Chancellor's Statement on Diversity, Equity and Inclusive Excellence

The University of Denver is its people—all its people. We aim to attract bright and motivated students and give them every opportunity to thrive. We rely on engaged faculty who are passionate about their teaching and their scholarship. We depend on talented staff to support the operation and mission of the University.

In an organization so reliant on its people, creating a diverse and inclusive community is not only the right thing to do; it is critical to the successful implementation of our mission. The greatest challenges facing us in the century ahead are incredibly complex and will require diverse teams who can work collaboratively and innovatively. Actively seeking a student body and a faculty and staff who represent the diversity of our region, nation and world is necessary to prepare our students for an increasingly globalized and connected world. That diversity extends to identities beyond just race and gender—including sexual orientation, gender identity and expression, socioeconomic status, religion, political and ideological viewpoints, and more.

In 2006, the chancellor and provost asked the University's senior leadership to embrace Inclusive Excellence and to begin working in conjunction with our Cultural Center, campus leaders, Office of Diversity, Equity & Inclusion and every member of the University community to realize this vision at DU. We have made significant progress in recent years, thanks to the critical efforts of faculty, staff, students and administrators. We have better integrated a culture of Inclusive Excellence in our processes, systems, mission statements and other structures. But we have more work to do—work that is the responsibility of everyone in our community and that the University's leadership recognizes remains critically important to everything we do.

As the University of Denver prepares to meet the exciting challenges of the growing, thriving and remarkably diverse city in which we live as well as the needs of a changing nation, we will continue to be guided by the principles of Inclusive Excellence. We must continue to strive for an inclusive community that embraces all of its members, provides equality of opportunity for all and actively encourages all voices to be heard. Everyone must be welcomed and treated with dignity and respect, and every person's story must be honored. An inclusive community celebrates different cultures, engages in clamorous debates and cultivates the individual and collective flourishing of all of us.

Respectfully,

Chancellor Jeremy Haefner

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To advance our goals toward diversity and Inclusive Excellence, these guidelines[1] are designed to promote a fair and equitable experience for all applicants and provide assistance for everyone involved in the staff hiring process. These guidelines are considered to be the minimum standard and acknowledge that departments can exceed these standards to meet their own goals and needs. Finally, we encourage all hiring managers[2] and search committees to regard all points of contact with applicants as an opportunity to market the University as an employer of choice.

1. *Hiring Managers will also use the Shared Services Workflow Process document, which outlines the technical steps for managing the applicant tracking process. Together these Staff Hiring Guidelines and Workflow Process documents are intended to assist Hiring Managers or their designees in creating an efficient and fair hiring process.*
2. *Throughout the document we will refer to Hiring Managers as the primary point of contact. However, in some units, the Business Officer may serve as the designee and handle many of the transactional parts of the hiring process.*

Obtaining Approval for the Search

Filling a staff position is an opportunity to evaluate and align resources with the mission and strategic plan of the University and the Unit.

1. Before posting a position, the Hiring Manager will collaborate with their HR Partner to consider the responsibilities of the position and the current and future needs of the Unit. The Hiring Manager and HR Partner will collaborate with the Business Officer to ensure all budgetary guidelines are met.
2. If HR Compensation has reviewed the vacant position in the last year, the Business Officer will submit a Position Action Request (PAR).
3. If the vacant position has not been reviewed in the last year or if the responsibilities of the vacant position are changing, the HR Partner, in collaboration with the Business Officer, will consult with the HR Compensation team to conduct a salary review for the position, prior to submitting the PAR. See *Salary Review Process, Appendix A.*

Job Description/Job Posting

A properly written job description will include the essential functions, responsibilities and qualifications assigned to the position by the Hiring Manager and will be a source document for developing a recruitment plan, job posting and selection criteria.

