



System Office

Search Committee Chair Guide

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Introduction

This guide is a supplemental orientation to the TBR System Office recruitment process and is not all inclusive. This guide should be used in conjunction with the System Office Hiring Procedures online at <https://www.tbr.edu/hr/system-office-recruitment-procedures>. For specific questions, please contact the Office of Human Resources at 615-366-4450 or hr-tbr@tbr.edu.

Search Committee

The Search Committee is usually composed of three to seven members to assist in the selection of candidates. Committee members may be involved in any or all the following ways: reviewing candidate application materials, interviewing (phone, WebEx, or in-person), and checking references.

Choosing Search Committee Members

Identify individuals who bring expertise in the area in which the position is or from other areas if they can accurately assess the level of skill required for the position. Search committee members can be from the TBR System Office, a TBR institution, or, if appropriate, outside of TBR.

Collectively, committee members should represent the diverse nature of the TBR.

Committee members must be able to maintain confidentiality. In addition, they must remain professional and objective.

Committee members may not serve on search committees that create a potential conflict of interest, such as a position for which the employee or a close family member are interested in applying.

Duties and Responsibilities of Search Committee Members

Attend a Search Orientation conducted by Human Resources. This is typically done at the introduction meeting prior to any review of candidates.

Review and document the credentials of candidates using an Applicant Evaluation Form.

Participate in interviews; completing an Applicant Interview Rating Form/Interview Notes for each candidate who is interviewed.

Provide feedback to the Search Committee Chair to assist in the final selection recommendation.

Duties and Responsibilities of Search Committee Chair

Selecting search committee members, as appropriate.

Scheduling search committee meetings.

Initiating the screening process; contact of candidates, at the appropriate time; extending the offer, once decision is reached and approval has been given, by the appropriate persons.

Search Process

Step 1

The Hiring Manager and/or Search Committee Chair submits an Employment Requisition, online in the TBR Connector (Cornerstone). The requisition should include the job description, which should be developed with consultation of Human Resources. Likewise, the employment requisition should include the salary range for the position, which can be obtained from the Human Resources Department. In addition, the employment requisition should identify all search committee members and all planned advertising sources.

Step 2

The Department Manager, Vice Chancellor, Director of Fiscal Services, Equity Officer, and Associate Vice Chancellor for Human Resources will review the requisition and return it for editing or approve it.

Step 3

Once the requisition is approved, the position will be posted on the TBR website and all identified advertising sources. All exempt positions will be posted for a minimum of thirty (30) days and all non-exempt positions will be posted for a minimum of fourteen (14) days. All interested persons **MUST** apply online and any required documents (resume, C/V, cover letter, transcripts, portfolio, writing sample, etc.) must be attached to the online application to be considered for the position.

Step 4

Once the position has closed, Human Resources will send the Search Committee Chair the log-in information to view candidates on TBR Connector (Cornerstone). At this time, the Chair should hold a Committee Meeting, if not previously held, to discuss the process and to sign the Confidentiality Agreement (Page 8). Holly Girgias, Director of Human Resources, must be invited to this meeting to go over Confidentiality. The log-in information will be attached to the position, so it should be shared with all committee members, so all can view candidates.

Each committee member should rate candidates based on the minimum qualifications and then the preferred qualifications. Each candidate must be evaluated equally. For all candidates any committee member, including the committee chair, does not want to interview, a reason for non-selection must be listed. Ratings can be done in an Excel Spreadsheet (Page 10) or by pen and paper. Individual evaluations must not be discussed among committee members until all members have completed their evaluations. Please do not delay evaluation of candidates; delays can result in choice candidates who are no longer available.

Step 5

After evaluation of candidates, the committee will meet to decide (usually by group consensus) which candidates to interview. The number of candidates to be interviewed depends on the size of the qualified applicant pool. However, it is not uncommon to interview 2-3 candidates who meet all minimum qualifications and all preferred qualifications. *Again, a reason must be given for any candidates not selected for interview.*

Step 6

Once candidates are chosen for interview, the search committee chair must submit a request to interview, for approval by the Equity Officer and Director of Human Resources. The chair and/or committee members may choose from the sample interview questions (Page 15), which can be modified, as applicable, or develop their own questions. All questions must be related to the job. Additional follow-up questions may be asked of candidates, that would differ between candidates, based on their responses to the core questions.

Step 7

Once approval has been received to interview the selected candidates, the search committee chair or designee (must be a search committee member) will schedule interviews. Interviews may be conducted in-person, over the phone, or via Web-Ex or similar platform, such as Skype, etc. and all candidates must have the same options for interviews. If candidates are not local, they will fund their own expenses unless the department has the funds available and permission (from the departmental Vice Chancellor) is granted. Each candidate should be informed of the number of committee members, how long the interview is expected to last, where the candidate should report (if in-person interviews), where to park (if in-person interviews), and any special conditions or expectations, such as conducting a presentation.

