Front Range Region
Search Chair Orientation

INTRODUCTION

Thanks for agreeing to chair this search committee. I hope it is a valuable and informative experience for you.

Your charge is to guide the search process and state search committee to make a well-reasoned, well-informed hiring recommendation. The recommendation will identify candidates in rank order (acceptable hire, acceptable with reservations, or not acceptable). You will need to support your recommendation by providing written justifications of candidate strengths/weaknesses [submitted in Talent Management System (TMS) by OEE HR] throughout the process and each time the pool narrows.

SEARCH PREPARATION

Step 1: The search process is initiated by the regional director (RD) when s/he reviews previous/new position descriptions (PD) or vacancy announcements. This is the RD's opportunity to make critical changes to and incorporate new organizational expectations such as work with diverse audiences, focus areas, and revenue generation. Once the position description is shared with the search committee, it is more difficult to set NEW expectations for the position. You'll need to determine the position's funding source (formula, county, state appropriated, hybrid, or grant) to set the salary range based on available funds; and identify demographics and review the last affirmative action review for the county/area so you can have a better understanding of what parity looks in order to thoughtfully advance needed skillsets. Candidates want to see themselves in the position, if you are looking for diverse candidates you must talk about the work, skills, and community in such a way that diverse candidates see themselves doing the work.

Once you are satisfied with your draft position description, share it along with Position Description Guidelines and Template with the county director (CD). The CD discusses the position with advisory groups/county liaison, as needed, and updates/drafts a position description that reflects program direction and community needs. County participation at this early stage makes for better buy in.

Step 2: The RD identifies a search chair and works with the CD to ensure racial/ethnic/gender diversity of the state search committee in addition to ensuring CSUE, state 4-H office (required for 4-H positions), and county representation. County representation is especially important if the position is fully county funded. Consider the type of position you are filling when you consider committee members. State search committee should include 4-6 people with the following recommendations:

- For county hires, include a county commissioner or Extension liaison, for county hires. Half the committee should be from the county.
- For agent hires, ask the county liaison who they would recommend.
- For support staff hires, primarily include office staff with a representative from county HR/similar position.

Step 3: The RD will orient first time search chairs by:

- Conveying the process and stressing the importance of consistency within and across searches.
- Discussing the roles (search chair, OEE HR representatives, equal opportunity coordinator, program assistant, & RD) encountered in a search.
- Discussing resources available to support the chair, state search committee, overall search process.
- Discussing how to achieve the best hire for position, county, and organization. Best hire is someone who adds value, brings resources, can grow with/expand Extension, is credible, and who builds relationships and works well with others.

Step 4: Search chair notifies Sonjia that state search committee has been finalized by emailing Sonjia the state search committee member names/contact info [first/last name, role on the committee (community partner, city/county partner, 4-H parent/leader, 4-Her, etc.), valid email address, & phone number (incl. area code).]

Step 5: Sonjia reviews the draft PD for format/required content and drafts an advertising plan for state search committee to review.

PROSPECTIVE TIMELINE

Check with OEE HR prior to deviating from the search process outlined below (expedited search or AAR). The timeline below is based on remote work during the pandemic and subject to change post-pandemic.

Sonjia will run point on scheduling search processes. She'll follow up by sending the state search committee Outlook invites along with an email summarizing the timeline established. The Front Range Region has a dedicated bridge number for calls.

Planning Conference Call: April 1 @ 10:00 a.m.

- Bridge number: 970-491-
- The purpose of this call is for the state search committee to review/finalize the PD and advertising plan.

Setting the Dates Conference Call: April 15 @ 11:00 a.m.

- Bridge number: 970-491-
- The purpose of this call is to review confidentiality and the Principles of Community; watch the 'Hiring in the 21st Century' video, determine full consideration date, and set dates for upcoming conference calls and interviews.

Scores Due: May 9 @ 12:00 p.m.

