

ACADEMIC FACULTY  
SEARCH CHAIR CHECKLIST

*This checklist has been developed for academic faculty searches and is intended to be used after appropriate administrative channels have approved the position and a search committee has been identified by unit faculty.*

**BEFORE the SEARCH**

- **Convene the Search Committee (department faculty) to discuss the position and draft a job ad.** Discuss the functions of the position, identify the skills the candidate should possess, and any degrees/licenses/certifications. Discuss additional characteristics and attributes the candidate needs to have to perform the position's functions. Draft a competitive and inclusive position description that accurately summarizes the required and preferred qualifications.
- **Identify your unit's assigned recruiter in Human Resources.** Every division, school, and college is assigned a Talent Acquisition Coordinator (Primary Recruiter) to assist and support units during the recruiting and hiring process. Primary Recruiters administer recruitments in Workday, conduct kickoff meetings with the search committee, review and approve interview questions, rubrics, and finalist resumes, and set recruiting policies and procedures. Visit the [HR Business Teams website](#) to identify your Primary Recruiter.
- **Coordinate position and job requisition in Workday.** Coordinate with your college's business manager or HR Liaison to establish the position and job requisition in Workday.
- **Schedule a search committee kickoff meeting.**

Suggested objectives:

- **Promote the job ad.** Identify outreach efforts (e.g., specific advertising, [List of Diverse Organizations](#), networking strategies by the search committee or department) to increase the visibility of the job ad and improve recruitment.
- **Confidentiality.** Ensure the committee reads, signs, and returns the [Confidentiality Acknowledgment Form](#). Store signed forms in your search records.
  - **Protect the reputations of internal candidates:** People are sometimes reluctant to risk their [reputations](#) by competing for an internal vacancy. Do everything you reasonably can to keep their applicant status confidential until the on-site or final round of virtual interviews.
- **Establish a search timeline.** Encourage the committee to come prepared to provide their availability for scheduling interviews, subsequent committee

meetings, and making a recommendation to the hiring authority. Strategizing on a timeline can assist in minimizing time to fill the vacancy.

- **Invite your Primary Recruiter** to attend and cover HR's recruiting guidelines and procedures.
- **Conflicts of interest.** Determine how the search committee will handle conflicts of interest with prospective candidates at each stage of the search process. If you have a question, reach out to your Primary Recruiter.
- **Screening criteria.** Use the job description to ascertain the screening criteria for each required and preferred qualification.
- **Evaluation forms.** Identify or develop screening and interview evaluation/rubric forms for each stage of the screening process. Sample rubrics/forms are available on the [Recruitment Resources website](#). *Your Primary Recruiter can also assist with the development of these tools.*
- **Develop Interview questions.** Task the search committee to develop interview questions and agree on a deadline to formalize.
  - Interview questions should be derived from the job responsibilities and requirements of the position.
  - Every question asked should have a specific purpose (e.g., to elicit firsthand information about the candidate's background, to gain clarity about information provided on the candidate's resume, to get a general sense of the candidate's intelligence, to gain insight into the candidate's personality, to examine the candidate's thought process in a particular situation, and, to estimate the candidate's ability to perform the essential duties of the job).
  - Consider problem-solving, behavior-based, operational, open-ended, accomplishment, and situational interview questions to elicit information about the candidate's performance skills, thinking, and background.
- **Search Committee Access in Workday.** [Request search committee access](#) for Workday to review applicant materials. *Contact your Primary Recruiter if you need assistance.*

## **DURING the SEARCH**

### **Before reviewing applications**

- **Committee members should disclose their relationship** with any applicants they *know* or with whom their relationship may pose a *conflict of interest*. Also, consider the potential conflict if a member is also an applicant's reference.
- **Members should consider stepping down from the committee** if they have a conflict of interest unless their content expertise is essential to the search process. Contact your Primary Recruiter or Office of EEO & Title IX at [titleixcoordinator@unlv.edu](mailto:titleixcoordinator@unlv.edu) or 702-895-4055.

- *Even the appearance of favoritism can make it difficult for the successful applicant to be accepted and can damage their chance of success.*
- **Revisit the screening criteria together** to remind committee members of the previously discussed skills, experiences, and education to meet each qualification. Ensure that all members understand how to complete the evaluation rubric/form.