On the day of interview(s), the search committee chair or designee will escort the candidate to the meeting room (if in-person interview(s) are utilized) and introduce the interviewee to each committee member and explain the interview process. The committee must use a structured interview process, asking the same questions of each candidate. Allow time for candidates to ask questions at the end of the interview. Avoid chit-chat due to the possibility of topics arising that may be perceived by the candidate to be discriminatory in nature. Each committee member should take notes during the interview so that each candidate can be evaluated for final candidacy.

Step 8

Once the interviews are complete, the search committee should discuss the strengths and weaknesses of each candidate. If a large number of candidates were interviewed and the committee cannot decide on a candidate, the top candidates can be brought in for a second round of interviews. Otherwise, the committee should make a proposed selection and the committee chair or designee(s) must conduct a minimum of three reference checks, using the Reference Check Form (Page 17-18). References should be professional references that can speak to an individual's ability to perform the essential functions of the position. After completion of Reference Checks, the search committee chair will submit a request to offer memo (Attachment) along with the Reference Checks forms. If approval is granted, Human Resources will contact the search committee chair via e-mail with the approval and an offer letter to be signed and returned to Human Resources. *(In addition, certain positions, such as positions in Business and Finance, including Human Resources, and positions in Information Technology, as well as high-level positions, require a satisfactory background check.)* Once the selected candidate has accepted the offer, the search committee chair or designated committee member must call the other candidates who were interviewed to thank them for their time and let them know that the position is being filled with another candidate.

Step 9

Once an offer has been made, and accepted, the search committee chair must submit the entire search file to human resources for recordkeeping, as mandated by law. It is the responsibility of the committee chair to collect screening forms and notes, interview notes, and correspondence to and/or from candidates from each committee member. The entire search file will be comprised of the above-mentioned items, in addition to applications, resumes, c/v, cover letters, portfolios, writing samples, approval memos, and any other documents

related to the search. This file must be submitted to human resources no later than the first day of employment of the selected candidate. Failure to comply with these processes may result in a loss of privilege to serve on a search committee, as a chair or member.

As a search committee member for a position in the Tennessee Board of Regents system office, I understand the ultimate success of our search process and the integrity of the system office depend on searches being conducted in an impartial, ethical, and professional manner. I acknowledge that I understand and agree to abide by the following throughout, and after, my participation with this search.

Committee Charge

By signing below, I agree:

- I will fully participate in committee activities, including being on time and prepared for all meetings;
- I will review with diligence all applicants/vita/resumes provided to me; and
- I will listen to the opinions of other search committee members with respect and an open mind.

Confidentiality Statement

By signing below, I agree to:

- **Professional Conduct.** Conduct myself in a professional manner throughout the search, both with my interactions with other committee members, applicants, those who may participate in open forums, and anyone who may inquire about the search.
- **Confidentiality of Identity.** Permanently protect the identity of individuals who have expressed interest in applying for this position, including individual qualifications and merits, unless expressly directed otherwise by the search committee chair, the Human Resources department, or the System Office Equity Officer.
- **Confidentiality of Committee Actions.** Maintain absolute confidentiality of the search committee’s deliberations, both during the search process and after its completion. I understand that any breach of confidentiality could result in considerable damage to the reputations and/or livelihoods of the applicants, the search committee members and the System Office.
- **Communications.** Refrain from speaking on behalf of the search committee. I understand only the search committee chair, or their designee, is authorized to speak in this capacity. I will not contact applicants without approval of the search committee chair. If I am contacted by someone who wishes to discuss any confidential aspect of the search, I will refer them to the search committee chair.
- **Conflicts of Interest.** Promptly disclose to the search committee chair any real or potential conflict of interest between myself and any applicant. I understand if such a conflict arises, I may be precluded from continuing on the search committee.
- **Applicant Inquiries and Contact.** Refrain from independently conducting any type of background check or inquiry on an applicant including: conducting any type of online search of applicants (i.e., through the use of *any* Social Media outlet) and asking people who may know an applicant for information or opinions about the applicant. Refrain from accepting/reviewing additional materials, communications, or information from an applicant (or someone who knows the applicant) shared outside of the official vetting process.

I understand that I may be removed from the search committee if I breach any of these terms or fail to act in a professional manner. I also understand that should I be removed from the search committee, all terms of this statement remain applicable and binding.