- Email individual score sheets to sonjia.graham@colostate.edu.
- ***Include the following disclaimer***: *This e-mail and any attachments are confidential and intended solely for the use of the individual or entity to which they are addressed. This e-mail and any attachments are intended only for purposes related to the search process. If you have received this e-mail in error, please notify the sender and delete it from your system.*

Candidate Review Conference Call: May 10 @ 9:00 a.m.

- Bridge number: 970-491-
- The purpose of the candidate review conference call is to determine which candidates will move forward in the reference check phase of the search process.

Reference Review Conference Call: May 16 @ 9:00 a.m.

- Bridge number: 970-491-
- The purpose of the reference review conference call is to come together to discuss what was learned during the reference check phase, select up to 4 candidates to move forward, and to determine how the interview process will unfold (phone interviews, virtual or in-person interviews).

Campus Search Committee and local committee Virtual Interviews: May 29 & 30

- May 29 – state search committee interviews held via Zoom
- May 30 – local interviews with county Extension staff, county advisory committees, volunteers, local government, & other partners held via Zoom

Wrap-Up Conference Call: June 3 @ 11:00 a.m.

- Bridge number: 970-491-
- The purpose of this call is review state search committee and local community evaluations, and to determine a final hiring recommendation to send to OEE HR.

SEARCH PROCESS CONSIDERATIONS

Timing is important. The Setting the Dates Conference Call is set-up after the full consideration deadline has been determined. After internal processes take place, OEE HR will communicate prospective date(s) for consideration by state search chair. Flexibility is available to adapt to each unique search. Scores are typically due the day before the Candidate Review Conference Call which should be held 7-10 days (including a weekend) after the full consideration date. The Reference Review Conference Call should occur approximately 7-10 days after the Candidate Review Conference Call. Interviews should occur 10-15 days after the Reference Review Conference Call. The Wrap-up Conference Call should occur days after interviews. Some flexibility may be necessary to accommodate search committee member participation.

Planning Conference Call. This 60-minute call is the first convenient time for state search committee members to come together. They will review the Principles of Community, view the Hiring in the 21st Century video, review the PD and ad plan, and determine how long to advertise the position (three weekends are required).

Prior to the Planning Conference Call, Sonjia will:

- Receive search committee information from search chair and later share with OEE HR.
- Create Outlook distribution group for the search committee.
- Use search chair's calendar/her own calendar to set-up Doodle for the Planning Conference Call.
- Email the state search committee the Doodle poll and response deadline.
- Follow-up w/state search committee as needed.
- Review Doodle poll and select a date for the Planning Conference Call.
- Send Outlook invites to the state search committee.
- Email the PD/ad plan drafts, the Principles of Community, and any other materials to the state search committee.

During the Planning Conference Call, the search chair will:
- Welcome participants, ask for introductions, and thank everyone for serving.
- Discuss confidentiality, which must be adhered to at every step in the process. State search committee members are not permitted to share information with curious colleagues or anyone outside the committee.
- Review the Principles of Community to ensure they're understood; ask for compliance.
- Watch the Hiring in the 21st Century video, solicit feedback and guide discussions.
- Provide an overview of the search process and general timeline.
- Review position description and solicit input. Sonjia will take notes. Be firm on changes you are NOT willing to make. This document is written to inform candidates. Remove language that limits potential candidates, such as requiring a 4-H background or Extension experience.
- Review advertising plan and solicit input. Sonjia will take notes. Include opportunities to reach out to underrepresented groups. Keep it reasonable, there is small budget that Extension will not exceed.
- Determine the number of weeks to advertise position. CSU requires that searches be publicly advertised over 3 complete weekends. This is met by advertising for a 4-week period. You may advertise for longer periods but not less. Different advertising periods may apply to expedited or internal searches. Sonjia manages paid advertising. All committee members are expected to share the announcement throughout their professional networks.

