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Executive Summary

Hiring the right people is a critical part of achieving our mission and making the Office of Information Technology (OIT) a great place to work. This document will help search committee members understand the roles, expectations, and steps to conducting a successful candidate search.

This document solely describes the process for OIT for hiring administrative faculty. Other departments in the university may use different processes and procedures for hiring.

This guide will be updated when necessary. Please review it periodically and before sitting on any search committees.

Purpose of Search Committee

"In an era where human capital has been defined as the most essential factor in organizational success, the search committee, guided by its chair, holds a pivotal place in guiding the future of modern higher education." - Stacey W. Meyer and Shelli A. Herman

Hiring is one of the most important things someone can do for an organization, as hiring decisions impact the entire workplace for years to come.

The search committee is responsible for reviewing candidates, conducting interviews, and selecting candidates for hire. A standard practice across higher education, search committees allow the department to gather feedback representing a diversity of skills, experiences, and backgrounds in order to find the best people to join our team.

The importance of a fair and thorough search process cannot be overstated. The search process and many of the recommendations made here have been set forth by the university, based on best practices, or developed from practical experiences to successfully identify the best-qualified candidate, as the consequence of hiring an unqualified employee at UNLV may include a year-long process to remove the person from the position.

Roles and Expectations

OIT Human Resources Representative

In order to provide consistency and ensure compliance in the hiring process, all searches for vacant OIT positions are managed by the IT Human Resources Coordinator. Following a request to fill a vacant position, the coordinator will work closely with the supervisor so that searches are executed as quickly as possible and in accordance with all state, university, and departmental guidelines and regulations.
Each search will be facilitated by an OIT HR representative. This includes:
- Working with the hiring manager to draft the PDQ and post the announcement
- Requesting committee access to Consensus
- Scheduling committee and candidate meetings
- Sending meeting announcements to OIT staff
- Providing guidance and coaching on the HR processes
- Overseeing the search process to ensure adherence to legal requirements

The OIT HR representative is not considered a member of the search committee and does not vote or score candidates.

⚠️ It is important to follow instructions provided by the OIT HR representative to ensure the process is completed as efficiently as possible. The OIT HR representative will send out action items and directions to the committee. Do not undertake any actions in Workday or Consensus without the instruction of the OIT HR representative. Doing so can set back the search process by weeks and can even cause the search process to have to be started from the beginning.

Search Committee Chair
The search committee chair is responsible for initiating the job search, recruiting the search committee, answering job-related questions for the committee, receiving input from the search committee, and providing the final hiring recommendation from the committee to OIT HR. The search committee chair also works closely with the OIT HR representative to ensure tasks are completed as necessary in Workday.

See additional notes for search committee chairs for more information.

Search Committee Members
Each member of the search committee is a vital member to the search committee process.

The search committee is responsible for:
- Reviewing application materials to assess a candidate’s skills and experiences in regards to the PDQ and Minimum Qualifications.
- Identifying a candidate’s strengths and weaknesses, not only in regards to the functions of the job, but in areas such as teamwork, leadership, customer service, etc.
- Ensuring candidates can help OIT achieve our mission of service to the campus and contribute positively to OIT’s cultural values of competence, collegiality, innovation, integrity, and service.

The search process requires a considerable time investment, making your decision to help participate in the search all the more appreciated.
● Search committee members are expected to keep work calendars up to date, respond quickly to search committee emails and messages, and complete assignments on time. Failing to do so delays searches and extends the search process.
● The OIT HR representative makes every attempt to schedule meetings that will accommodate everyone’s schedules, but on occasion you may be asked to reschedule meetings if there are no other times where all members are available to meet.
● If you are unable to attend a meeting or interview, please contact the search chair and the search OIT HR representative. If you miss multiple meetings, you may be asked to step down from the search committee.

Lastly, providing open and honest feedback on candidates is essential. Committee members should always feel safe expressing their opinions and that their opinions are valued. Any committee member with concerns about their ability to freely express their opinions on any aspect of the search should immediately address these concerns with the OIT HR representative.

Confidentiality
As per the Conditions for Participating as an Employment Search Committee Member or to Assist the Search Committee document, the identity of applicants and all application materials are confidential and may not be released publicly during search processes without the written authorization of the prospective employee.

Search Process
The UNLV and OIT search process is a multi-faceted process designed to give the organization a well-rounded view of a candidate in order to make the best hiring decision when filling a position. Each search is unique. The process is designed to provide some flexibility while adhering to best practices and university standards.

Search Process Timeline
The search committee process is often influenced by external factors, such as the availability of the candidate and committee members. Most searches typically take four months, from start to finish, for the search committee to complete.

Search Phases
There are three main phases in the overarching search process. The interview process comprises the majority of the time required to complete a search.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsible Persons</th>
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</thead>
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</table>
### Phase 1: Search Committee Formation and Materials Review

The search committee is typically assembled after the position has been posted and open for application (Level 1 candidate category in Consensus). The search committee chair is responsible for selecting members of the search committee. Committee members are selected for the expertise and unique viewpoints they can provide. Assembling the right search committee is a critical element of a successful search.

Additionally, during this time the OIT HR representative and the search committee chair will conduct a review of Level 1 application materials and move forward any candidates that meet the minimum posted requirements for the role being hired. The materials review takes place prior to the first search committee meeting to ensure there is a viable applicant pool. Eligible candidates will be moved from Level 1 to Level 2 in Consensus, UNLV’s applicant tracking system.

