions regarding applicants). Communicates with applicants throughout the search process to inform them of their status in the search.

Serves as liaison between the search committee and the hiring manager. Consults with their business center human resources staff for guidance throughout the search process.
Calls and chairs committee meetings. Ensures the committee "charge" is carried out.

Collects all documents related to the search, including the notes, applicant evaluations, copies of letters to applicants, etc., and forwards them to the hiring manager where they must be maintained for three years from the date of hire.

Search Committee Member

Makes a commitment to participate in all aspects of the search process by:

- Evaluating the position and assisting with the development of the position description (highly recommended).
- Participating in active personal outreach to a diverse group of potential applicants.
- Recognizing and avoiding unintentional bias throughout the screening process. Provide each applicant full consideration in order to maintain equal opportunity and fairness throughout the search process. Act affirmatively to advance women, people of color, and qualified veteran applicants at each stage of the screening process, especially to the interview stage, unless there is no reasonable chance for their success.
- Increasing affirmative inclusionary efforts at every stage of the process when women or people of color are underrepresented in the job group.
- Providing a fair and equitable assessment of each applicant’s skills, knowledge and abilities to perform the functions of the job.
- Considering whether or not each applicant has “transferable” skills; those that might be used to meet minimum qualifications, in an effort to avoid unnecessary exclusion from further consideration.
- Reconsidering applicants who have been screened out of the process, as requested by the search committee chair.
- Providing an in-depth evaluation of each finalist’s strengths and weaknesses as part of the recommendation to the hiring manager.
- Understanding and participating in the agreed upon recruitment activities, strategies, and timelines.
- Conforming to regulations governing record-keeping associated with a search.

Maintains strict confidentiality throughout the search process (includes, but not limited to applicants names, qualifications, personal demographic information, and committee discussions regarding applicants).
Reviewing Applications Online

If you are a Search Committee Member you must log into the system using your guest user name and password provided by the search administrator or business center HR staff. The posting you have been granted access to will appear. You will then click on “View” under the Position Title in order to see the Applicants page of the posting. To assist with reviewing applications, use the Sample Interview Evaluation form in this guide.

As applicants apply to the posting, their applicant status is defaulted to Under Review by Committee. The applications are available for search committee members to review.

View Applications One at a Time
If the posting is for a classified position, click on the blue link under the applicant’s name to view the Employment Profile with Education and Work History. If other documents are attached for the applicant, you will see them in the Documents column. To view a document, click on the document name.

If the posting is for an unclassified position, click on the Employment Profile to view their personal information, and click on the document name in the Documents column to review application materials (resume, cover letter, etc).

To reorder columns while on the Applicants tab, click on the button next to the column name. For example, to put applicants into alphabetic order, click on the button next to the name.

IMPORTANT: When reviewing applicant materials one at a time you will need to close the document window for the current profile before opening the next one or you will be kicked out of the system!

View Multiple Applications/Documents at Once
In the last column, put the cursor on “All” and click. Check marks will appear in all of the boxes on the far right. Click on “View Multiple Applications” or “View Multiple Documents”. The employment profiles (applications) for each applicant, or their documents (depending on what you selected), will appear in the order they appear on the active applicants list.

How to View Inactive Applicants
As applicants are screened out of the applicant pool, their applications move to the Inactive list. Only the active applicants will appear on the Applicants page. If you want to review ALL applications at a later time, you will need to check the Inactive Applicant box and then click on Refresh to bring up the inactive applications.
Screening Applications

At the screening stage, the role of the search committee is to evaluate applicant’s qualifications and to subject them to intense scrutiny to determine which applicants are the most qualified for the position.

Once applicants begin to apply for a position, the search committee members can begin reviewing the applicant pool to determine if the recruitment resulted in a sufficient number of qualified applicants for consideration, and if the pool is sufficiently diverse. If not, the search committee should confer with the hiring manager to determine the next steps in extending the search process and engaging in more additional focused recruiting.

If the search committee determines that the applicant pool is acceptable, they proceed with the screening process. The screening process begins with the analysis of materials sent in response to the job posting. This analysis is undertaken to ensure that applicants have all of the qualifications specified in the job posting.