After the Planning Conference Call:
- Sonjia will incorporate state search committee edits into PD/ad plan, and ensure mandated language had been included. She will share the revised copy with the search chair for review and the state search committee (if requested).
- Once approval has been received from the search chair/state search committee, Sonjia will send OEE HR the finalized PD/ad plan, along with a list of state search committee members.
- Once the PD/ad plan have cleared internal search processes, OEE HR will propose prospective full consideration dates for consideration. Search chair will select one. Positions close at 11:59 p.m. on the date selected.
- OEE HR will notify search chair/Sonjia when the position can be advertised. Sonjia will implement the advertising plan and consult with search chair as questions arise.
- Sonjia will also:
    - Use search chair's calendar/her own calendar to set-up Doodle for the Setting the Dates Conference Call once the full consideration date is known.
    - Email the state search committee the Doodle poll and response deadline.
    - Follow-up w/state search committee as needed.
    - Review Doodle poll and select a date/time for the Setting the Dates Conference Call.
    - Send Outlook invites to the state search committee and email confirmation.

Setting the Dates Conference Call. State search committee members will need their prospective calendars for this 30-minute conference call to set up a timeline for upcoming calls and interview dates as outlined in the PROSPECTIVE TIMELINE section.

Prior to the Setting the Dates Conference Call:
- Search chair should sketch out a proposed timeline to be able to move through the process quickly.
- Develop prompts to guide the 'Hiring in the 21st Century' video. Examples include:
    - What did the video evoke in you?
    - What resonated with you?
    - What were your key takeaways?
- If the state search committee doesn't engage, ask why, what fell flat?

During the Setting the Dates Conference Call:
- The search chair will guide the process for setting dates and times for each step in the search process.
- Sonjia will take notes, send Outlook invites to the state search committee, and an email summarizing the process/timeline.

After the Setting the Dates Conference Call:
- OEE HR will prompt the RD to select/identify a search committee member (usually the state search chair) to co-screen applicants for minimum qualifications immediately after the advertising period closes. (Two people are required to screen.)
- HR will send the RD (participation required) and identified search committee member screening guidelines/document prior to the position closing. Each screener reviews the applications for minimum qualifications independently, then meet virtually to discuss candidates/find consensus on those that screen into

the pool. Late or incomplete applications are not considered. RD will send OEE HR a final screening form identifying candidates that move forward and those not meeting minimum qualifications.

- Within approximately 2 business days of receiving the screening information, OEE HR provides the state search committee with forms and instructions on accessing Talent Management System (TMS) the online portal that warehouses candidate application materials. Sonjia can answer TMS questions or otherwise assist committee members with access issues.
- OEE HR notifies applicants not moving forward (including late applicants, those who did not meet minimum qualifications, and any other applicants who screens out prior to the reference checking phase).
- Each state search committee member independently scores candidate application materials using score sheet provided by OEE HR. The state search committee should be given a minimum of 1 week, including a weekend, to score candidate application materials. Ask the committee to score consistently in their own scoring. Be sure to inform the committee that they do NOT score on items (i.e., language fluency) not listed on the form.
- Prior to the designated 'scores due' date/time, state search committee members must complete and then email individual score sheets to Sonjia.
- Sonjia will compile a score ranking sheet that is sorted by rank and raw score. Prior to the Candidate Review Conference Call, Sonjia will email this composite score sheet to all committee members and OEE HR.
- Search chair should review the score ranking sheet to determine where the natural break/individual high scores are to guide the discussion in the Candidate Review Conference Call.

Candidate Review Conference Call. The state search committee identifies which candidates to move forward to reference checking. Only include candidates the committee is interested in learning more about. RD should identify any potential conflict(s) of interest candidates may have; these will be addressed during their Debrief Sessions with candidates. With approval, full consideration date(s) may be extended if the search lacks a robust/viable pool. If there are no candidates of interest, the search can be classified as 'failed' and reverts to the review stage of the process (PD/ad plan will be reevaluated). Search chair informs OEE HR that the search is failed.