1. A final job description will be submitted by the Business Officer through the PAR workflow process in Pioneer Web through the Employee tab. (pioneerweb.du.edu). See *Position Action Process and Request Form, Appendix B*.
2. After the job description is submitted through the PAR workflow process, the Recruiter will work with the Hiring Manager to create a job posting. Generally, a job posting will include:
   - information about the University's mission
   - a stated commitment to diversity and inclusion
   - a description of the Unit
   - required and preferred qualifications (experience and educational requirements)
   - salary range
   - information to applicants on how to request an accommodation through the application process
   - expectations for applicants and future employees such as background checks or other pre-hire requirements.
3. Hiring Managers are not permitted to seek wage history of any prospective employee or require disclosure of wage history as a condition of employment. You may disclose the hiring range.
4. Once the job posting is created and approved, the Recruiter will post the position on the Pioneer Jobs Website[1].
5. The University's EO language should be included on all job postings. See *Equal Opportunity Language and Sample Proactive Recruitment Language for Diversity Recruitment, Appendix C.*

Recruitment Strategy

For each job search:

1. The Hiring Manager and, if applicable, Business Officer, in collaboration with the Recruiter, will develop a recruitment plan designed to attract and solicit a highly qualified and diverse pool of applicants. Hiring Managers are encouraged to be proactive in posting in job boards focused on underrepresented communities. The Associate Director of the Office of Equal Opportunity is available for consultation if a Hiring Manager would like additional assistance with diversity recruitment[2].
2. The recruitment plan will identify a list of all sites/ networks where the position will be posted.

Search Committee

While the Hiring Manager retains the final hiring decision, a best practice is to utilize a Search Committee[3] in the evaluation of applicants. Utilization of a Search Committee demonstrates a commitment to fairness in the process and creates a sense of shared decision-making for those individuals likely to work with the successful applicant.

1. If the decision is made to use a Search Committee, the Hiring Manager may, in collaboration with the Recruiter, identify potential Search Committee members. A Search Committee:
   - can be comprised of one or more individuals having a direct interest or knowledge about the position, and
   - should be diverse and include different perspectives and backgrounds
2. Before participation in an evaluation process, Search Committee members should:
   - review and commit to adhere to the University of Denver Staff Hiring Guidelines and to their respective department's hiring procedures
   - participate in Staff Hiring Guidelines Training or in Search Committee Training with the Office of Equal Opportunity and Title IX and Shared Services Recruiting regarding best practices for conducting an equitable review and evaluation process
   - meet with the Recruiter to discuss roles and responsibilities as well as the process that will be utilized for filling the particular position. See *Search Committee Role and Responsibilities, Appendix D.*
3. In some instances a department may utilize an external search firm to fill a senior level position. The Hiring Manager or Search Committee Chair should partner with the Manager of Recruiting Services to help ensure that internal hiring processes are followed. See *When (and How) to Work With an Outside Search Firm, Appendix E.*

1. *If a department is conducting an internal search only, the process for hiring will differ slightly.*
2. *Hiring Managers and Search Committee Chairs will have the opportunity to participate in regularly scheduled Staff Hiring Guidelines Training conducted by Shared Services and Human Resources and Inclusive Community regarding the hiring process and the guidelines on hiring staff positions.*
3. *Depending on the scope of the search for a candidate, search committees can range from one additional person including the Hiring Manager, to a number of individuals, internal and external to the department, who will interact with the position.*

Application Screening and Review

The review and evaluation of applicant qualifications must be documented by the reviewer at all levels. At a minimum, the review process at a minimum, should follow these guidelines:

1. Once the job posting has closed, all applications will be reviewed for required qualifications as outlined in the job posting.
2. Applicants meeting required qualifications will be reviewed to identify the most qualified candidates to move forward in the selection process.
3. The Hiring Manager, in consultation with the Associate Director of Equal Opportunity and the Recruiter, will review the Diversity Composition Report to determine if additional efforts are needed to strengthen diversity in the pool. The Hiring Manager and the Recruiter will determine whether to extend the close date for the job posting and engage in additional recruitment efforts.
4. It is considered a best practice that, in all stages of evaluating applicants, Hiring Managers and Search Committees use an evaluation rubric. An evaluation rubric can helps promote consistency and clarity in how qualifications are measured and what constitutes the most qualified applicants. It can include ranking or weighting of criteria that will help in the subsequent review process of applicants. Rubrics should be based on objective and measurable job-related criteria. See *Sample Candidate Screening Rubric, Appendix F*.
5. Selection criteria must be applied consistently to all applicants, and any criteria used to eliminate applicants considered to be unqualified must be documented.
6. The Applicant Tracking System will be utilized to appropriately document decisions and track the status of applicants throughout the process. The Applicant Tracking System is the critical record-keeping function for the University to display applicants within the appropriate status on the Staff Hiring Dashboard and to forward applicants for a background check to complete the hiring process.