### Phase 2: Rating and Interviews Process

The largest component of the search process occurs in this phase. The interview process is conducted in multiple steps:

1. First committee meeting (charge meeting)
   a. Discuss the charge of the committee, including the position being hired, search committee process, roles and responsibilities, search chair’s expectations, etc.
   b. Sharing the search committee charter document (if being used).
2. Second committee meeting
   a. Review of Level 2 candidate applications
   b. Select candidates for phone interviews
   c. Confirming response criteria for phone interview questions (previously submitted)
3. Conduct phone interviews
   a. Interview each candidate
   b. Select candidates for on-campus interviews
   c. Confirming response criteria for interview questions (previously submitted)
4. EEO Review (OIT HR representative, Central HR, and Office of Equal Employment Opportunity and Title IX)
5. Conduct on-campus interviews
   a. Conduct on-campus interview, including structured sessions and other interview elements as determined

---

**Table:**

| **1. Search Committee Formation and First Round Review** | **OIT HR Representative**  
**Search Committee Chair** |
| --- | --- |
| **2. Rating and Interview Process** | **OIT HR representative**  
**Full Search Committee** |
| **3. Offer to Hire** | **OIT HR Representative**  
**Vice Provost for Information Technology** |
6. Recommendation meeting
   a. Discuss candidates and provide final recommendation for hiring to search committee chair

Additional Considerations

EEO Review
Following phone interviews, the questions that were used in the phone interviews and the questions proposed for the on-campus interviews are reviewed by three departments, OIT HR, UNLV recruitment, and the Office of Equal Employment Opportunity and Title IX, in order to ensure they do not have any adverse impact that may potentially discriminate against protected classes. All questions must be job-related and aligned with organizational needs.

Viable Applicant Pool
Prior to the first committee meeting, OIT HR and the search committee chair will review the initial candidate pool to ensure viability. There are a number of factors that must be considered, including the quantity of applications, number of minimally qualified applicants, and the diversity and representation in the applicant pool. If the candidate pool does not possess an adequate number of applications in these areas, the application review may be postponed and the listing advertised in additional areas in order to improve the quality of the candidate pool.

Failed Searches
Searches fail for many reasons. If the preferred candidate does not accept the offer of employment, or if the search committee concludes there is no qualified candidate for the position in the current pool, the search committee must decide on how to proceed. Options include:
   ● Revisit candidates that were not moved on in earlier steps in the search process
   ● Re-list the position to attract new candidates that did not apply to the earlier search
   ● Revise the PDQ and update the position listing to attract a different candidate pool

Depending on which option the search chair pursues, the same committee may reconvene or a new search committee may be selected.

Classified Searches
Classified employees are regulated by Nevada state legislation. Searches follow stricter guidelines, including:
   ○ In a pool of five candidates, a minimum of 22% of the pool (two people) must be veterans, or as near to this number as possible. Veterans must meet the minimum qualifications and have a completed application to be counted.
   ○ In addition, they are required to have a DD-214 attached. These can be verified in Workday.
   ● The vacancy announcement clearly states we require a resume and cover letter to be attached. If one of these documents is missing, the application is considered incomplete
and is not eligible to be moved forward. Submitted documents can be verified in Workday.

- Time evaluation:
  - If the candidate only lists years, you must count it as the last month of one year to the first month of the other year. E.g., 2015-2017 is counted as 14 months.
  - Part-time jobs require the length of time to be counted as half.
  - Student jobs on campus are part-time by definition.

Otherwise, the classified search process follows the same guidelines and format as the administrative faculty search process.

Phase 3: Offer to Hire

EEO Summary Recommendation and Reference Check

After the search committee has selected a candidate to hire, the Search Chair must email the OIT HR representative confirming and documenting the selection. Then, the OIT HR representative writes an EEO Summary Recommendation that summarizes the specifics of the search process that took place. The Search Chair provides a summary of the candidate’s strengths and weaknesses for this documentation. OIT HR also conducts a professional reference check on the selected candidate.

Once the EEO summary and reference check are completed, the OIT HR representative presents the offer to the Vice Provost of Information Technology (VPIT) for consideration. If approved, the VPIT presents a verbal offer to the candidate. The OIT HR representative handles offers for classified staff. If the offer is not accepted, the search committee may need to reconvene to discuss other candidates. Otherwise, the search is closed and OIT HR begins completing hiring paperwork for the candidate.

When a search is preparing to close, the EEO summary recommendation is sent to UNLV’s central Human Resources department to document the search was completed in accordance with all laws.

Evaluation and Assessment of Candidates

The search committee process is designed to provide multiple opportunities to engage with a candidate in order to develop a well-rounded view of the candidate. It is important to remember in these deliberations that the search committee’s role is to find the candidate with the best skills and qualifications to fulfill the functions outlined in the PDQ.

At each stage of the interview process, the search committee rates the candidates. The applicant materials, comments, and rankings are managed through Consensus.
Consensus
Consensus collects candidate application materials, including the letter of interest (cover letter), resume, other documents, and a brief summary of work and education history.

The OIT HR representative requests access to Consensus for the search committee and notifies members when access is available. First-time users should receive an email containing their login information. Remember to protect this username and password as you would any other account.

Application materials can be accessed and downloaded by clicking on a candidate name and clicking on the relevant document link.

Ratings
The system allows candidates to be ranked by recommendation level and candidates are moved from Level 1 through 5. Level 1 includes all candidate applications. As indicated in the search phases, the search committee begins reviewing candidates at Level 2 in Consensus.

For discussions, the OIT HR representative will take the level rankings from Consensus and assign the following numeric values to each rating in order to provide the search committee with a clear, quantifiable depiction of the candidate standings as ranked by the committee.

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Rating</th>
<th>Weighted Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>X</td>
<td>Highly Recommended</td>
<td>5</td>
<td>Candidate <em>should</em> be interviewed.</td>
</tr>
<tr>
<td>/</td>
<td>Moderate</td>
<td>2.5</td>
<td>Candidate <em>could</em> be interviewed.</td>
</tr>
<tr>
<td>O</td>
<td>Not Recommended</td>
<td>0</td>
<td>Candidate <em>should not</em> be interviewed when compared with moderate and highly recommended candidates.</td>
</tr>
</tbody>
</table>

Candidate ratings are viewable by UNLV HR, OIT HR representative, and the Search Chair. Comments on candidates are not viewable by other committee members, however, all comments are legally discoverable.