During the Candidate Review Conference Call:

- Search chair will welcome the state search committee, confirm receipt of the score ranking sheet, and ask for thoughts on the pool as a whole (What did we see? What was missing? Do we have an adequate pool to move forward?).
- If the pool is adequate, the search chair will inform the committee that they'll be discussing the top candidates (those listed above the natural break in rank/scores), then guide a discussion on candidate strengths/weaknesses **<u>as demonstrated solely in candidate application materials</u>**. Chair can ask committee members if there are other candidates they'd like to discuss in addition or ask about those who scored high for an individual committee member.
- Search chair asks committee members to discuss strengths/weaknesses of individual candidates and based on those qualities, to decide if the committee wants to move a candidate forward to the reference checking process. The chair can separate the candidates into 3 piles:
    - Yes—move the candidate to the reference checking phase.
    - Maybe—unsure. Will need to revisit this candidate before the call ends. Do not reference check a candidate that the committee is not interested in potentially interviewing.
    - No—do not move the candidate forward.

  This process is usually majority rule. There is not a problem with moving additional candidates forward, this is an opportunity to learn more before cutting an individual. Sonjia and the search chair both take notes about the discussion of each candidate during the call.
- Before the call ends, the chair asks the committee to craft no more than three custom reference check questions for the pool (there is a list of previously used questions that can be referred to), review the reference checking process and remind the committee of the date/time/bridge number of the Reference Review Conference Call.
- The search chair will finalize the custom questions with/without additional committee input. Sonjia edits.
- should identify any potential conflict(s) of interest a candidate may have; and
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After the Candidate Review Conference Call:

- Sonjia will send the search chair notes from the Candidate Review Conference Call.
- Using notes from the search committee call, the search chair writes justifications for moving agreed upon candidates forward in the process. Justification needs to address ALL candidates in the pool. For those candidates moving forward, write about the positives the committee recognized, areas the committee wants to know more about, and potential weaknesses. Make the case for these candidates in a short 3-4 sentence paragraph. Likewise, a similar 2-3 sentence paragraph needs to be written for any other candidate to explain why they are not moving forward. Sonjia has examples available.
- Search chair submits justification to OEE HR.

- OEE HR will inform the search chair/Sonjia when approval has been granted to begin contacting candidates for reference checking.
- Search chair will call candidates moving forward to the reference check phase of the process to:
    - Confirm candidate interest in the position, let them know the next step in the process is reference checking, and ask for permission to initiate the reference check process.
        - Inform candidates that we use SkillSurvey (a third party, cloud-based company that conducts reference checks). This process is initiated by Sonjia.
        - Candidates will need to enter **4** references—one of whom must be a supervisor—into SkillSurvey. An alternate reference may be provided if a previous reference is unable to meet the deadline.
        - We expect references to be knowledgeable about the candidates' professional experience and/or educational background (NOT act as a personal or character reference). Ask the candidate if it is ok to check with references beyond those listed. Candidates can provide references that are the same or different than those originally provided. Inform candidates that if they're identified as the candidate of choice, they **will** need to provide access to a current/former supervisor.
        - Provide candidates with deadline for references to complete SkillSurvey. Search chair will work with Sonjia to determine deadline date (typically 48 hours prior to the Reference Review Conference Call).
        - Ask candidates to promptly respond to SkillSurvey; regularly follow-up with their references to ensure a timely response; and contact Sonjia with questions or concerns.
    - Walk candidates through the search timeline so they know when they can expect to hear from you and when interviews will be held. Ask them to hold the dates for us should they advance in the search process, let them know interviews will be conducted remotely (using Zoom).
    - Review the stated salary range (in the PD) with candidates.
    - Ask candidates to respond quickly after receiving the SkillSurvey email, to regularly check their spam/junk folders, and to shepherd the process along by following-up with their references to ensure the deadline is met.
- Search chair will note candidate responses on their application materials and notify Sonjia after receiving permission from candidates to begin the reference check process. If a candidate is unresponsive to your first/second call, email them.
- Search chair will also start a conversation with the CD/representative about local search committee composition. Recommend a minimum of 8 participants including local and neighboring staff, county representatives, partner organization representatives, and community members.
- Sonjia initiates the reference check process by entering candidate contact information and custom crafted questions into SkillSurvey; and follows up as needed. She also emails the vacancy announcement, Principles of Community, and SkillSurvey instructions to candidates.
- SkillSurvey will email candidates asking them to enter contact information for their references (one of whom must be a supervisor/manager).
- Sonjia will generate a SkillSurvey report (typically 10-12 pages) for OEE HR review. Upon approval, Sonjia will distribute to the state search committee/search chair for review prior to the Reference Review Conference Call.