Initial Screening

To increase the fairness of the screening process, each committee member should screen each application. If the pool is too large, the chair can consider dividing the search committee into sub-groups (of 2-3), giving a portion of the applications to each sub-group to evaluate for the initial screening.

Grouping of applicants is useful at every stage of the screening process. Ranking of applicants is not advised, and particularly not during the initial stages of screening. During this initial screening, each committee member should simply indicate whether each applicant is minimally qualified, and therefore should receive further consideration.

Important: OAR 580-20-005 prohibits one from simultaneously holding the status of faculty member (all unclassified positions; those with and without rank) and graduate student. Thus, students are considered to be in active student status from the time of matriculation until degree certification and, thus, are ineligible for faculty positions unless the Dean of the Graduate School has granted an exception to the OAR. Criteria by which exceptions may be considered are found at http://oregonstate.edu/dept/grad_school/faculty/facultystudent.html. Please note that this OAR applies for each term, including summer term. Please contact the Graduate School if you have any questions about this OAR. An applicant should not be screened out of the process simply because they are a graduate student and will require an exception to the OAR.

Once the initial screening is complete, the search committee then selects the applicants they would like to consider further for an interview. The chair again reviews this list of applicants with the search committee to evaluate how women, people of color and qualified veteran applicants have fared in the screening. After revisiting criteria that may need refinement and/or applicants that may merit additional consideration, the chair must provide the search administrator with job-related screening reasons for each applicant the committee has decided not to invite for an interview.

A screening checklist can help the search committee quickly verify each applicant’s possession of required and preferred qualifications. Two sample screening checklists are provided below.
## Sample Screening Checklists

### SCREENING CHECKLIST - Example #1

<table>
<thead>
<tr>
<th>Applicant’s Name:</th>
<th>Rated by:</th>
<th>Date:</th>
</tr>
</thead>
</table>

**Required Qualifications:**
- B.A. in Business Admin or related field (list degree): [Yes No]
- Five years experience in career development and employee relations
- Individual counseling experience
- Group counseling experience

**Preferred Qualifications:**
- Master’s Degree in Business Admin or related field (list degree): [Yes No]
- Professional license

Comments:

### SCREENING CHECKLIST - Example #2

<table>
<thead>
<tr>
<th>Applicant’s Name</th>
<th>BA in Bus Admin or related field</th>
<th>Five years experience in career development and employee relations</th>
<th>Individual counseling experience</th>
<th>Group counseling experience</th>
<th>Master’s degree in Bus Admin or related field</th>
<th>Professional license</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smith, Ally</td>
<td>BA in Bus Admin</td>
<td>7 years</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Finger, Carol</td>
<td>BA in Marketing</td>
<td>4 years</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Comments:
Completing the Applicant Disposition Worksheet

Screening reasons provided must be accurate and specific to EACH applicant. The agency which oversees OSU's affirmative action legal compliance--the Office of Federal Contract Compliance Programs--requires that OSU record three pieces of information for each applicant not selected:

(1) Stage at which the applicant withdrew or was eliminated from consideration,

(2) Reason the applicant was eliminated from consideration, and

(3) Individual or Group responsible for deciding to eliminate applicant from consideration.

Business Center HR staff and/or the Office of Equity and Inclusion (OEI) reviews screening information for compliance with OSU policy and regulatory requirements. Search committee chairs will be required to provide detailed documentation for each applicant screened out of any step of the process; therefore it is critical that detailed, accurate screening reasons for all applicants be maintained with the search records. Hand-written notes created by search committee members are auditable, and should be maintained by the department for a period of three years from the date an appointment is made.

Your business center HR staff will require, via email, a completed Applicant Disposition Worksheet (.xlsx file) document from the search committee chair prior to extending an offer of employment. The Applicant Disposition Worksheet (.xlsx file) MUST be used in order for your business center to input the information into the Online Recruiting System. This data will be uploaded into an Affirmative Action database for reporting purposes. Please see the “user help” worksheet in the Excel workbook for specific instructions, and guidance about information that may prompt further review.
Extending an Offer of Employment

Checking References and Verifying Credentials
Before extending a verbal offer of employment to an applicant, reference checks and verification of credentials must be completed. Search committee members may be charged with this responsibility, or the hiring manager may prefer to complete this step of the process. In either case, hiring officials are encouraged to talk with former supervisors and professional associates in order to obtain specific information about the applicant’s experience and qualifications in previous positions. Degrees, professional licenses and credentials should be checked before an offer of employment is extended to an applicant. Completing these checks at this stage of the review process is also optional. Search committee members can use the National Clearinghouse at http://www.degreeverify.com to verify degrees.