### **Initial application review**

- **Focus on discussing only the materials provided by applicants.** Everyone has a story, but committee members only know the stories of a few. Keep the application review equitable for all applicants.
- **If known information is shared** (by accident or because it is critically important), discuss how to obtain similar information for other candidates before the next round of screening decisions.
- **Request demographics.** Send a request to the Primary Recruiter of the overall applicant pool and semi-finalist pool to identify a diversified pool. To mitigate the vetting of individual backgrounds, this request must be made before contacting any candidates.
- **Review of applications.** Each search committee member should evaluate the candidate's materials independently and complete their individual evaluation before any group discussion.
- **Schedule a search committee meeting** to discuss evaluation results and select a shortlist of semi-finalists. Ensure your screening criteria/evaluation rubric clearly demonstrates why viable candidates proceed to the next stage while other candidates are eliminated from consideration. Document the outcomes of candidate rankings.

### **First round interviews**

- **EEO approval is NOT required.** Conduct via phone or virtually through Zoom or Google Meet.
- **Revisit the interview questions** previously written and use existing candidate evaluation rubrics or develop additional rubrics/forms for evaluating candidate materials.
- **Prepare for the interview.** Reach out to the candidates in advance to ask if any candidates require accommodations for the phone or virtual interview. For virtual interviews, please share tutorials for using Zoom or Google Meet. All candidates should be asked the same questions during the interview to maintain an equitable process.

- **Evaluate candidate interviews independently.** Each search committee member should evaluate the candidates' responses independently before any group discussion.

### **After first round interviews**

- **Schedule a search committee meeting** to discuss evaluation results and select a list of finalists. As a group, systematically discuss each candidate and determine which candidates move forward. The screening rubric(s) should explicitly state why viable candidates move forward while other candidates are eliminated from consideration. Document the outcomes of candidate rankings.

### **Final round Interviews**

- **EEO approval is required.** [Review instructions and approval process.](#)
- Interviews can be conducted virtually or on campus.
  - **Scheduling interviews.** Provide finalists with enough advanced notice for on-campus interviews. Ask candidates if they require any accommodations and proceed accordingly.
  - **Schedule a search committee meeting** to determine the agenda for candidates being interviewed. For onsite interviews, ensure all rooms and technology are reserved in advance. Keep the agenda the same for each candidate so all candidates have an equitable interview process. Be mindful of the candidate's schedule by setting aside time for the candidate to visit the restroom, ask follow-up questions, or take a break. Discuss a plan for how the committee/department will make the candidate feel welcomed and comfortable during the experience. If the unit invites faculty, staff, or students to attend the candidate's talk, forum, or research presentations, please notify all stakeholders before the scheduled date and time.
  - **Communicate** with the candidates in a timely manner, so candidates know what to expect before, during, and after the interview.
- **Revisit the interview questions** previously written and use existing candidate evaluation rubrics or develop additional rubrics/forms for evaluating candidate materials.
- **Evaluate candidate interviews independently.** Each search committee member should evaluate the candidates' responses independently and before any group discussion.

### **After final round interviews**

- **Schedule a search committee meeting** to discuss evaluation results and select a list of finalists. As a group, systematically discuss each candidate and determine which candidates move forward. The screening rubric(s) should explicitly state why viable candidates move forward while other candidates are eliminated from consideration. Document the outcomes of candidate rankings.
- **Reference checks and finalist selection.** Follow your unit's bylaws on next steps for reference checks and finalist selection. **Tip:** Review the [Reference Check Guidelines](#) for assistance.

### **AFTER the SEARCH**

- ❑ **Complete the search summary report.** Use the candidate evaluation rubrics/forms to summarize the outcomes of the search. Record the outcomes at each screening stage.
- ❑ **Retention of search documents.** Ensure all search materials are stored and kept for at least three (3) years. This includes signed confidentiality agreements, blank evaluation/rubric forms, interview questions, interview schedules, and search summary report.
- ❑ **Hire and Onboarding.** Coordinate with your Business Manager/AA role or appropriate designee.
  - ❑ **Plan or coordinate a public announcement** of the search outcome, who was hired, and what they bring.
  - ❑ **Welcome** new faculty or staff member when they arrive – individual colleagues could invite them out for lunch.
  - ❑ **Direct** new hires to visit UNLV's [New Employee Onboarding website](#) and UNLV's [New Faculty Onboarding website](#).

### **References:**

- Oregon State University. "Search Advocate Foundations Workshop Series. Copyright© 2009-2021. All rights reserved. Materials adapted with permission from Oregon State University". Any other publication or use is strictly prohibited.
- University of Nevada, Las Vegas. Search & Recruitment Resources. (2023). [www.unlv.edu/hr/search](http://www.unlv.edu/hr/search).