Reference Review Conference Call. The purpose of the reference review conference call is to discuss what was learned during the reference check phase, select up to 4 candidates to move forward to interviews, and to determine what the interview process will look like. The state search committee can use candidate application materials, SkillSurvey reports, and personal experience/first-hand knowledge when considering whom to select. Alternates may be identified should any candidate decline. RD(s) should re-evaluate any previously identified potential conflict(s) of interest candidates may have; these will be addressed during their debriefing sessions with candidates.

Prior to the Reference Review Conference Call:

- Search chair may want to rank candidates by SkillSurvey's overall score as well as review notes and all other previous materials.

During the Reference Review Conference Call:

- Search chair will welcome the state search committee to the call, confirm receipt of the SkillSurvey reports and Sonjia's overview about how to read a report, and share your plan for how you'd like to review reports.
- Search chair will guide a discussion on which candidates will be moved forward to interviews. The chair can separate the candidates into 3 piles:
    - Yes—move the candidate forward.
    - Maybe—unsure. Will need to revisit this candidate before the call ends. Do not interview a candidate that the committee is not interested in potentially hiring.
    - No—do not move the candidate forward.
- Sonjia and the search chair should both take notes during the call. Before the call ends, the chair should ask the committee what interview topic should be used. Select a presentation topic (10 minutes) that provides candidates

an opportunity to demonstrate qualities, expertise, or skill set necessary to the position and provides candidates with a level playing field.

- Search chair should also remind the committee of the planned interview dates, ask the committee if they'd like to craft a custom interview question and if there are any scheduling constraints to be taken into consideration; confirm tentative start time and provide a brief overview of each day:
    - Search committee meeting – 30 minutes
    - Break—10 minutes
    - Candidate I Interview—60 minutes
    - Break—20 minutes
    - Candidate II Interview—60 minutes
    - Lunch—60 minutes
    - Candidate III Interview—60 minutes
    - Break—20 minutes
    - Candidates IV Interview—60 minutes
    - Debrief Sessions with RD—20-30 minutes each
- All custom interview questions should be sent to Sonjia who routes them to OEE HR for approval.
- Sonjia will provide candidates with an overview of the interview process, including letting them know that the RD will discuss salary and benefits.

After the Reference Review Conference Call:

- Search chair prepares justification to narrow the pool and submits to OEE HR for approval.
- OEE HR will notify search chair/Sonjia when we are able to schedule candidates.
- Search chair will review the proposed local search committee's make up (looking for M/F balance and racial/ethnic inclusion) and work with CD/representative to provide Sonjia with a list of local search committee members (name, their role, email address). The CD/representative will need to confirm whether the local search committee has agreed to serve or whether Sonjia will need to ask. Sonjia will follow-up as needed.
- Sonjia develops an interview schedule, contacts candidates, sets-up 2 consecutive interviews days in Zoom, and emails candidates all pertinent details (Principles of Community, interview letter, benefits info sheet). She'll coordinate with candidates on using Zoom and determine who will run point on running candidate PowerPoints.
- She also prepares the input forms for distribution and redacts candidate application materials for distribution to local search committee.
- Sonjia also emails both search committees the interview materials (Principles of Community, approved Interview questions, custom interview questions if any, guidelines for appropriate topics, vacancy announcement, interview schedule, input forms) and sends the candidates/search committee members Zoom invites via Outlook. Local search committee members will also receive redacted candidate application materials from Sonjia.
- Search chair will notify candidates not moving forward. Keep the reasons simple: there are many good candidates/deep pools; a number of candidates have done similar work or have specific skill sets needed. Try not to get specific about a candidate's skillset.
- Sonjia asks the CD/representative to create a welcome greeting/office tour to be uploaded to YouTube and later distributed to candidates. CD/representative may also provide impromptu office tour by carrying phone/laptop around office. (These adaptations are in response to pandemic. In-person office tours are welcome when in-person interviews are conducted.)
- In preparation for interviews, Sonjia will prepare/send an interview packet [Principles of Community, Hiring for the 21st Century Guidelines, demographics (U.S. Census Bureau Quick Facts and/or Extension county profiles), interview schedule, topic, input forms] to the search chair and gather candidate presentations for interviews.

