



SEARCH COMMITTEE MANUAL

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The latest version on this manual can be found at
<http://www.cemml.colostate.edu/admindocs.htm>. The Colorado State University
Search Manual can be found at WWW.Colostate.Edu/Depts/OEOD.

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1.0 CEMML MISSION STATEMENT

The Center supports the national defense mission through sound management of the natural and cultural resources entrusted to the military by the American public. CEMML's objective is to assist military installations in the maintenance of healthy, diverse ecosystems that can support sustained, realistic training and testing exercises. To fulfill that goal, CEMML is committed to hiring highly qualified individuals with diverse backgrounds and experience. CEMML adheres strictly to all relevant University policy regarding recruitment and hiring of personnel. The Search Committee is dedicated to identifying the most qualified people available without regard to race, age, color, religion, national origin, gender, disability, sexual orientation, or veteran status.

2.0 INTRODUCTION

The following pages contain the philosophy, process, and regulations governing the CEMML Search Committee activities. As a Search Committee Member, it is your responsibility to know and follow the rules contained in this manual. These rules are not flexible; please contact Angela Thompson for questions or concerns.

The following procedures are used for Administrative Professional (Research Associate) positions either Special or Temporary. Special appointments are those positions expected to be funded for more than one year. Special appointments of half-time (20 hours per week) or greater receive full fringe benefits. Temporary appointments are those positions expected to be funded for one year or less. Temporary appointments do not receive fringe benefits.

3.0 SEARCH COMMITTEE

The Search Committee for each open position consists of a minimum of three members to evaluate the applications. At least one member of each search will be a director or someone designated by a director. Also, in the interest of representing gender diversity, at least one member of each committee must be female. Other diverse members (such as veteran status, disabled, or ethnic minority), if known, will also be noted to the Office of Equal Opportunity and Diversity (OEOD). Off-campus administrative professional employees may be incorporated as Ad Hoc committee members in situations where an open position is to be assigned to an off-campus site. One outside committee member who is not a CSU employee may be included on a search committee. As a search committee member, you should be aware who the other members are on the committee.

4.0 CONFIDENTIALITY

4.1 Only individuals on the search committee may:

- have access to all materials in an applicant's file, specifically including applications, letters of reference, and transcripts
- have access to other search committee materials such as notes of telephone conversations with person contacted for references or other similar materials.
- discuss the search only to other search committee members

- 4.2 Any disclosure of information to people outside of the Search Committee is considered a serious violation.

5.0 EQUAL OPPORTUNITY SEARCH FILE

An Equal Opportunity search file is created for each position and includes the following items (see appendices for examples):

- Position description
- Request for approval for the position (committee members, matrix, and interview questions) and approval information
- Request for Position Number and approval
- Application materials
- Responses to applicants
- Evaluation matrix
- Applicant spreadsheet
- Request to interview and approval
- Interview questions and responses for each candidate interviewed
- Statement of evaluation of the candidates noting the order of the applicants to offer the position to including why the top candidate is the most desirable choice and why each of the other candidates are less desirable in regards to qualifications in the job announcement
- Request for approval to hire and approval information
- Affirmative Action Compliance Form
- Copies of published advertisements, requests and/or mailing lists used to advertise
- Research Associate Employment Information/Search Process Log Sheet

6.0 POSITION ANNOUNCEMENT

When funding is available and the need for a new position is identified, a position announcement is written based on the Scope of Work and/or input from the funding agency point of contact. The announcement is reviewed by the CEMML Search Committee and weight factors are assigned each requirement criterion based on importance in fulfilling the responsibilities of the position. The position announcement, matrix, interview questions, 100-word version of the announcement and list of Search Committee members are submitted electronically for review to the College of Natural Resources Equal Opportunity (EO) Officer. The position announcement is reviewed and approved by both the Director of the Office of Equal Opportunity and Diversity (OEOD) and CSU Director of Human Resources.

If U.S. citizenship is required, documentation from the sponsor must be included in the request for the position.

7.0 ADVERTISING

When approved, the position announcement is advertised nation-wide. The announcement is posted in *Job Seeker* and sent to appropriate research sites; placed on the CEMML, America's Job Bank, ACAP and

Texas A & M web pages as well as posted within the Department for a minimum of three weeks. Additional advertising will occur where appropriate.

8.0 APPLICATIONS

8.1 APPLICATION MATERIALS

The following materials are required for a complete application:

- Cover letter including the position number
- Resume
- Copies of transcripts if appropriate to the job description (only the transcripts comprising award of the minimum degree requirement may be required for inclusion in the pool; transcripts for more advanced degrees may be included but not required)
- Degree conferral
- A list of names, addresses, and telephone numbers of references
- All materials must be received in room 110 Voc Ed Building by 4:30 p.m. Mountain Standard Time no later than the closing date

8.2 RESPONSE TO APPLICANTS

- When application materials are received, a letter or email is sent to the applicant indicating receipt of the materials, including notification of any missing application materials and a reminder that incomplete applications cannot be considered.
- The day after the closing date, applicants with incomplete materials are notified their applications will not be considered.

