



Search Committee Guide

This document is to assist you with the essential steps needed in conducting searches for Faculty and Non-Faculty recruitment searches in any division of the University. Questions concerning Affirmative Action should be addressed to your Human Resources Business Partner or the EEO Specialist. A search committee is not required for all positions; however, search committees are required for all faculty and administrative/professional positions level 9 and above (this includes: faculty, department chairs/directors, deans, executives). The use of a search committee in the hiring process is strongly recommended to ensure that the search process is consistent for all applicants and the hiring criteria are objectively applied. Typically, part-time appointments and temporary replacement appointments are made without involving a search committee.

For additional information on the structure and selection process of Chairs, Academic Deans, and VP for Academic Affairs, please visit [Academic Administrative Personnel Recruitment and Hiring Process](#).

Appointing Search Committee Members

The Hiring Authority (typically the Director/Department Chair/Dean/VP, etc.) will normally appoint a search committee. The Hiring Authority is responsible for giving the search committee their charge. Prior to the search, the hiring authority should:

- Determine the need and define the position
- Determine the search method (is a search committee required and/or best or should this position be conducted only by the supervisor)
- Provide guidance/expectations of the search committee chair and the search committee members
- Define the expectations of the search (where to advertise; where/how to recruit; the goal for increasing diversity; etc.)
- Define the expectations for the interviews (how many applicants bring to campus; is there a budget for campus interviews; etc.)
- Establish how the committee should recommend a candidate or top candidates (list out pros and cons; state whether a candidate is acceptable or not acceptable; etc.)

The charge to the search committee will vary according to the needs of the Department for each position; however, it should address the following

- General timeframe for the search.
- The University's/College's/Department's goals to increase diversity.
- Whether the Hiring Authority chooses to specify a minimum or maximum number of candidates to be interviewed, brought to campus and/or forwarded to for final review.
- Provide the funding amount available to support the activities of the committee and pay for the expenses of candidates to be invited for interviews.
- Administrative guidelines and tasks involved in the recruitment and screening processes (this includes the search committee guidelines and the Affirmative Action guidelines).
- The importance of confidentiality during the entire recruitment process. All search committee members, and those assisting with the search, must treat candidate information with confidentiality. Search committee members are not required to acknowledge their commitment in writing. **However, by logging into review applications/applicants, they**

acknowledge their responsibility and agree to keep the information obtained during the search process confidential, not just during the search, but thereafter.

The search committee will include primarily representatives from the office/department/school in which the appointment is to be made and others that are familiar with the position. When selecting search committee members, seek out individuals who:

- Are familiar with the field's responsibilities, knowledge, skills and abilities of the advertised position.
- Are respected within the University community and their respective disciplines or professions.
- Are open-minded and committed to diversity, inclusion, and a fair process.
- Can negotiate conflict to achieve group results.

The functions of the Search Committee Chair typically include:

- Consulting with the Hiring Authority to review the search process.
- Building rapport among committee members
- Raising and discussing issues of diversity
- Identifying committee members that will assist with managing the coordination and administrative work.
- Providing roles and expectations of the search committee members (establishing ground rules, logistics and administrative work, etc.)
- Scheduling and directing all search committee meetings.
- Conducting/Assisting with reference checks.
- Making/Assisting with travel accommodations for interviewees, as needed.
- Assessing any issues, such as conflict of interest issues.
- Providing the committee's recommendations to Hiring Authority
- Collecting all search documentation from committee members from the search to keep in the department per the retention policy.

The functions of the Search Committee typically include:

- Attending all scheduled search meetings.
- Assisting with development of the job description/advertisement and the criteria for the position as appropriate.
- Assisting with development of the recruitment plan for the position as appropriate.
- Recruiting qualified applicants who are interested in applying for the position,
- Conducting an active search for qualified applicants from Historically Excluded Groups (HEGs).
- Reviewing and evaluating the applications submitted to your posting in the applicant tracking system.
- Developing questions for interviewees and references.
- Conducting interviews of the top candidates for the position once the applicant pool has been certified.
- Assisting the chair within all phases of the search as needed.
- Submitting evaluations/recommendations of the final candidate(s) to the search committee chair.