Interviews (remote). The purpose is to get to know the candidates better and to identify necessary skills or lack of. Interviews are held over 2 consecutive days; depending on the number of candidates, this may be condensed into one day. The state search committee interviews candidates on day one and a group of people representing local staff, county advisory committees, volunteers, local government, and other county partners interview candidates on the second day.

Prior to interviews:

- Sonjia will have handled all scheduling, including sending an email summary of the prospective timeline and Outlook calendar invites.
- Sonjia will manage technology (Zoom waiting room and candidate PowerPoint displays) and time keep (as needed).
- The search chair will prepare an agenda and acquaint themselves with the materials included in the interview packet; and keep an eye on the clock so that you are prepared to start and move interviews along timely.

For interviews, the search chair should:

- Search committee meeting—30 minutes
    - Search chair will:

- Thank committee for agreeing to serve.
- Review the Principles of Community, confidentiality, and hiring objectives.
- Let the committees know that we are charged with providing each candidate with a similar interview experience (format/questions).
- Review how the 60-minute interview will proceed:
    - Introductions (3-5 minutes)
    - Presentation (10 minutes with a couple minutes for follow-up; remind the committee of the presentation topic)
    - interview questions (35-40 minutes)
    - candidate questions (5-7 minutes)
- Ask the committee to quickly review the critical skills, experiences, attributes, behaviors needed in a successful candidate. These can help you guide the selection of questions.
- Guide committees in selecting questions (2-3 questions per committee member for a total of 11-12 total questions). Search chair/OEO rep typically asks opening/closing question but there is flexibility. If no one selected a diversity question, be sure to include one on your list.
- Review/confirm question number/order with the committee. Let them know they can revise the question to fit their voice, focus on another topic (ag instead of 4-H or volunteer instead of community), and they can follow-up or clarifying questions if the candidate missed something.
- Explain that input form is to be used during interviews to track candidate strengths/weakness. Tell the committees NOT to put their name on the form or include any non-work-related observations (gray hair, young, stout) on the form. Let the state search committee know that the Wrap up Conference Call will provide an opportunity to discuss outcomes and ranking for each candidate.

- Candidate Interviews—60 minutes each
    - Search chair will welcome candidate by name, position they are interviewing for, reintroduce yourself including your name, title, and relationship (supervisor, colleague, partner, county liaison) to the position interviewing. Ask the search committee members to briefly introduce themselves.
    - Provide a brief overview of how the one-hour interview will be spent.
    - Search chair will ask candidate to briefly introduce themselves and then to go right into their 10-minute presentation Track presentation time, use wrap up/cut-off signals as pre-arranged with candidate, and ask committee if there are any follow-up questions on the presentation.
    - Move on to search committee questions moving from front to back of the list of questions. Continue to monitor time to ensure the interview stays on track, and let group know if they need to move more quickly to get through questions. <u>If first candidate does not get through the entire list of interview questions, the search committee cannot ask subsequent candidates the unanswered questions. Likewise, if first candidate does answer all questions, so must subsequent candidates.</u>
    - Search chair will reserve the last 5-10 minutes for candidate questions. Encourage the committee to respond. If out of time, let the candidate ask 1-2 questions with the understanding that they can ask other questions during local interviews or at the debrief.
    - At the conclusion, thank the candidate for their time and confirm their commitment to local interviews the following day. Let them know that local interviews follow the same format and share the number of local search committee members you anticipate will attend the following day.
    - Following each state search committee interview, search chair may want to conduct a quick debrief centered on candidate strengths/weaknesses to identify specific questions to be asked the following day during the local search committee interviews. Identify state search committee members who plan to attend local interviews and confirm they're participating in a listening role
    - Search chair will monitor the interview time to make sure all elements are included and similar from interview to interview. Keep track of time and use wrap up or cut-off signals as pre-arranged with candidate.
    - Search chair will ask committee members complete their input forms and return them to Sonjia by deadline. Sonjia will send local search committee input to the state search committee.