Related: [Consensus User Guide](#)

General EEO Guidelines
UNLV is an Equal Opportunity Affirmative Action Employer committed to achieving excellence through diversity.
According to the state of [Nevada Department of Employment, Training, and Rehabilitation](https://www.ndeavr.nv.gov), the following classes are protected at either the federal or state level:

- Race, color, religion, sex, or national origin
- Individuals aged 40 years or older
- Individuals with disabilities

The following guidelines have been developed under advisement of the Office of Equal Opportunity Employment and Title IX in order to ensure Equal Employment Opportunity (EEO) compliance in the search committee process. These guidelines must be followed when discussing candidates at any stage:

- You cannot hire for “fit.” “Fit” is an undefined term and can lead to bias-based decisions. Complaints can be lodged against employers where candidates were not selected because of “fit.”
- A candidate’s race or sex can never be considered in a hiring decision, even if you have two similarly qualified candidates who are being considered. It cannot be a determining factor in the decision making process.
- Committee members who are acquainted with a candidate must determine for themselves if they can be unbiased and objective. If other committee members feel that this not the case, then it is their responsibility to inform the search committee chair or OIT HR representative of their concerns.
- If requested, committee members should decline to respond to requests for feedback from candidates. Never provide a reason as to why the candidate did not get the position. Refer such inquiries to the OIT HR representative.
- Ensure the search has integrity. Maintain confidentiality at all times and leave no room for bias.

These guidelines will be reviewed with all members of each search committee by the IT Human Resources Coordinator during the first committee meeting. See [General EEO Guidelines handout](https://www.ndeavr.nv.gov).

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⚠️ **The importance of complying with EEO guidelines cannot be overstated.** The OIT HR representative will intervene as appropriate to ensure all conversations comply with these guidelines and EEO best practices. Any violations will be addressed with the committee member, their supervisor, and OIT leadership as necessary.

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**Google and Social Media**

As set forth by the Office of Equal Opportunity Employment and Title IX, it is important that members of the search committee do not conduct external research into a candidate, such as searching Google or social media, for information about the candidate. While we understand the concern that a person’s outside activities and persona could negatively impact an organization,
it is not appropriate for the search committee to take that information into consideration during a search process. The search committee’s role is solely to assess the candidate’s skills and qualifications in relation to the PDQ.

Additionally, by conducting outside research into a candidate, you may inadvertently introduce bias and create a situation where the integrity of the search could be called into question.

However, should the candidate include social media or portfolio information in the application materials, it is acceptable to include these resources as part of your review.

Internal Candidates
It is common for internal candidates, those currently employed within OIT or UNLV, to apply for open searches. These candidates should be treated the same as external candidates in every regard, and must complete the same search process. Their experiences within the department, unless mentioned on a resume or discussed during interviews, should not be considered in deliberations.

Candidate Application Review and Interviews
Every UNLV job posting directs candidates to include a letter of interest (cover letter), resume, and three professional references. These documents are used in the first assessment of candidates and to determine who to invite to phone interviews with the search committee.

Incomplete Applications
For administrative faculty searches, it is at the search committee chair’s discretion as to whether all requested documents must be included for the application to be considered complete, or if the failure to attach one document, such as the cover letter, is permitted. Please note that while candidates may submit the requested documents separately, occasionally a candidate may format their application as a single document. Be sure to download and review all materials to determine the completeness of the application.

Initial Materials Review
Each committee member will review candidate applications individually before meeting to discuss the candidate pool.

When reviewing application materials, you should consider how the candidate’s skills and experience relate to the requirements set forth in the PDQ, which will be provided.

- Did the applicant fully describe their qualifications and experience, with specific reference to each of the minimum and preferred qualifications?
- Do they possess any preferred qualifications, such as previous experience working in higher education?
If the position requires the candidate to be detail oriented, have they demonstrated this in their materials?
  ○ E.g., have they customized their application materials to information provided in the position description, such as including the search committee chair name?
  ○ Do they use the same formatting in the cover letter, resume, and references?
  ○ Did the candidate submit all requested materials and documentation?

If the position requires written communication skills, does the candidate demonstrate these skills in the application materials? (I.e., were the materials free of spelling and grammatical errors?)

Recording comments in Consensus is recommended, although it is not required. Consider using a standard set of responses to expedite the comment process. Common responses at this stage may include:

- Candidate did not meet required education and/or experience requirements.
- Candidate met the required education and experience requirements.
- Candidate possessed preferred education.
- Candidate possessed preferred skills or experience.
- Candidate demonstrated an advanced understanding of ________.
- Candidate possessed appreciable experience in ________.

Initial Candidate Discussion
During the first search committee meeting, the committee will discuss the candidate rankings as described previously and decide which candidates to invite for phone interviews. The OIT recommended best practice is to select six to ten candidates to participate in phone interviews, as not all candidates will accept the phone interview. The committee will discuss the skills and experience of each of the highest ranking candidates. Committee members will have the opportunity to present their opinions on candidates.

Conducting Interviews
After the application review is complete, the interview process begins in earnest. Candidates typically complete phone and on-campus interviews comprised of multiple parts. Other options, including holding interviews by video conference, may be considered under some circumstances. Keep in mind, the interview process must be consistent across for all candidates in order to ensure a fair and impartial search.