The Interviews

Once the top applicants have been identified, the next step will be conducting interviews. Typically, interviews are conducted in two stages. The first stage is done via telephone or video conference. The second stage typically is done through an on-campus interview.

Please note: If a request for an accommodation is made at any level of the interview process, please refer these requests to the assigned Recruiter.

For both types of interviews, all Search Committee members are expected to review the Guidelines on Interview Questions. This document provides clear direction on appropriate questions that may be asked and inappropriate questions that should not be asked during an interview. See *Guidelines for Interview Questions, Appendix G*.

1. First-Stage Interviews—These consist of a structured format intended to identify candidates for on-campus interviews. Here are some guidelines for conducting this stage of the interview process:
   - The same process must be followed for and the same core questions should be asked of all applicants.
   - To ensure fairness and consistency in treatment, the same Search Committee members should participate in all first-stage interviews.
2. Second-Stage Interviews—These interviews are conducted with the top candidates determined from the first stage interviews. See *Campus Visit Protocols—Staff Hires, Appendix H*. Here are some guidelines for conducting this stage of the interview process:
   - Candidates interviewed at this step in the process are considered qualified for the position and interview questions are focused on whether the candidate is the best choice, based on skill and experience for the University and Unit. Questions at this stage are more in-depth and substantive. Thus, questions specific to the candidate's knowledge, skills and abilities are appropriate[4]. See *Sample Diversity and Inclusion Interview Questions, Appendix I*.
   - Although not required, it is a best practice for the Hiring Manager to include other staff or other departments that may interact with the position for this stage of interviews.

4. When appropriate, candidates can be asked to make a job-related presentation as part of the interview process.
5. For internal candidates, Hiring Managers are encouraged to review the top candidate's previous performance reviews by contacting HR prior to hiring.

Job References

Once all interviews are complete, the Search Committee will provide feedback on recommended candidates to the Hiring Manager. At that point, the Hiring Manager or designated Search Committee members should contact at least two or three references for the top candidates.

The Hiring Process

Each department may have variations on this part of the process and should follow their departmental hiring process. In the absence of departmental guidelines, once the Hiring Manager has decided on a final candidate, the following process should occur:

1. The Hiring Manager should contact the Business Officer and the Recruiter to discuss the final selection prior to any communication with the final candidate.
2. The Hiring Manager or designee will move the final candidate's application to the Request Background Check stage in the Applicant Tracking System.
3. Final candidates (internal and external) should be asked to provide contact information for three references, one of whom must have previously supervised the candidate. Hiring Managers should refrain from contacting references that have not been submitted by the candidate[5]. See *Reference Checks/Telephone Reference Check Guide, Appendix J.*
4. Once a successful background check has been completed, the Recruiter will inform the Hiring Manager or designee. The Business Officer will enter job offer details into the Job Offer Approval form in the Applicant Tracking System. The Recruiter will generate the written offer letter and send it to the final candidate.
5. Once the top candidate has reviewed and accepted the offer letter in the system, the Recruiter will move the candidate to the "hired stage" and the Hiring Manager or designee should complete the electronic New Hire Form. See *New Hire Forms, Appendix K.*

Plan for the Success of the New Staff Member

You did it! You will now have a new employee on board. Check your department's procedures for the onboarding process, but in addition to those procedures:

1. Create a plan for the new hire to receive the support and resources needed to aid in their onboarding, advancement and retention. Some helpful information for onboarding can be found in Pioneer Web. See New Hire Checklist/Learning Activities Checklist, Appendix L.
2. Register the new hire for New Employee Orientation and see www.du.edu/human-resources/new-employees/orientation.html
3. Provide the new hire with a list of University staff affinity groups, and invite the new hire to take advantage of the support they offer.
4. Reference Pioneer@Work on the employee's first day to begin performance planning, including goal setting.