Affirmative Action Procedures

The search committee should review the Affirmative Action goals of the University and College/Department to assist with efforts to identify and recruit diverse candidates during its first meeting. If needed, Human Resources can provide this information and/or the Affirmative Action

Plan (AAP) can be found on the [University Compliance's Consumer Information and Reports](#) page.

Practices to ensure equity and inclusion during a search include, but are not limited to:

- Including individuals who are committed to diversity, equity, and inclusion. Consider appointing a diversity champion/advocation whose role will be to ensure the search is consistent with best practices and that consideration is given to all candidates.
- Including unrepresented members (women, minorities, individuals with disabilities, veterans) have equal opportunities to participate in searches.
- Including language in your advertisement that shows interest in candidates who have a commitment to diversity, equity, and inclusion. See <https://gender-decoder.katmatfield.com/>.
- Broadening job descriptions and/or requirements to attract the widest possible group of qualified candidates as appropriate. Your Human Resources Business Partner can assist.
- Advertising/recruiting in areas that reach Historically Excluded Groups (HEGs).
- Noting that ETSU has family friendly policies and great benefits.
- Going beyond your "usual" range of advertising and recruiting.
- Considering candidates who may be under placed and thriving at other institutions.
- Being aware of your own unconscious bias and learning how to self-correct.
- Developing candidate evaluation criteria/rubric and ground rules before evaluations and sticking to them.

All searches must go through the electronic application and recruitment system, eJobs. For a potential candidate to be considered, an application must be submitted to the committee's search in the eJobs system. Human Resources offers assistance as needed and requested that could assist the committee members with the recruitment and hiring process, answering any questions, and assisting the committee with developing a strategy to recruit diverse, top talent.

Once the search committee determines the criteria for the search, a posting must be created in the eJobs from the most recently approved position description (this only applies to non-faculty positions). This is something that the area's Hiring Manager can assist the committee with doing.

Recruitment

Recruitment involves everything from identifying the need to filling a position; and is the process of actively attracting top talent, screening, interviewing, and hiring for a particular position. Recruitment efforts should be strategic and show the University's good faith efforts in generating a diverse applicant pool. Search committees are encouraged to demonstrate they have gone beyond this standard recruiting to target diverse applicant pools specific to the position. See [Effective and Inclusive Recruitment Strategies](#)

Posting and Advertisement Requirements and Standards:

eJobs is the "official" posting/advertisement of the positions.

For consideration, candidates must apply and submit all required documents to the university's hiring system and follow any special instructions listed in the posting

ALL benefited positions are required to be advertised through eJobs. This includes full-time, temporary, and one-year appointments that receive benefits. Exceptions must have prior approval of Human Resources (HR).

- Posting Minimums/ Duration of Search – All searches, including pre-approved Internal Only searches, must remain open for:

- Support Staff/Clerical positions - minimum of five (5) calendar days.
- Faculty and Administrative/Professional positions - minimum of fourteen (14) calendar days.