Search Committee Member’s Signature

Today’s Date

Search Committee Chair/Department

Search/Date

Suggestions for Search Committee Chair

Interview Preparation

- ✓ Distribute written questions for the candidate to the committee members,
- ✓ Request committee members arrive fifteen (15) minutes prior to the interview(s).
- ✓ Request committee members review the job description and requirements.
- ✓ Request committee members review each interviewee's application materials.

In the Interview

- ✓ Open with an introduction and handshake.
- ✓ Introduce the committee members (name and position/role).
- ✓ Explain that you and/or the committee will be asking a series of questions regarding the candidate's experience and skills as they relate to the position.
- ✓ Encourage the candidate to take a few moments to think about the question, if needed.
- ✓ Allow the candidate to do most of the talking.
- ✓ Tell the candidate about TBR and about the department.
- ✓ Answer the candidate's questions about the job.
- ✓ Conclude by thanking the candidate for their time and indicate the next step(s) and/or the process, including the approximate time frame.

Reasons for Non-Selection

Note: This is not an exhaustive list and more than one reason may be used, when applicable.

Candidate's Choice

- Candidate withdrew due to another offer
- Candidate withdrew; no explanation given
- Candidate did not respond to request for interview
- Candidate did not show up for interview
- Candidate did not submit transcripts, recommendation letters, or other additional requested materials by deadline

Education

- Candidate did not possess degree(s), certification(s), and/or license(s) required.
- Candidate is qualified, but another candidate has higher level of job related education.

Experience

- Area(s) of specialization do not meet the needs of the position.
- Candidate is qualified, but another candidate has more experience directly related to the job.

Other

- References were not positive.
- Human Resources found the background check (if applicable) unsatisfactory.
- Other (Job Related Reason/s) _____

Inquiry Guide

Subject	Permissible	Non-Permissible
Name	<p>Have you ever worked for this organization under a different name?</p> <p>Is any additional information relative to change of name, use of an assumed name or origin, Nickname necessary to enable us to verify your experience and/or education? If yes, please provide name(s) and where.</p>	<p>Inquiries about the name that would indicate lineage, ancestry, national origin or descent,</p> <p>Inquiries regarding previous name name changed due to court order, etc.</p>
Marital or Family Status	<p>If applicant can meet specified work schedules including any travel that may be required.</p> <p>Inquiries regarding anticipated absences.</p>	<p>Inquiries that would indicate whether an Applicant is married, Single, divorced, engaged, etc.</p> <p>Inquiries regarding children, including number and/or age(s) of child/children.</p> <p>Inquiries regarding childcare arrangements or pregnancy (current or future).</p>
Age	<p>If a minor, requiring proof of age in the Form of a work permit or, after hire, by birth certificate.</p> <p>Inquiries as to whether the applicant meets the Minimum age requirements as set by law and requirement of proof, upon hire.</p>	<p>Requirement that applicant state their age or date of birth.</p> <p>Requirement that applicant provide birth certificate.</p>
Disability	<p>Employers subject to the provisions of the Rehabilitation Act of 1973, may invite Applicants to indicate how and to what</p>	<p>The Rehabilitation Act of 1973 prohibits employers from asking job applicants</p>

Extent they are disabled. The employer MUST indicate that compliance with The invitation is voluntary; the information Is sought only to remedy discrimination or Provide opportunities for the disabled; the Information will be kept confidential; and Refusing to provide the information will not Result in adverse treatment.

All applicants can be asked if they are able to perform the essential functions of the job, with or without an accommodation.

questions about whether they are disabled or about the nature and severity of their disabilities. Any employer must be prepared to prove that any physical and mental requirements for a job are Due to “business necessity” And the safe performance of the job. Except in cases where undue hardship can be Proven, employers must make “reasonable accommodations” for the physical and mental limitations of an employee or applicant. Reasonable accommodations include alteration of duties, alteration of physical setting and the provision of aids.

Gender Inquiry regarding gender or restriction Of employment to one gender is permissible Only where a bona fide occupational Qualification exists. The BFOQ exception is Interpreted very narrowly by the courts and The EEOC. The burden of proof rests on The employer – to prove that the BFOQ does Exist and that all members of the affected Gender are incapable of performing the job.

Gender of applicant or any other inquiry that would indicate gender. Gender is not a BFOQ because a job requires heavy lifting, etc. or because the job is stereotyped as “men’s work” or as “women’s work.” Gender cannot be used as a factor in determining if someone will be satisfied in a particular job.

Avoid questions regarding height and/or weight unless you can prove they are necessary job requirements.

Race & Color General distinguishing physical characteristics, such as scars.

Inquiries regarding race, color of applicant’s skin, eyes, hair, or other questions directly indicating race or color.