Debrief Sessions with RD. RD calls candidates in follow-up to interviews. These 20-30 minute calls with each candidate are disbursed throughout day 1 of interviews. The purpose is to gain additional information from each candidate to further inform the search process. The RD reviews the following topics with each candidate:

- Confirms the candidate's continued interest in the position.
- If the search committees raised questions/areas of concern regarding this candidate's professional qualifications/experience, ask the candidate to clarify.
- Reminds the candidate to review the benefits sheet and to explore weblinks for more information.
- Reviews the candidate's job history from their resume to determine relevant experience to include in salary calculation (mm/yy to mm/yy). Discuss listed/unlisted professional experience post BA/S. Some

candidates drop older experience. YOU must decide what is relevant; Lori will review. Share the salary determination guidelines with candidates and explain how you arrived at the salary determination. Give them an idea of how much flexibility you may or may not have. They may be open to your inquiring about their current salary or salary demands.

- Discusses any potential conflict(s) of interest identified during search process.
- Asks about a potential start date. Once an offer is accepted, the university needs at least two weeks to get someone in the personnel system. A start date 1 month following interviews is generally the earliest CSU can accommodate. CSUE is flexible on start dates; you'll want the candidate to be prepared to start and also be fair to their current employer.
- Talks about $3000 moving allowance available for those moving over 50 miles.
- Explains how the next steps play out:
  - Submit search committee recommendations and wait for university approval to proceed.
  - Contact preferred candidate within next week and begin discussion. If s/he is interested in the job, discuss salary and preliminary start date. Also order background check. If it does not work with the preferred candidate, move on to next.
  - All candidates will hear from you (RD) following the search process. It will either be to discuss an offer or to learn that the position has been filled.
- Ask candidates if they have additional questions. This may also include questions they were unable to discuss with the committee.

If the RD did not participate in the interviews, it is also appropriate for the RD to ask the candidate a couple of questions to better know their qualifications, interests, value added, and experience.

Following interviews:

- Sonjia compiles local search committee input forms and emails them to the state search committee for review.

Wrap-up Conference Call. Occurs 1-2 days after the last day of interviews. The state search committee develops a recommendation ranking the candidates in terms of who to offer in what order, who to not offer, and rationale to justify the decisions. The RD will follow-up with OEE HR, OEO, and candidates.

In preparation for the Wrap-up Conference Call, search chair will:

- Organize their thoughts.

During the Wrap-up Conference Call, the search chair will:

- Thank everyone for their engagement and work through a discussion of each candidate's strengths/weaknesses with the search committee.
- Poll the committee to determine if the candidate is an 'acceptable hire,' an 'acceptable with reservations' candidate, or a 'not acceptable' candidate. If more than one candidate is rated as an acceptable candidate, the chair facilitates a discussion to determine the order in which to offer the position. For candidates that are 'acceptable with reservations,' discuss if an offer to hire should be made and under what conditions (More reference checking? Phone interview? Other?). Candidates that are 'not acceptable' will not receive an offer.
- Talk with the state search committee about next steps in the process: waiting for HR approval, contacting and negotiating with the preferred candidate, requesting a background check, moving on to second candidate if needed/possibility.
- Inform the state search committee that you hope to announce the result as soon as you are able (typically within 2 weeks, however flexibility may be needed). The search chair will be the first to know outcome.
- Ask about potential mentors for the preferred candidate.