Interview Questions and Response Criteria
Writing and selecting interview questions during the interview process can help ensure a successful search. Each question should seek to answer some question about the candidate’s skills, experience, or professional qualities and behaviors, such as teamwork, customer service values, communication skills, etc.
<table>
<thead>
<tr>
<th>Type of Question</th>
<th>Objective</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opener/Ice Breakers</td>
<td>• Sets the tone for the interview. Provides insight into the candidate’s motivations for applying.</td>
<td>Tell us about what interested you in applying for this position? Why do you want to work for UNLV? How did you prepare for this interview?</td>
</tr>
<tr>
<td>Behavioral</td>
<td>• Assesses past performance as best indicator of future performance</td>
<td>Give an example of an occasion where you used logic to solve a problem. How have you contributed to creating a respectful, positive work environment that is inclusive, equitable, and diverse</td>
</tr>
<tr>
<td>Case Questions/Hypothetical/Problem Solving</td>
<td>• Assesses how a candidate may react in real on-the-job type scenarios</td>
<td>An angry customer refuses to troubleshoot their device with you. What do you do? Your Drupal website returns a blank white page. How do you resolve the issue?</td>
</tr>
<tr>
<td>Achievement/Goal Orientation</td>
<td>• Helps to discover a candidate’s professional ambitions and values in order to and understand their motivations as an employee.</td>
<td>Where do you see yourself in five years?</td>
</tr>
<tr>
<td>Competency/Skills/Technical</td>
<td>• Assesses depth and degree of knowledge for relevant skills, technologies, etc. used in the position.</td>
<td>Describe the seven layers of the OSI model.</td>
</tr>
<tr>
<td>Experience verification questions</td>
<td>• Helps to verify the information on their resume is accurate</td>
<td>Tell us about your experience in procurement with your last employer.</td>
</tr>
</tbody>
</table>

When selecting questions for interviews, keep in mind:
- All interview questions should be based off the PDQ or NPD-19 for the position.
- Avoid lengthy, multiple part questions, as they can be difficult for the candidate to remember so they may not be able to answer them completely.
● For phone interviews, avoid simple questions with answers that could be researched quickly.
● Limit the questions to fit the time allotted for the interview.

Response Criteria
To ensure the search is as objective as possible, and to avoid inadvertently introducing bias, the search committee members must define criteria for evaluating the candidate response for each question asked during an interview. This process should involve discussion of the requirements of the position and is very collaborative.

It is helpful to write out objectives for each question. For example:

A successful candidate response...
● Defines...
● Explains...
● Summarizes...
● Demonstrates experience in …
● Demonstrates understanding of…
● Identifies key technical elements of…

Examples:
“Describe the OSI model and why it is helpful in troubleshooting?”

Answer Criteria: “The candidate’s answer should define the OSI model as a structure that partitions communication systems into layers. It is helpful in troubleshooting as it gives technicians a systematic framework to work from when trying to identify where an issue may be occurring.”

“Describe a professional or academic achievement that you were particularly proud of. What were the difficulties you face and how did you overcome them?”

Answer Criteria: “The candidate’s answer should demonstrate self-sufficiency, perseverance, follow-through, and/or creative thinking.”

Question Bank
OIT HR maintains a question bank spreadsheet of common interview questions and their answer criteria. This bank serves as a general guide, question criteria should be reviewed and defined for each search in collaboration with the search committee. Feel free to consult this question bank first and then generate additional, position-specific questions as needed.

Recommended OIT Questions
As a best practice, it is recommended to use the following questions or appropriate variants.
Commitment to Diversity

UNLV is committed to diversity and creating and maintaining an inclusive workplace. Each job posting states:

*The successful candidate will demonstrate support for diversity, equity and inclusiveness as well as participate in maintaining a respectful, positive work environment.*

The search committee may wish to consider asking a question that will assess the candidates' commitment to diversity and inclusion. A potential question may look like:

“As listed in the advertisement for this position, the successful candidate will demonstrate support for diversity, equity and inclusiveness. How have you, in previous positions, contributed to creating a respectful, positive work environment that is inclusive, equitable, and diverse?”

As with any interview question, the criteria should be defined before conducting interviews. For example, the criteria for answering this question may be:

*“The successful candidate will talk about the importance of diversity of thought, having a range of experiences and backgrounds within the workplace, and creating a work environment that supports individual opinions. Great answers will include identifying strategies and opportunities for diversity efforts.”*

See [UNLV’s diversity initiatives and additional information](#).

OIT Values

Part of the search committee’s charge is to hire employees that contribute positively to OIT’s culture and values. Skills change and can be learned. Employees who demonstrate our values will be successful in the long term. We seek candidates who represent service, competence, collegiality, innovation, and integrity. In order to do so successfully means committee members should understand what each core value means and looks like in application and experience. Then, include questions that help assess how a candidate may demonstrate the core values.

Examples:

Integrity: “When did you disagree with a supervisor, and how did you handle the situation?”

Innovation: “Which systems, methodologies, or standards were changed in your previous organization because of your suggestions? How did it benefit the company?”

Competence: “How do you remain current on industry changes and best practices?”

Collegiality: “What experience do you have working with teams and what role do you usually place?”
Service: “Describe a time where you went above and beyond for a customer or colleague?”

Closing Question

Finally, as a best practice, all OIT interviews will conclude with the question: “What questions do you have for us?” While this question allows candidates to engage with us, it also serves to provide additional information about the candidate, their thought process, and their interest in the position.

The criteria for answering this question may be defined as:

The candidate should demonstrate interest in the position by asking questions about the role or the organization.

Scoring Responses

Committee members should objectively assess candidates’ responses and their completeness in regards to the question criteria. Committee members are expected to be able to articulate the strengths and weaknesses of each candidate. This could be represented through a basic strengths/weakness list or scored using a rubric provided by the search committee chair. These notes are not typically collected, but are helpful for the final committee discussion.

Strengths/Weaknesses Example:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Demonstrated preferred expertise in PHP</td>
<td>● Lacked preferred expertise in HTML</td>
</tr>
<tr>
<td>● Proven experience handling difficult customer situations</td>
<td>● Unable to provide examples of project management experiences</td>
</tr>
</tbody>
</table>

Rubric Example:

<table>
<thead>
<tr>
<th>---Materials Submitted---</th>
<th>---Required Education and Experience---</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Education</td>
</tr>
<tr>
<td>Required:</td>
<td>Required: Bachelor’s degree, any field</td>
</tr>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

Revised: 2/1/2019
Preferred Criteria: (Required)  Yes  Yes  Bachelor’s in Computer Science or Related Field; Master’s Degree  5 Years Related Experience  03 Years Related Experience

<table>
<thead>
<tr>
<th></th>
<th>(Required)</th>
<th>1</th>
<th>0</th>
<th>1</th>
<th>1</th>
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<tr>
<td>E. L. Smyth</td>
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<tr>
<td>M. M. Halloway</td>
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Additional Guidance

Phone Interviews

Phone interviews are our first contact with a candidate and their first contact with OIT after submitting their application.