Address Address, place and length of current And previous addresses? How long

Specific inquiries into foreign address/es that would

Individual has been a resident of this State or city, etc.

indicate national origin. Names or relationship(s) of person(s) with whom an individual resides and whether the individual is a renter or homeowner.

Birthplace Upon employment (if selected), can you Submit proof of U.S. citizenship or residency?

Inquiries regarding birthplace of applicant; or applicant's parents, spouse, or other relatives.

Requirement that applicant submit a birth certificate; or naturalization or baptismal record before employment.

Religion You may advise concerning the days and The normal hours of the job (to avoid Potential conflicts related to religious or Other reasons).

Inquiries regarding applicants religion, religious denomination or affiliation, church, parish, pastor, or any religious holidays observed are not allowed.

Additionally, candidate's may not be told that any particular religious group is required to work on their religious holidays.

Military Record Type of education and experience in service that relates to the job.

Type of discharge.

Photograph Indicate that a photo identification may be Required upon employment.

Requirement that a photo be affixed to any part of the candidate's application materials, at any point in the process; whether "optional" or not.

Any inquiry should be avoided that, although not specifically listed among the above, is designed to elicit information as to race, color, ancestry, age, religion, disability, or arrest and court record unless based upon a bona fide occupational qualification. Additionally, any inquiry designed to elicit information as to marital status, family planning, etc. is not appropriate.

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Sample Interview Questions

Why are you interested in this position?

What technical skills do you have (computer/software/hardware)?

What are your strengths and weaknesses, as related to this position?

Tell me about a time when you collaborated with others in your department and/or across the company/organization to complete a project.

How do you build rapport?

How do you prioritize your work?

Tell me/us about a time when you had to deal with a difficult customer/employee. How did you handle the situation/what was the result?

Tell me about a time when you missed a deadline. Why was the deadline not met, what was the result, and what did you learn from the experience?

What is your management/supervision style?

How do you demonstrate initiative?

What do you feel has been your greatest accomplishment?

Tell me about your interpersonal skills with an example of culture or language barriers and how you overcame those.

What kind of supervisor/manager do you like to work for?

Describe a situation that made you angry or irritated at work. How did you handle the situation?

What is most important to you in your job(s)/career?

What kind of references would you receive from your former employers and why?

What would you like to be doing in five years? Ten years?

What makes you the best candidate for this position?

Interview Rating Form

Candidate Name _____

Position _____

Interviewer Name _____

Date _____

QUESTION 1:

Response: Excellent ___ Good ___ Average ___ Poor ___

Comments _____

QUESTION 2:

Response: Excellent ___ Good ___ Average ___ Poor ___

Comments _____

Repeat the above for additional questions, as necessary.

Strengths/Weaknesses _____

Recommended for Hire: Yes _____ No _____

If no, state reason(s) for non-selection _____

Reference Check Form

Date Reference Checked _____

Candidate Name _____

Last First Middle Initial

Position Applied For _____

Reference Checked By: _____

Reference/Contact Name: _____

Reference/Contact Title: _____

Company/Organization: _____

Phone Number: _____

Address: _____

Was _____ employed at your organization? (Please Circle One) Yes No
(candidate name)

What were the dates of employment? Start Date: End Date:

What was the last held position? _____

Did he/she hold any other positions at the organization? _____

What were the job responsibilities (of each position)? _____

What were his/her strengths? _____

What were his/her weaknesses? _____

How would you describe his/her quality and quantity of work? _____

How would you characterize his/her problem-solving skills? _____

How would you characterize his/her technical/computer skills? _____

Did he/she work on multiple projects at a time? If so, how did he/she handle prioritization?

How would you describe his/her relationships with co-workers, subordinates (if applicable) and supervisors?

Would you re-hire him/her? _____

Is there anything you would like to add? _____

INFORMATION FOR PROCESSING OF BACKGROUND SCREEN REPORTS ONLY
(to be used for no other purposes)

Full Name _____

Social Security #: _____ - _____ - _____

Date of Birth: ____/____/____

Current Residence Address: _____
(Number & Street) City State Zip

List all Residence Addresses in Past Seven Years (attach additional sheets if necessary)

(Date from – to) Number & Street City State Zip

(Date from – to) Number & Street City State Zip

(Date from – to) Number & Street City State Zip

(Date from – to) (Number & Street) City State Zip

Driver's License Number _____ State Issued _____

PLEASE SUPPLY THE FOLLOWING SCHOOL INFORMATION (HIGHEST DEGREE EARNED): N/A

SCHOOL: _____ CITY/STATE: _____

DEGREE: _____ DEGREE STATUS: _____

DATES ATTENDED: _____
(Start Month / Year) (End Month / Year)

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