9.0 EVALUATION OF APPLICANTS

9.1 EVALUATION STEPS

- Demographic information on the applicant pool is send to OEOD for approval to proceed with evaluations.
- The Search Committee Chair is given the file of applicants for the initial evaluation of qualifications, scoring on the matrix, and completion of the applicant spreadsheet to determine the first cut. The number of applicants to be further evaluated and interviewed may vary depending upon scores and the size of the pool. The Committee Chair may give the initial evaluation scoring responsibility to another committee member by informing the CEMML HR staff in writing.
- Scores are totaled and checked by the CEMML HR Staff. Application materials for the first cut of candidates are evaluated by the additional Committee members.
- The composite scores for the first cut of candidates are calculated by the HR Staff, the applicant spreadsheet is completed, Committee Chair will determine how many to interview (minimum of the top three strongly suggested, justification needed otherwise) and all are submitted electronically to the College EO Officer then forwarded to the OEOD for review.

9.2 DEGREE vs. EXPERIENCE

- All Administrative Professional (Research Associate) positions require a degree; i.e., BA, BS, MA, MS, PhD or equivalent years of experience. If a degree is required, documentation of the degree having been awarded or a letter from the applicant's department head documenting all degree requirements have been met is required by the closing date.

9.3 RATING APPLICANTS

- For positions requiring one degree with years of experience OR the next higher degree, a score will be assigned by considering the lower degree AND the years of experience as one item. One of the degree requirements will be scored, NOT both.
- For a requirement of only one degree and years of experience, the degree and experience will be considered as separate requirements.
- BA and BS degrees will be considered equivalent, but the field in which the degree was conferred must be equal to or related to the requirement in the position announcement. The same is true for MA and MS degrees.

10.0 INTERVIEWS

- After approval from the OEOD Officer, candidates are interviewed by the Committee Chair or another committee member the Chair designates.
- Oral communication skills are scored following interviews with each candidate.

10.1 INTERVIEW METHOD

- All interviews must be conducted in the same manner within a search such as all by telephone (even when some of the candidates are in the interviewer's area) or all in person. For fairness, there cannot be a mix of some by phone and some in person.
- The Committee Chair may request telephone interviews be conducted by additional members of the evaluating committee when candidates' qualifications are closely matched.
- When oral communication skills are a requirement listed in the job announcement, it will be evaluated during the interview process.
- Each candidate must be asked the questions approved by the OEOD with responses documented in the official search file.

10.2 REFERENCES

- References may be contacted and scored for candidates being considered for hire after the interview.
- The same number of references for each candidate interviewed is contacted for input and scored on the matrix.

- If none of the references supplied by the applicant are current or former supervisors, the applicant must be asked for permission to contact current or former supervisors.

11.0 JOB OFFER

- The Search Committee must submit a request for approval to offer to CEMML HR. This request must include justifications for the first, second, third, etc. choices as well as reasons the other candidates are less desirable. The request must also include the scores for interviews and references. The CEMML HR staff will complete applicant spreadsheet and matrix then will submit the request electronically to the CNR EO Officer for approval by OEOD.
- After approval to offer is received from OEOD, a job offer can be made in the order of choice approvals.
- Once the position is accepted, the CNR EO Officer is notified electronically of the start date. The CEMML HR staff will email a confirmation of the position, an acceptance letter, and a link to download employment forms to the new employee with an appropriate deadline for the completion of paperwork. Letters notifying the remaining applicants of the filled position are then sent.

12.0 APPLICANT GRIEVANCE PROCEDURES

If an applicant is dissatisfied with the results of a search, s/he should be referred to the CEMML Human Resources Director. General questions about the search process will be answered; however, applicants will not be referred to Search Committee members. Responses to written inquiries concerning searches will be drafted by the CEMML Human Resources Director and reviewed by the CNR Equal Opportunity Officer. Listed below are three phases of a grievance process to resolve claims of discrimination or unfair search procedures:

- Step 1: A letter is written by the aggrieved individual to the CEMML Director describing the concerns about the search. The Director will review the Equal Opportunity file and respond in writing. If the individual is not satisfied, s/he may proceed to Step 2.
- Step 2: A letter is written by the aggrieved individual to the Dean of the College of Natural Resources describing the concerns about the search and reviews by the Director. The Dean will review the Equal Opportunity file, search process, and response by the Director and respond in writing. If the individual is not satisfied, s/he may proceed to Step 3.
- Step 3: A letter is written by the aggrieved individual to the CSU Mediation Officer describing the concerns about the search and earlier reviews. The Mediation Officer will review the situation and recommend appropriate action.