Logistics

Phone interviews should take approximately 30 minutes to complete, with time after the call to record notes and briefly reflect with committee members.

Out of respect for the candidates' time, please plan to arrive 5 - 10 minutes earlier than the scheduled start time in order to get settled so that the call can begin promptly.

The OIT HR representative coordinates scheduling with the candidates and search committee to find meeting space. Whenever possible, phone interviews are completed in a single block of time.

The OIT HR representative will provide copies of the question sheets for the interview. Interview notes are not collected. However, committee members should always remember to be professional in all search committee matters.

Phone interviews are conducted via teleconference. At the scheduled time, the OIT HR representative will call the candidate and introduce the committee. Questions are then asked around the table, round-robin style.

Committee members should feel welcome to engage with the candidate and answer any questions they may have. Remember that you are representing the university and department with your answers.
Following phone interviews, the committee deliberates and moves candidates forward to on-campus interviews (Level 4 in Consensus). Typically, three candidates of the phone interview pool are selected for on-campus interviews.

On-Campus Interviews

The OIT on-campus interview process provides a unique opportunity for the candidate to meet the search committee, interact with potential colleagues, and tour the campus while participating in the interview process.

It is important to note that when candidates come to campus we are not only assessing them, they are also assessing us and whether or not they will want to work here. As we would expect candidates to present the best version of themselves, the search committee should also consider how they and the work environment may appear to candidates.

On-campus interviews may include any or all of the following components:

<table>
<thead>
<tr>
<th>Session</th>
<th>Participants</th>
<th>Approximate Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrival</td>
<td>OIT HR Representative</td>
<td>30 minutes</td>
</tr>
<tr>
<td>- Welcome</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Review Job Posting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Review Organizational Chart</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Review Agenda</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus Tour</td>
<td>OIT HR Representative</td>
<td>30 minutes</td>
</tr>
<tr>
<td>Search Committee Interview</td>
<td>Search Committee</td>
<td></td>
</tr>
<tr>
<td>Engagement Session</td>
<td>Search Committee and Invited Guests</td>
<td>30 minutes to 1 hour</td>
</tr>
<tr>
<td>- Team Meeting</td>
<td></td>
<td></td>
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<tr>
<td>- Campus Constituents</td>
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<td>- Leadership</td>
<td></td>
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<tr>
<td>- Meet and Greet</td>
<td></td>
<td></td>
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<tr>
<td>Structured Session</td>
<td>Search Committee and Invited Guests</td>
<td>30 minutes to 1 hour</td>
</tr>
<tr>
<td>Lunch</td>
<td>Search Committee Chair, OIT HR Representative, Invited Guests</td>
<td>1 to 2 hours</td>
</tr>
</tbody>
</table>

The associate director of an organizational unit may provide specific guidance to search chairs on which on-campus interview components should be included for searches within their unit or for a given search. The search committee chair and associate director of the position should
discuss the objective of these sessions and how they relate to the position when choosing which
sessions to include.

The on-campus interview process typically takes half a day, although more senior positions may
take up to two days with each candidate.

To ensure the integrity of the search process and compliance with all regulations and policies,
the OIT HR representative will be present for any session with non-supervisory attendees,
including interviews, structured or engagement sessions, lunches, etc. The OIT HR
representative may attend one-on-one meetings upon request.

Structured Sessions

OIT on-campus interviews may include time for a structured session. Structured sessions can
vary in format, but in general, help assess the candidate's technical expertise in an area, as
well as their presentation skills and ability to communicate technical ideas to non-technical
audience, if applicable. Structured sessions also give the committee the opportunity to see the
applicant's decision-making and problem-solving capabilities. These factors can all help the
search committee understand each candidate's strengths and weaknesses in order to
differentiate candidates from each other.

The search committee determines the structured session exercise in advance of the campus
interview and decides if the candidate will be given the assignment ahead of time, if they will
prepare the presentation on-site on the day of the interview, or if they will be presented with a
hands-on skills demonstration.

Examples:  

**Training or Topic Presentation**

Training and presentations are a common way we interact with our customers
and colleagues. These sessions allow the search committee to see how a
candidate designs and delivers a presentation on a given topic.

**Skills Demonstration**

Candidates may be asked to demonstrate a job-related skill, such as
troubleshooting a problem, creating a website, designing a network topology, etc.

On the day of the interview, the structured session is scheduled as part of the interview itinerary.
If the instructions are to be given to the candidate on the day of the interview and preparation is
necessary, the candidate is given 30 minutes to prepare before presenting their work to the
committee and invited guests. Other exercises may ask the candidate to complete the
demonstration without advanced notice or time to prepare.
**Audience**

The search committee determines the audience to invite to each session. Search committees are highly encouraged to invite a broad audience, especially for supervisory positions, to give staff the opportunity to provide feedback. This may include OIT colleagues that will work with the candidate as well as campus stakeholders and/or colleagues familiar with the subject matter. Once the audience is identified, the OIT HR representative will send the invitations to guests.

**Evaluation and Feedback**

The presentation should be assessed with the following considerations:

- Did the candidate answer the questions set forth by the assignment?
- Did the candidate demonstrate expertise in the area?
- Were their thoughts and arguments presented clearly and concisely?
- Was the presentation appropriate for the audience? Was it too technical? Was it not technical enough?

Following the candidate’s presentation, attendees may be asked to complete a survey or provide feedback to the search committee chair.

**Leadership Positions**

OIT leaders must communicate vision, strategy, process, and technical guidance to their respective groups through presentations, meetings, and other settings requiring proficient communication skills. OIT HR recommends that on-campus interviews for manager positions and above include a structured session in order for the search committee to assess these skills.

