System Office

Search Committee Chair Guide

*Updated: Q4 2017*
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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.
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 Girgies, 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.
<table>
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<tr>
<th>Candidate Name</th>
<th>Required Qualifications</th>
<th>Preferred Qualifications</th>
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<tr>
<td></td>
<td>HS Diploma</td>
<td></td>
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<tr>
<td></td>
<td>5 Yrs Related Exp</td>
<td></td>
</tr>
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<td></td>
<td>MS Office Exp</td>
<td></td>
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<tr>
<td></td>
<td>Exp Planning Meetings</td>
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<tr>
<td></td>
<td>A.S. Degree</td>
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<tr>
<td></td>
<td>10 Yrs Related Exp</td>
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<tr>
<td></td>
<td>Higher Ed Exp</td>
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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) __________________________________________
                            __________________________________________
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<tr>
<th>Subject</th>
<th>Permissible</th>
<th>Non-Permissible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Have you ever worked for this organization under a different name?</td>
<td>Inquiries about the name that would indicate lineage, ancestry, national origin or descent,</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>Marital or Family Status</td>
<td>If applicant can meet specified work schedules including any travel that may be required.</td>
<td>Inquiries regarding whether an Applicant is married, single, divorced, engaged, etc.</td>
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<tr>
<td></td>
<td>Inquiries regarding anticipated absences.</td>
<td></td>
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<tr>
<td>Age</td>
<td>If a minor, requiring proof of age in the Form of a work permit or, after hire, by birth certificate.</td>
<td>Requirement that applicant state their age or date of birth.</td>
</tr>
<tr>
<td></td>
<td>Inquiries as to whether the applicant meets the Minimum age requirements as set by law and requirement of proof, upon hire.</td>
<td>Requirement that applicant provide birth certificate.</td>
</tr>
<tr>
<td>Disability</td>
<td>Employers subject to the provisions of the Rehabilitation Act of 1973, may invite Applicants to indicate how and to what extent the applicant's disability affects his or her relationship to his or her work or position or the performance of duties.</td>
<td>The Rehabilitation Act of 1973 prohibits employers from asking job applicants</td>
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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.

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.

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
<table>
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<th>Individual has been a resident of this State or city, etc.</th>
<th>indicate national origin. Names or relationship(s) of person(s) with whom an individual resides and whether the individual is a renter or homeowner.</th>
</tr>
</thead>
</table>
| 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.

Reprinted from *Personnel Practices for Small Colleges* by permission of the National Association of College and University Business Officers.
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: ____________________________________________________________

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?

__________________________________________________________________________

__________________________________________________________________________
RELEASE AUTHORIZATION AND
FAIR CREDIT REPORTING ACT DISCLOSURE
[FOR EMPLOYMENT PURPOSES]

The applicant for employment acknowledges that this company may now, or at any time while employed, verify information within the application, resume or contract for employment. In the event that information from the report is utilized in whole or in part in making an adverse decision, before making the adverse decision, we will provide to you a copy of the consumer report and a description in writing of your rights under the Fair Credit Reporting Act, 15 U.S.C. § 1681 et seq.

Please be advised that we may also obtain an investigative consumer report including information as to your character, general reputation, personal characteristics, and mode of living. This information may be obtained by contacting your present and previous employers or references supplied by you. Please be advised that you have the right to request, in writing, within a reasonable time, that we make a complete and accurate disclosure of the nature and scope of the investigation requested.


By signing below, I hereby authorize all entities having information about me, including present and former employers, personal references, criminal justice agencies, departments of motor vehicles, schools, licensing agencies, and credit reporting agencies, to release such information to the company or any of its affiliates or carriers. I acknowledge and agree that this Release and Authorization shall remain valid and in effect during the term of my contract.

For Maine Applicants Only
Upon request, you will be informed whether or not an investigative consumer report was requested, and if such a report was requested, the name and address of the consumer reporting agency furnishing the report. You may request and receive from us, within 5 business days of our receipt of your request, the name, address and telephone number of the nearest unit designated to handle inquiries for the consumer reporting agency issuing an investigative consumer report concerning you. You also have the right, under Maine law, to request and promptly receive from all such agencies copies of any reports.

For New York Applicants Only
You have the right, upon written request, to be informed of whether or not a consumer report was requested. If a consumer report is requested, you will be provided with the name and address of the consumer reporting agency furnishing the report.

For Washington Applicants Only
If we request an investigative consumer report, you have the right, upon written request made within a reasonable period of time, to receive from us a complete and accurate disclosure of the nature and scope of the investigation. You have the right to request from the consumer reporting agency a summary of your rights and remedies under state law.

For California*, Minnesota, and Oklahoma Applicants Only: A consumer credit report will be obtained through Truescreen®, Inc., P.O. Box 541, Southampton, PA 18966.

If a consumer credit report is obtained, I understand that I am entitled to receive a copy. I have indicated below whether I would like a copy.  

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initials</td>
<td>Initials</td>
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</table>

If an investigative consumer report and/or consumer report is processed, I understand that I am entitled to receive a copy. I have indicated below whether I would like a copy.  

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initials</td>
<td>Initials</td>
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</tbody>
</table>

*California Applicants: If you chose to receive a copy of the consumer report, it will be sent within three (3) days of the employer receiving a copy of the consumer report and you will receive a copy of the investigative consumer report within seven (7) days of the employer’s receipt of the report (unless you elected not to get a copy of the report).

Date: __________________________ Signature of Applicant: __________________________

Print Full Name: __________________________

(Continued on Next Page)
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 DEGREEearned): N/A □
SCHOOL: __________________________________________ CITY/STATE: ___________________________

DEGREE: __________________________________________ DEGREE STATUS: ___________________________

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

Tennessee Board of Regents –Central Office
Office of Human Resources
1415 Murfreesboro Road, Ste. 346
Nashville, TN 37217
615-366-4450