**Postings close at 11:59 p.m. Est on the stated closing date, unless listed as open until filled.*

- Equivalences must be advertised. If you are wanting are considering equivalences for education and experiences or wanting to accept part-time (including consulting and owning a business), student worker/graduate assistance, and/or volunteer experience, an appropriate statement must be listed as part of the required qualifications. See: [Equivalences for Education and Experiences](#)
- All advertisements must include
 - Department/unit Name
 - Job Summary
 - Essential Job Duties
 - **The academic expectations and/or qualifications** that will be used to screen applications and make an employment decision.
 - Distinguish between the minimum required qualifications for appointment, and qualifications that are preferred/ideal. (Note: The advertised expectations and/or qualifications must be applied to all applicants: e.g., if an applicant is excluded from consideration for lack of a credential identified as a requirement for the position, ALL applicants who lack that same credential must be excluded.)
 - **Minimum/Required Qualifications** = basic qualifications that an applicant must possess. These should be:
 - Non-comparative
 - Objective
 - Relevant to the particular position
 - Preferred Qualifications = those additional qualifications that make a candidate ideal but may not be necessary to successfully perform the job.
 - **Diversity and Inclusion Statement:** All advertisements should include the blanket ETSU and/or their Department's/College's Diversity Statement. The blanket statement is
 - "ETSU is committed to a diverse and inclusive workforce by ensuring all of our students, faculty, and staff work in an environment of openness and acceptance. Successful candidate(s) should have a demonstrated commitment and contribution to fostering and advancing equity, diversity and inclusion."
 - **Affirmative Action Statement:** All jobs posted in eJobs automatically have ETSU's Affirmative Action Statement listed at the bottom of every posting and page. There is no need to add it to the job postings, but you may if you wish to include:
 - East Tennessee State University (ETSU) is an Equal Opportunity/Affirmative Action employer.

or

 - AA/EOE
 - Physical demands (ADA) **Disclaimer** - The disclaimer should expressly state that the employee must be able to perform them. essential functions of the position satisfactorily.

- Employees must be able to perform the essential functions of the position satisfactorily with or without reasonable accommodation.
- Salary or contingent upon education and experience if you have capability and/or approval to negotiate.
- For Faculty postings, they should also include:
 - Include appointment type (9-month or 12-month)
 - Include faculty rank (tenure track/clinical track/research track)
 - Including the projected starting date of the appointment is best practice, but not required. In cases where the search is expected to be straightforward, the statement might read, for example:
 - The Department of _____ seeks an experienced faculty member to serve as the _____ to develop and launch _____ in Spring of 2023. The position is a 12-month clinical or tenure-track appointment and is available to start as soon as the search process has ended. Faculty rank commensurate with education and experience. Some appointments may be eligible for tenure. Clinical track appointments may be convertible to tenure-track no later than the end of year three of the appointment.

External Advertising (additional to eJobs)

Typically, most positions are advertised in electronic and/or print media which have a national or international audience (HigherEdJobs.com, InsideHigherEd, HERC, etc.). Additional to advertising the position in eJobs, currently ETSU automatically posted to:

- HigherEdJobs.com
- Higher Education Recruitment Consortium (HERC)
- Southern Regional Education Board (SREB - Faculty, Research, and Fellowship positions ONLY)
- Facebook
- LinkedIn
- Twitter

Advertising in any additional resources, other than those listed above, is the responsibility of department (posting and payment).

All external postings must have:

- Approved Advertising text. External postings should not contradict the approved jobs posting in eJobs. External advertisements that have a cost and/or are different from what is posted in eJobs, must seek approval by submitting the request through the procurement system, currently eBucs.
- Language that informs applicants how to apply. Example:
 - For consideration, candidates must apply and submit all required documents to the university's hiring system and follow any special instructions listed in the posting. See the full position description and apply at: (Link to eJobs and/or to the posting).

OR

- To apply for this position, please visit our website at: <https://www.etsu.edu/jobs/>

References

Conducting a reference check is a critical part of the recruitment process and is the responsibility of the hiring authority, individual supervisor, or a member of the search committee. Reference checks verify information provided by the candidate and also gives insight into a candidate's job performance, work behaviors, and address any "red flags".

Reference checks are required prior to hiring an applicant, regardless of the position or whether the candidate is an internal or external applicant. Though typically only the top candidate's references are checked, you may check references for multiple candidates if you need additional information in order to rank finalists.

References can be collected via the application and the Reference tab in eJobs. References are required for the applicant to be able to complete their application.

Please visit the [Reference Check Guide](#) for helpful information and tools.

For more information, please carefully review the Recruitment and Hiring Standards and Supplemental documents.