**Engagement Sessions**

In addition to the interview, meetings with groups outside of the search committee may be scheduled as appropriate. These sessions allow for various potential colleagues to meet with the candidate and assess interpersonal skills including leadership, collegiality, communication skills, etc. Engagement sessions offer additional perspectives on candidates and can be used in addition or in place of structured sessions.
Although these sessions may be unstructured, it is recommended to have a set of potential topics or specific questions prepared to facilitate the meetings. Doing so will help make the time productive, focused, and more comfortable for all participants.

These sessions may include meetings with potential superiors or subordinates, organizational or service teams, OIT leadership, all OIT staff, campus constituents, and more. Participants must also comply with all EEO and federal guidelines and will be given instructions at each session.

Any feedback from structured or engagement sessions is sent directly to the search chair, who provides a summary of the feedback to the search committee to consider during discussions.

Lunch

Candidates may be taken to lunch as part of the on-campus interview agenda. First, it is a gracious gesture that shows candidates our interest in recruiting them and their skills for our team. Additionally, taking a candidate to lunch provides the search committee chair, search committee members, and potential future colleagues the opportunity to learn about the candidate in an unstructured, off campus, casual setting. Lunches can reveal deeper insights.
into a person’s emotional intelligence, which includes their self-awareness, motivation, empathy, and social skills.

- Are they relaxed in the environment?
- How do they respond to problems, such as a spilled drink or menu change?
- How do they treat the restaurant employees?
- How do they conduct themselves in a social situation?
- Does their behavior at lunch represent their authentic self?

The OIT HR representative accompanies candidates to lunch in order to cover expenses. The search committee chair typically accompanies the candidate and search committee or organizational team members may be invited as well. If lunch for a larger group is requested, catering or other arrangements can be made.

Final Candidate Assessment

After the on-campus interview process is complete for all candidates, a final meeting of the search committee will be called to determine which candidate, if any, should be extended an offer of employment.

Remember, the function of the search committee is to identify who is best-qualified, in regards to their skills and experience, to fulfill the function of a position. This may include evaluating which candidate cannot only do the job as currently established, but can also grow with and bring leadership to the position in years to come.

Any materials submitted by the applicant should be considered in the final assessment and deliberations. However, outside knowledge or information should not be included in your deliberations.

All members of the search committee should have the opportunity to present their opinions. When providing comments and observations about the candidates, all EEO guidelines must be followed. Remember that the term “fit” should not be used in discussing a candidate, as it is poorly definable and can be construed as intentional or unintentional bias. Instead, use performance-related indicators that can be mapped back to position-specific responsibilities and provide constructive, valuable feedback on the candidate.

Examples of constructive feedback include:

- Candidate exercised (or did not exercise) good judgement.
- Candidate demonstrated (or did not demonstrate) an appreciation for customer service.
- Candidate demonstrated (or did not demonstrate) good time management skills.
- Candidate demonstrated (or did not demonstrate) good problem solving skills.
- Candidate demonstrated (or did not demonstrate) independence.
- Candidate demonstrated (or did not demonstrate) an appreciation for diversity.
- Candidate demonstrated (or did not demonstrate) an appreciation for teamwork.
Other helpful alternative expressions:

- Candidate was deficient in ...
- Candidate failed to …
- Candidate misrepresented …
- Candidate provided insufficient evidence of …

**Poor candidate feedback:** “I don’t think they’ll fit in OIT.”

**Good candidate feedback:** “The candidate did not demonstrate an appreciation for customer service. As this position will provide direct support to users, it is important they demonstrate value for customer experiences and can empathize with our users.”

After search committee members have provided their feedback on the candidates, a simple yes/no vote may be taken if necessary (recall, however, that the OIT HR representative is a non-voting member of the committee.)

At the conclusion of the meeting to discuss the candidates, the search committee chair sends a written final recommendation on behalf of the search committee to the OIT HR representative.

**Conclusion**

The hiring process helps ensure fairness and success in hiring decisions. It is important to maintain integrity and professionalism in all stages and communications. Your commitment to helping improve OIT as a search committee member is greatly appreciated.

If you have any questions or concerns about the search committee process in general or in regards to a specific applicant search, please contact the IT Human Resources Coordinator, Rochelle Hauburger, at 702-895-1806 or by email rochelle.hauburger@unlv.edu.
Frequently Asked Questions

Why do candidates need to have a bachelor’s degree?
OIT is structured under the provost’s office, an academic department of the university, and requires administrative faculty to have earned a bachelor's degree. Ultimately, OIT’s primary mission is to support teaching, learning, and other scholarly activity. The bachelor’s degree requirement helps ensure that university staff are better able to understand the unique university environment, empathize for our students and faculty, and show appreciation for the value of higher education.

Do we have to do a phone interview?
OIT requires all search committees to conduct phone interviews with candidates. Phone interviews help narrow the search pool by identifying unsuccessful candidates early on, while avoiding the cost and time associated with bringing all qualified candidates to UNLV for on-campus interviews.

To ensure fairness across the search process, all candidates must complete the same interview process, including internal candidates. If an alternative to a phone interview, such as a video conference, is to be conducted, all candidates must complete the same process.

Can we look at a candidate’s social media?
No. It is not appropriate for search committee members to review any external information about a candidate. Please review the section on Google and Social Media for additional information.

Why can’t we hire for “fit”?
“Fit” is a highly subjective term. Hiring for “fit” can inadvertently introduce bias into a search committee’s decision. For more information, please review the section on General EEO Guidelines.

Why does this process take so long?
While this guide provides a high-level overview of the search process, there are many more steps and processes completed by the OIT HR representative outside of the interview process.

A typical search includes:
Other factors that may influence the search timeline include:

- the availability of search committee members, candidates, and conference room space to conduct interviews, especially during the busier parts of the academic calendar
• search committee chairs and members completing their responsibilities in a timely manner.
• administrative processing time for Workday requests

Lastly, OIT HR completes between 25 - 30 searches every year and must coordinate between multiple search committees, completing actions in Workday, scheduling and conducting interviews, etc. Sometimes there is just a lot going on.