Offering Employment to an Applicant for an Unclassified Position
Hiring supervisors DO have permission to make a verbal offer of employment to a proposed appointee before the appointment and the draft offer letter have been reviewed and approved by OHR Employment Services. However, promising specific terms and conditions of employment (like the appointment salary) with an applicant before an appointment is approved is not acceptable because the terms and conditions of employment offered may not be approved by your business center HR Manager. The safe practice is for a hiring supervisor to make a verbal offer contingent upon review and approval of the offer by your HR Manager.

Offering Employment to an Applicant for a Classified Position
Hiring supervisors do not have permission to make a verbal offer of employment to a proposed appointee before the appointment and the draft offer letter have been reviewed and approved by your HR Manager.

Applicant’s View of the Status of Their Application
When applicants view the status of their applications online, they only see three statuses:

- In Progress
- Position Filled
- Cancelled

Therefore, it is critical that the search committee chair complete communication with applicants IMMEDIATELY after an offer of employment is accepted. If you choose another communication tool (personal letters or phone calls), the communication to applicants must still be timely. Otherwise, an applicant will see that the position has been filled before they have been notified.

Communication with Applicants
Applicants should receive timely communication from the search committee chair to inform them of their status in a search throughout the recruitment and selection process. The chair can contact applicants by phone, send written letters, or ask the Initiator (typically the search administrator) or the business center HR staff to send any of the email notification options in the online system to notify applicants of their status. The online system contains four (4) emails:

- No Interview – Firm
- May Interview Later
- Interviewed – Not Selected
- Recruitment Cancelled

Emails to applicants are not sent without a specific request from the Search Committee Chair or the Initiator (Search Administrator).
Generating In-System Emails to Applicants

Applicants should receive timely communication from the Search Committee Chair to inform them of their status in a search. The Search Committee Chair or the Initiator (Search Administrator) may ask the business center HR staff to send any one of the four (4) emails to applicants on their behalf.

1) **No Interview Firm**
2) **Hold Status**
3) **Interviewed – Not Selected**
4) **Recruitment Cancelled**

<table>
<thead>
<tr>
<th>Applicant Status</th>
<th>Subject of Email</th>
<th>Email Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Interview Firm – Send Email</td>
<td>Status of Your Employment Application with Oregon State University</td>
<td>Thank you for your interest in the following position at Oregon State University. We received applications from many qualified applicants for this position. The purpose of this message is to inform you that your application received full consideration, but you are not among those selected for further consideration. The following fields auto-populate from the posting: Appointment Type: Position Title: Department: Thank you.</td>
</tr>
<tr>
<td>Hold Status – Send Email</td>
<td>Status of Your Employment Application with Oregon State University</td>
<td>Thank you for your interest in the following position at Oregon State University. The purpose of this message is to inform you that your application is still under consideration at this time. The following fields auto-populate from the posting: Appointment Type: Position Title: Department: Thank you.</td>
</tr>
<tr>
<td>Interviewed – Not Selected – Send Email</td>
<td>Status of Your Employment Application with Oregon State University</td>
<td>Thank you for your interest in the following position at Oregon State University. On behalf of our committee, I wish to thank you for taking the time to interview for this position. After careful consideration of each candidate’s qualifications for the position, we have selected another candidate for the position. The following fields auto-populate from the posting: Appointment Type: Position Title: Department: Thank you.</td>
</tr>
<tr>
<td>Recruitment Cancelled – Send Email</td>
<td>Notification of Recruitment Cancellation</td>
<td>The recruitment for the following position has been cancelled. We apologize for any inconvenience this may cause you. We hope you will continue to seek employment with Oregon State University. The following fields auto-populate from the posting: Appointment Type: Position Title: Department: Thank you.</td>
</tr>
</tbody>
</table>