

Search Plan Commitments

School/Department: _____ Position: _____ Date: _____

The following table identifies action that evidence has shown to be impactful for improving consistency, objectivity, and inclusive excellence in the search process. You can always review the [University's full set of Hiring and Recruitment Procedures](#). The following table will help you identify additional activities that your search will enact to advance excellence and accountability. UHR Talent Recruitment, Provost, and EOCR staff are available to discuss or provide a briefing on each action area, as applicable.

Search Foundations	Recruitment	Evaluation	Interviews/Visits	Finalist Selection(s)
<ul style="list-style-type: none"> – Establish how inclusive excellence is important and will be considered in individual searches. – Select search chairs with a demonstrated record of inclusive excellence in search practices. – Select a search committee purposefully and issue a formal charge. – Request a search best practices briefing from UHR Talent, EOCR, or Faculty Development. – Appoint and empower a skilled and non-voting Search Equity Coordinator. – Conduct proactive pay analysis considering the discipline, market data, internal equity, and past offers (i.e. relocation, sign-on, startup, course load/release, etc.). – Enlist the support of UHR and Department Chairs as officials accountable for search excellence. 	<ul style="list-style-type: none"> – Review and share the labor market availability from the Recruitment Plan page – Build a recruitment plan that engages faculty, staff, students, professional networks, and departmental sites/socials. – Develop posting language that will attract applicants from a broad range of backgrounds for the role. – Request for candidates to submit a statement of their contributions to inclusive excellence. – Ensure materials requested of applicants address the specific criteria set to be evaluated for the role. – Ask UHR Talent Recruitment to evaluate the effectiveness of the recruitment effort prior to evaluation. – Prepare for the evaluation phase by reviewing information on cognitive errors. 	<ul style="list-style-type: none"> – Review Contributions to Inclusive Excellence and/or Cover/Research/Teaching statements as a first pass for screening individuals into the pool, before Resumes/CVs. – Develop detailed, and priority ranked, evaluation rubrics (Faculty Staff). Ensure standards are understood by all reviewers and consistently applied. Strive for measurable/demonstrable criteria. – Allow each committee member to provide a rating and explanatory comments on every candidate before seeing the evaluations of others on the committee. – Generate a longlist and shortlist report after spending equal quality time on all candidates detailing the rationale for moving forward on who will be finalists and who will no longer be considered. 	<ul style="list-style-type: none"> – Develop consistent job-related interview questions that measure what has been identified as important for the role. – Ask UHR Talent Recruitment to evaluate the shortlist for visits in comparison to the labor market availability. – Inform stakeholders about the permissible lines of inquiry. – Work with candidates on a collaborative plan for their visit that balances organizational needs and gives agency to candidates, utilizing standardized pre-visit emails and planning questionnaires. – Provide structured questions for feedback that reflect the criteria in the rubric to all who will meet with candidates. – Ensure students and support staff are engaged in the process, where applicable. 	<ul style="list-style-type: none"> – Establish ground rules for effective deliberation and evaluation around objective and articulated job criteria. – Embrace differences of opinion as a benefit to a rigorous and respectful decision-making process. – Assign each finalist a champion to get more opinions and perspectives and to ensure no finalist falls through the cracks by lacking a champion. – Record the rationale for each finalist's level of support for selection. – Update all candidate dispositions in a timely manner to ensure individuals are aware of their status. – Assign a peer or mentor for the role to serve as an initial welcoming contact for the new hire and plan welcoming meetings and a departmental orientation session.