What Can Search Chairs To Do Speed Up the Process?
There are three main things a chair can do to facilitate the processes:
• Promptly reviewing application materials for minimum qualifications on the vacancy review date listed on the materials review date process.
• Creating a search timeline and blocking out time on search committee memberships to hold times for interviews. Encourage committee members to keep their calendars up-to-date.
• Draft interview questions, including phone and on-campus interviews, immediately to help ensure their timely approval.

How Many Questions Should We Have for Phone/On-Campus Interviews?
Phone interviews typically last 30 minutes. It is recommended to have a maximum of ten specific, position-related interview questions, in addition to the standard opening question and closing questions.

On-campus interview sessions typically last one hour. There should be a mix of position-related interview questions, in addition to the standard opening question and closing questions.
Additional Notes for Search Committee Chairs

Administratively, the search committee chair is responsible for initiating the search, assisting with interviews, and providing the final hiring recommendation to the OIT HR representative.

Search Chair Expectations

The search chair is responsible for ensuring that the best candidate is selected to join the organization. A successful search chair recognizes that every search is unique and requires dedication and leadership.

Search chairs are expected to communicate with the unit’s associate director. The associate director will provide insight on the high-level vision for the unit and the strategy for the interview process. This conversation will assist in the development of search process tools such as charts, rubrics, and in selecting optional interview process components such as structured sessions, engagement sessions, etc. The associate director and search committee chair should also discuss the desired strengths, attributes, and priority qualifications of a successful candidate.

The search chair and unit’s associate director may wish to discuss the OIT salary model, as established by the Vice Provost of Information Technology, with the OIT HR representative prior to the initiation of a search to understand the salary range for the position.

The search committee chair must also be dedicated to promoting honest communication throughout the search process, ensuring all members of the search committee are given the environment and opportunity to express their opinions throughout the process.

Request to Fill

The search committee chair must request approval from the chain of command to initiate a search. There must be a corresponding open position or permission to establish a new position. The request must include an up-to-date PDQ or NPD-19 and vacancy announcement form. The vacancy announcement should include an overview of the position and required and preferred qualifications from the PDQ.

The OIT HR representative will take care of VP and provost-level approval and initiating all search processes in Workday.

Job Postings

Advertisements and job postings are handled by the OIT HR representative, who will determine appropriate venues for a specific search. Search chairs may provide suggestions on relevant, industry-specific job boards to help attract qualified candidates. If Twitter, Facebook, or Instagram advertisement is desired, please contact the OIT HR representative, who will coordinate with the IT Communication Specialist for postings to be sent from official accounts.
Search committee chairs, members, and OIT staff are permitted to share links to official OIT job postings via personal LinkedIn accounts without prior approval. Otherwise, search committee chairs, members, or other staff should not make any posts or advertisements without prior approval from the OIT HR representative.

Administrative faculty job postings remain open until the position is filled. Candidates that have submitted applications by the materials review date listed in the posting are given first consideration, although candidates may continue to apply. Candidates who have submitted applications after the materials review date may be considered if the initial candidate pool is not sufficient. Classified searches have a defined timeframe and close upon the submission date, but may need to be reopened depending the size or quality of the candidate pool.

Selecting a Search Committee

The search committee chair is responsible for selecting the search committee. When considering colleagues to invite to join the search committee, consider:

- What people, teams, units, and departments, both inside and outside of OIT, will the person be working with? How frequently will the position interact with campus constituents?
- What technical skills and expertise will the person need? Who can you invite that will have familiarity and can assess the candidate’s knowledge of the technologies and concepts? Consider employees outside of the department with similar roles to invite.
- Who can you invite to bring diversity to the committee? What colleagues possess broad experiences and backgrounds? Who can contribute to the search in a unique way?
- Will the invited members contribute their open and honest feedback in a group that may include their immediate supervisor or another person whose position they may find intimidating?

Members should feel their opinion is valued and able to express themselves to their comfort level, but must understand that their feedback is required for a successful search. Search chairs must be mindful of diverse communication styles and cognizant that not everyone may feel comfortable expressing themselves, especially when participating on a search committee with their supervisor or another person in a position of authority.

Size of Committee

It is OIT best practice to have a committee of four to five members, including the Search Chair and a representative from outside the position’s immediate work group. This is typically enough members to contribute thoughtfully to discussions, while not so large to inhibit progress. Leadership positions may require larger search groups in order to represent the diverse populations that may report to or interact with the position being hired.

At least one committee member should be from a different unit in OIT to provide a different perspective. The search committee chair may invite university employees from outside of OIT to
serve on the search committee as well. It is recommended to include someone from outside OIT if the role requires interactions with campus constituents.

An odd number of committee members is recommended in order to ensure a majority should any decisions come to a vote. The OIT HR representative is not considered part of the search committee as they are a non-voting facilitator.

Consensus Access

Once the job is posted, the search chair should provide the OIT HR representative with the list of search committee members. The OIT HR representative will submit a request for Consensus access for committee members.

Interview Questions

To facilitate an expeditious search process, search committee chairs should begin compiling a list of phone and on-campus interview questions as soon as the job has posted. The search committee should assist with compiling answer criteria for questions once convened. All questions and response criteria are reviewed by the OIT HR representative, central HR, and the Office of Equal Opportunity Employment and Title IX upon completion of the phone interviews in order to request permission to proceed with on-campus interviews. A question bank has been created to help facilitate this process.

⚠️ The question and response criteria review is often where delays occur. Preparing questions and response criteria early helps ensure a timely search process.

Level 1 Minimum Qualification Review

On the posted materials review date, the search committee chair should begin reviewing candidate materials in Consensus to assess which candidates meet the minimum qualifications and education for the position based on the PDQ or NPD-19. Once applications have been reviewed, the search committee chair may move qualified candidates from Level 1 to Level 2 in Consensus.