Wrap-Up

The Hiring Manager is encouraged to work with the Recruiter regarding notification to all applicants not considered further for the position. It is critical that communication with all applicants regarding the outcome of the process be done in a timely, professional and efficient manner. Applicants remember how they have been treated and communicate that impression to others. Depending on the number of applicants, the Hiring Manager or designee can reach out to applicants by phone or email through the Applicant Tracking System.

Before closing the search, the Hiring Manager or designee should upload all recruitment materials (i.e., interview notes, evaluations and references) in the Applicant Tracking System.

Appendices

Appendix A » SALARY REVIEW

Initial Position Compensation Review

1. When a new role or backfill need has been identified, the Department will request via a compensation analysis via email (HR.Compensation@du.edu). The Department must include a current job description and org chart.
2. Compensation will review the role and provide a completed Compensation Analysis statement, to include the assigned salary grade and recommended range. Requests typically will be turned around in five (5) business days from the day a complete job description and position details are received.
3. The Department will use this document as a compensation recommendation reference for requesting budget for the new role. The Compensation Analysis Statement must be uploaded into the workflow by the requester.

Hiring Offer Review

After the position is approved, the recruiting process has been executed and a candidate has been identified, the following criteria must be evaluated to determine required approvals:

1. If the desired offer is within the recommended range AND above 85% of midpoint, no additional approval is required from Compensation. If all criteria detailed in the Offer Guidelines are met, the Department may present the offer.
2. If the desired offer is either below or above the recommended range, the Department MUST engage Compensation to review the candidate's qualifications and provide approval for the offer.
3. Provide approval for the offer (standard turn-around time is one business day*)

Offer Guidelines

For Business Officers and Hiring Manager
A salary offer approval from Compensation is not required if it meets ALL the following criteria:

- offer is within the recommended range and above 85% of midpoint
- candidate has required education and experience qualification for the role
- candidate has skills, knowledge and experience related to role and/or function
- available budget supports the offer

IMPORTANT NOTE

For All Offers
The compensation recommendation does NOT constitute budget approval.

Hiring Manager may work with the Compensation Team anytime guidance is needed to determine an appropriate offer.

Appendix B » POSITION ACTION PROCESS & REQUEST FORM

Making Change to and Posting a Position with a Position Action Request (PAR) Form

When to use this process:
If you would like to make changes to a position and post it, use this process. The position must be vacant.

Changes that can be made to a position with this process:

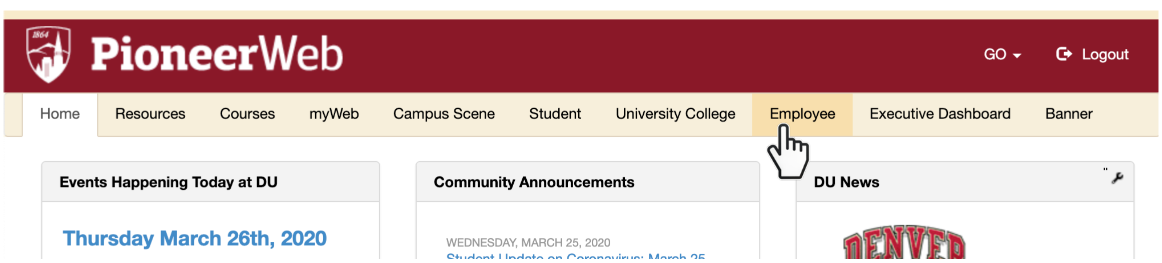
- Hourly/Salary
- Job Description
- Employee Class
- Position Group (Staff/Faculty)
- Position Type (Full Time, Part Time, etc.)
- Pay and Position Budget
- FTE
- Schedule (Months Per Year or Hours Per Week)
- Budget Used to Fund Position (FOAP)
- Gift Funding Changes
- Manager
- Tenure Line

