

## Quick Reference Guide: Search Committee Best Practices

### *Who should be on a Search Committee?*

- Four to six people makes it easier to schedule meetings and make decisions. One member will be appointed the search committee chair.
- Composition of committee members should include:
  - Members with different backgrounds, perspectives, and expertise,
  - Members with knowledge of the department,
  - Members with technical expertise that can evaluate the candidates' qualifications,
  - Appropriate stakeholders, such as peers, those in similar positions, and people in other departments who will work with the person who is hired.

### *Why Ensure a Diverse Search Committee?*

- Provides a welcoming and inclusive environment to all applicants.
- Offers a diversity of perspective to hiring managers, who make the final hiring decisions.
- Can help to mitigate implicit (or unintentional) bias which otherwise might lead to inadvertently removing well-qualified applicants from the pool.
- Consider using [targeted advertising](#) to reach underrepresented groups.

### *Roles and Responsibilities*

- Search Committee Chair (SSC)
  - Facilitate the search process
  - Organize committee
  - Provide committee with search criteria based on the minimum and preferred education and qualifications listed in the posting, which is what the applicants will be evaluated on during the recruitment process
  - Keep detailed documentation of the process
    - Communications and documentation related to a search may be subject to a public records request so it is important to be mindful of this
    - Inquires related to a public records request should be directed to the Office of Legal Affairs
  - During the interviews use the structured interview model that keeps the activities and processes of each phase of the interviews uniform and consistent
  - Compliance
- Search Committee Members
  - Review all applicants
  - Advocate for candidates who should be considered
  - Be consistent in the way applicants are evaluated
    - Search committee members should all be using the same criteria to evaluate applicants
    - The criteria should be based on the minimum and preferred qualifications as they are listed in the job posting and should be set prior to the initial review of applicants
    - Use tools such as screening matrices to quantify your evaluation of the applicants
  - Maintain confidentiality

- Discussions among search committee members are confidential
- Applicant materials should not be shared with people outside the committee
- All notes and records of the search process should remain confidential, even when the search process concludes
- Avoid unconscious bias and assumptions when evaluating candidates
- Unless there are unforeseen circumstances, the search committee members involved in the interviews should be present for all interviews
- Administrative Support
  - Schedule search committee meetings
  - Organize applicant materials for committee
  - Schedule interviews with candidates
  - Coordinate travel for candidates
  - Assist with NinerTalent documentation

### ***Unconscious Bias***

- Implicit/Unconscious Bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner
- Avoid Unconscious Bias
  - Contemporary forms of discrimination are subtle, unintentional, automatic, unconscious, and pervasive
  - These effects are the same as for “traditional” discrimination, but they are harder to address
  - Best Practices for Avoiding Bias
    - Ensure the position description aligns with the evaluation matrix
    - Candidate evaluations should be completed prior to any group discussions
    - Take time when evaluating the candidates
    - Be aware of the possibility of your own bias
    - Insist on evidence and not opinions
    - Test yourself at: <https://implicit.harvard.edu/implicit/takeatest.html>

### ***Links and Information***

- [EHRA Non-Faculty Administration Website](#)
- [EHRA Non-Faculty Recruitment and Selection Website](#)
- [Legal Affairs – Search Committee Fundamentals Website](#)
- Contact [eparecruitment@uncc.edu](mailto:eparecruitment@uncc.edu) with any questions