Once candidates have been moved to Level 2, in order to help facilitate the process and save time, many search committee chairs choose to upload all the Level 2 candidate materials to a Google Drive to share with the search committee.

More About Incomplete Applications

For administrative faculty searches, it is at the search committee chair’s discretion as to whether all requested documents must be included for the application to be considered complete, or if the failure to attach one document, such as the cover letter, is permitted.
If the search committee chair indicates that the lack of a document should be construed as an incomplete application, all applications should be held uniformly to this standard. The search committee chair may invite applicants with incomplete applications to provide the missing document for consideration or simply inform the search committee members that when rating candidates they should be mindful of the chair’s decision. Otherwise, candidates with incomplete applications should not be moved forward in the search process.

For classified staff applications, a cover letter and resume must be provided. Failing to attach a requested document automatically invalidates the application. Candidates will not be invited to re-submit the requested materials.

Please note that while candidates may submit the requested documents separately, occasionally a candidate may format their application as a single document. Be sure to download and review all materials to determine the completeness of the application.

⚠️ Do not manage candidates in Workday! Doing so may reset functions of the search and negate the entire candidate pool. Only move candidates forward in Consensus.

Workday

Search chairs will get various Workday action items in their workday inbox throughout the process, however, not all of these actions should be completed. The OIT HR representative will notify you if you need to complete an action.

<table>
<thead>
<tr>
<th>Workday Task</th>
<th>Action To Take</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position and requisition approval</td>
<td>⚠️ WAIT</td>
<td>Approve upon notification from OIT HR representative</td>
</tr>
<tr>
<td>Application, Screen, Interview, and Reference Checks</td>
<td>⚠️ IGNORE. Do not take action.</td>
<td>The OIT HR representative completes this step.</td>
</tr>
<tr>
<td>Offer, Propose Compensation, and Employment Agreement</td>
<td>⚠️ WAIT</td>
<td>The OIT HR Representative will guide search chairs on when and how to complete these items.</td>
</tr>
</tbody>
</table>
Search chairs will get various Workday action items in their workday inbox throughout the process, however, not all of these actions should be completed.

The OIT HR representative will notify you if you need to complete an action. Please wait for instructions from the OIT HR representative on how to handle any actions sent to your in Workday. If you have any questions, contact OIT HR representative.

Search Process

During the search process, the search committee chair is responsible for answering any questions from the search committee, interpreting PDQ requirements, encouraging dialogue within the search committee.

First Committee (Charge) Meeting

The first committee meeting is sometimes referred to as the charge meeting, as this is when the search committee chair calls together the full committee and gives them their charge.

The charge should include reviewing the EEO guidelines, background information on the position, the search committee chair’s expectations on conducting the search, including the vision of the position, overview of the search process, timeline, and deadlines. The search committee charter is a convenient way to cohesively present these factors, although using it is at the chair’s discretion.

It is important to remember during this meeting that members of the committee may have not served on searches recently or at all. They may not be familiar with the other members of the team or even the search committee chair. The meeting should be facilitated to encourage dialogue between the chair and the committee in order to clarify expectations early in the process so as to ensure a successful search and avoid delays caused by ambiguities.

Role of OIT HR Representative as Facilitator

The OIT HR representative’s main function is to provide guidance and to facilitate the search process. This includes all administrative tasks, facilitating meetings, leading interviews, and ensuring compliance with HR best practices and university guidelines.

Interview Rubrics

Although not required, developing a rubric for assessing candidate’s answers can be helpful for the search committee members in objectively identifying the most qualified candidates in an unbiased fashion. If you choose to create a rubric, it should evaluate how well the candidate meets the established criteria. Rubrics should avoid being overly simplistic (e.g., yes/no/maybe) as these answers are subjective and may be subject to bias.
Examples:

Simple Rubric:
0 = No Evidence Provided
1 = Met Expectations
2 = Exceeded Expectations

Detailed Rubric:

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 points</td>
<td>No answer, completely irrelevant answer, inadequate material, and/or evidence does not fit the argument.</td>
</tr>
<tr>
<td>3 points</td>
<td>Insufficient answer, incomplete, lacks supporting evidence. An insufficient response is incomplete. Only part of the question is addressed and supporting evidence is lacking.</td>
</tr>
<tr>
<td>5 points</td>
<td>Passing, meets expectations. A passing response does address most of the question, but more relevant details or supporting evidence could be provided.</td>
</tr>
<tr>
<td>7 points</td>
<td>Well above average, exceeds expectations. An above average response addresses all of the question and provides sufficient supporting evidence.</td>
</tr>
<tr>
<td>9 points</td>
<td>Superior performance, excellent. An excellent response is one that demonstrates originality, creative thinking, connects ideas to relevant experiences, reflects current news and trends, and provides strong supporting evidence.</td>
</tr>
</tbody>
</table>

Criteria and weights should be defined by the search committee chair and provided to the search committee prior to the materials review or interviews. After completing the materials or interviews using rubrics, the points should be tallied up and collected by the search committee chair for discussion and review by the committee.

Rubric Scoring Sheet Template

Communicating With Candidates
Should a candidate contact the search chair or committee to discuss the position, interview, etc., they should be referred to the OIT HR representative to ensure the integrity of the search process.

Revised: 2/1/2019
End of Search

After the final recommendation has been determined, the search committee chair notifies the OIT HR representative of the decision.

The search committee chair should consult with the unit associate director to confirm the base salary for the position prior to an offer being made. The associate director should discuss any concerns about equity directly with the VPIT as the salary is based on the salary model established by the Vice Provost of Information Technology.

The last responsibility of the search committee chair is to thank the committee members for their time and service to the organization.

Additional Documentation

- General EEO Guidelines Handout
- Search Committee Charter
- Candidate Scoring Rubric
- OIT Question Bank
About this Document

This document was created for the express use by employees of the Office of Information Technology and campus constituents who are asked to serve on OIT searches.

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