**Search and Interview Guidelines**

1. **Proposal for Employee Search form**
2. **Affirmative Action and Equal Opportunity**
   1. Federal Government requires employers receiving federal funds valued over 50K a year to be an affirmative action employer.
   2. Also have a legal obligation under the Equal Employment Opportunity Act, to be an “equal opportunity employer”.
      1. Demonstrate a determined effort to actively recruit a diverse pool of qualified applicants including underrepresented groups such as minorities.
      2. Need to assure a fair search, selection and interview process for ALL candidates.
      3. Legal claims can usually be avoided by following our own procedures and treating all applicants fair and consistent. (green sheet, page 5 “Legal Issues and the Search Process”)
   3. Two Affirmative Action Forms required
      1. Affirmative Action I (Tan sheet) – should be completed and submitted to H.R. ***prior to*** inviting any candidates to campus for interviews.
         1. This form maintains gender/race data (best guess) on all applications received to the extent possible and this information is required in order to comply with our Affirmative Action obligation. (See “Racial/Ethnic Categories for Affirmative Action Reports”)[Orange sheet]
      2. Affirmative Action II (Gray sheet) – should be completed and submitted to H.R. at the ***conclusion*** of the interviews and provide information on why the selected candidate was chosen.
3. **Search Committee Documentation**
   1. Keep a record of dates, times attendees, and decisions made at all search committee meetings these records should not contain any information relative to specific candidates.
   2. Committee members should NOT discuss candidates through email and personal notes on candidates should be destroyed at the conclusion of the search.
4. **Applications**
   1. Resumes are typically received in Human Resources.
      1. H.R. Office will log and send acknowledgements to applicants either via a postcard, or return e-mail.
      2. We do not keep paper copies of resumes; therefore, please keep them in a secure area. These MUST be returned to H.R. at the conclusion of the search as we are required to keep all applications for one (1) year.
5. **Communicating with the Candidates**
   1. Insure that all persons communicating with candidates have accurate information about the position and have reviewed the legal guidelines for questioning candidates and references. (See “Federal Guidelines for Pre-Employment Questions”) [yellow sheet, pages 6 & 7]
   2. Respect the confidentiality of applications
   3. Search committee members should not discuss starting salary range with candidates.
   4. Any questions regarding benefits should be referred to H.R.
6. **Checking References**
   1. H.R. Office recommends waiting until after the finalists have been interviewed.
   2. Names and phone numbers of at least three (3) professional references should be obtained from the finalists, including at least one (1) person from their current place of employment (direct supervisor).
   3. Phone calls are preferred over letters giving you the opportunity to ask specific questions relative to the position being filled.
      1. When talking with references:
         1. Ask similar questions for each reference check. (See enclosed “Reference Questionnaire Worksheet”)[orchid sheet]
         2. Keep careful notes on what each reference says.
         3. Check accuracy of info presented in resumes such as Titles and dates of employment.
7. **Interview and Campus Visit**
   1. The Director or Associate Director of H.R. should be scheduled to meet with each finalist, preferably toward the end of the interview process, to review benefits and provide the candidate to ask general questions they may have about employment at Clark, and/or voice any concerns about the interview process. Send copy of itinerary to HR for record keeping.
   2. Create an interview process that will allow finalists equal opportunity to present themselves.
   3. Identify all persons and groups to be involved and inform candidate in advance who they will be meeting.
   4. Review interview process with search committee members; be clear on who will ask what questions.
8. **Selection of the Finalist**
   1. Committee members should meet as soon as possible after the last finalist has been interviewed to collect and review information.
   2. Rank the order of the candidates in the event the first choice does not accept the offer
   3. Maintain records on why a particular candidate was selected as the finalist.
   4. Once the finalist of choice has been identified the Affirmative Action Compliance Form II should be completed and forwarded to H.R.
   5. Committee members should maintain confidentiality and other candidates interviewed should not be informed of any decision until after an offer has been approved, conveyed, and accepted.
9. **Making an Offer**

Verbal offers should only be made by the Director or Associate Director of Human Resources/Affirmative Action and if accepted will be followed up with a formal letter of appointment prepared by the HR office.

1. **Concluding the Search**
   1. Don’t contact other finalists until the candidate of choice has verbally accepted our offer.
   2. Once an offer has been accepted, interviewed applicants should receive a phone call from the Search Chair.
      1. Avoid saying “a better qualified candidate was selected”.
      2. It is preferred that your phone conversation state “another candidate was selected whose areas of expertise appears to be a better match with the overall needs of the position and University”
   3. If an applicant is a Clark alumni we request the committee chair send them a copy of the enclosed “Special Letter of Rejection for Alumni” (blue form, page 9).
   4. All paper applications should be returned to H.R.

If in doubt about how to do something during the search, please call and ask us first!