After the Wrap-Up Conference Call:

- Search chair develops documentation for OEE HR that justifies why candidates are ranked in their particular order. Justification is inclusive of ALL elements of the search process: application, reference checks, salary, interviews, availability, skillsets, strengths/weaknesses. The recommendation should identify candidates in rank order as 'acceptable hire,' 'acceptable with reservations,' or 'not acceptable.' You will need to support your recommendation by providing strengths/weaknesses for each candidate based on application materials, references, interviews, observations, and knowledge of the environment the candidate will be asked to perform/function in. Samples are available.
- Develop an initial salary calculation based on your call with the candidate. Share your calculation with Lori, as well as the range you are willing/able to apply. Lori will review and respond.

SEARCH CLOSE-OUT

Step 1. Upon CSU OEO/HR approval, OEE HR (Lori Bates) emails OEE administration for approval to move forward.

Step 2. Upon OEE administration approval, RD contacts preferred candidate to discuss potential salary and start date, answer any outstanding questions; and confirm their legal first and last names and email address (needed to initiate the background check process with HireRight).
Step 3. If all parties are in agreement, RD can initiate the request for a background check by providing OEE HR with the candidate's legal first and last names, starting salary, and prospective start date. (The start date may later change.)
Step 4. Upon receipt of a clean background check, RD asks OEE HR (Lori Bates) to submit a request to Ashley/Blake/Pres. McConnell to approve hire.
Step 5. OEE HR receives approval to hire. RD connects with the preferred candidate to confirm continued interest, starting salary, and start date; asks the preferred candidate to call/email their acceptance and informs OEE HR upon receipt so they can initiate new hire paperwork (sent by Kaylie McKenna); asks preferred candidate to promptly respond to HireRight email and regularly check spam/junk folders to ensure Hire Right email won't be missed; and asks candidate to complete conflict of interest (COI) form post hire.
Step 6. Contact unsuccessful candidates to let them know the position has been filled. As appropriate, encourage candidate to apply for future positions.
Step 7. Inform the search committee of their success.
Step 8. Ask potential mentors if they are willing to mentor and inform Kaylie McKenna/Wes Alford.
Step 9. Welcome the new employee and support them with contacts and processes.

BEST PRACTICES

- Advance skillsets that Extension needs. Candidates want to see themselves in the position. To attract a rich and diverse applicant pool, talk about the work, skills, and community in such a way that rich and diverse applicants see themselves doing the work.
- Always copy OEE HR (Lori Bates/Kaylie McKenna) and Sonjia in any search-related correspondence.
- Remind the state search committee at the beginning of every gathering to adhere to confidentiality, to uphold the Principles of Community, and keep an open mind as we seek to hire the best person.
- When working through the PD,
  - Work through it section by section. Don't be afraid to push for change. Make sure the responsibilities are worded so that candidates know what they can expect; percentages of time may change over time. Sonjia will know the required bullets and language.
  - Be thoughtful about education and experience criteria; if you require too much, candidates will be screened out. A master's is standard for agents/specialists; BS is standard for program associates. Think broadly in terms of degrees that would work; if a degree/skill is necessary to be successful, include it.
  - Include a diversity statement in the required criteria for applicants.
  - Use required criteria that demonstrates a candidate's ability to build relationships and communicate effectively with diverse and inclusive stakeholders; and that demonstrates their productivity in the workforce (even if there was a gap in employment).
  - Keep criteria moderate to allow the state search committee to look at the broadest possible pool so they can make their own decisions.
  - Have Sonjia edit drafts; she will send OEE HR the final version for approval.
- Include local media in advertising. It is good PR. Most people find our positions online and through CSU.
- Submit clear and concise justifications (candidate strengths/weaknesses) to conform to character limitations in Talent Management System (TMS).
- Understand the difference between a position description (a comprehensive document used in TMS that reflects an employee's role and responsibilities in the organization) and a job description (a summary of an employee's duties used in the performance appraisal process).