IMPORTANT NOTE

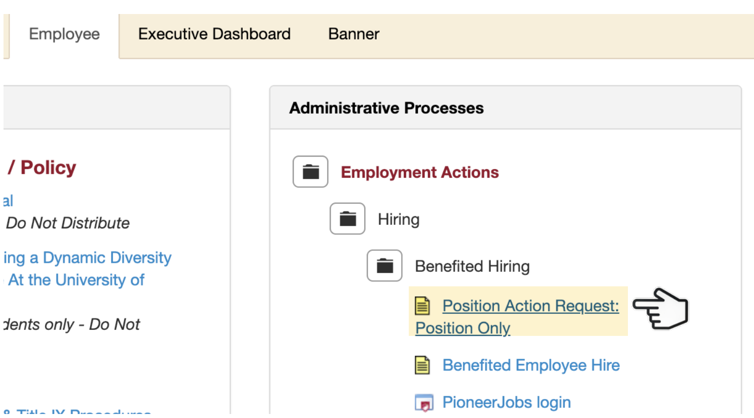
Pre-Approvals for Changes
If you are making changes, be sure to have your written pre-approvals ready to attach to this form. See *Before Starting This Process* for information

How to access the form:

1. Log into PioneerWeb (pioneerweb.du.edu)
2. Click on Employee tab



3. Click Employment Actions under Administrative Processes to expand that menu
4. Click Hiring
5. Click Benefited Hiring
6. Click Position Action Request: Position Only to access the form



Appendix C » EQUAL OPPORTUNITY LANGUAGE AND SAMPLE PROACTIVE LANGUAGE FOR DIVERSITY RECRUITMENT

Equal Opportunity Language

Every job posting should include the following language:

"The University of Denver is committed to enhancing the diversity of its faculty and staff and encourages applications from women, persons of color, members of the LGBTQ community, people with disabilities and veterans. The University is an equal opportunity/affirmative action employer."

Proactive Language

Proactive language, when included in position advertisements and announcements, play an important role in conveying a serious value and commitment to diversity and inclusion particularly to members of underrepresented communities. The following samples are provided to convey a serious interest in recruiting a broad and diverse pool of candidates.

1. The University/unit is committed to building a diverse and inclusive educational environment. Applicants are requested to include in their cover letter information about how they will advance this commitment through their work.
2. We are especially interested in considering applications from members of underrepresented groups, first-generation college graduates or people who work on topics related to these issues.
3. Examples of our unit's/department's commitment to diversity and inclusivity can be found in our (e.g., website, handbook, etc.).
4. Applicants are requested to describe in their cover letter their experience working directly with people from diverse racial, ethnic and socioeconomic backgrounds and how their experience will contribute to diversity and inclusivity at the University.
5. We are especially interested in qualified candidates who can contribute to diversity and inclusion through their work and academic or other experiences.
6. The Unit is committed to maintaining a work environment that encourages knowledge of, respect for and development of skills to effectively engage with individuals from diverse communities. Please describe how your knowledge and/or experience will advance this commitment.
7. Highly technical or specialized positions should consider how the position could be structured to support equity goals. Include language such as:
   - experience considering the impacts of the project on multiple communities, including communities of color, in the technical analysis
   - experience working on a diverse team
   - experience working with different communication styles

Contact the Associate Director of Office of Equal Opportunity, Rufina Hernández at Rufina.Hernandez@du.edu

Appendix D » SEARCH COMMITTEE ROLE & RESPONSIBILITIES

The Hiring Manager generally has overall responsibility for managing the search process. The Search Committee may be involved with other aspects of the process, which may include advertising, soliciting applications, evaluating applications, organizing the interview process and evaluating the strengths and limitations of each person interviewed.

The following list highlights important aspects of the role and responsibilities of the search committee.

1. Uphold a legal and ethical obligation to conduct a hiring process that is equitable and inclusive.
2. Maintain a commitment to the University of Denver Diversity Statement (it is important to take time to discuss the group's commitment).
3. Maintain confidentiality before, during and after the search process (members may not disclose any applicant's name or status, or the content of any committee conversation to any non-committee person before it is determined appropriate to do so).
4. Keeping diversity within the panel in mind, the Search Committee shall provide for adequate representation by those campus partners whose interests would be affected by the position being hired.
5. Uphold required time commitments.
6. Adhere to hiring procedures.
7. Practice respect and value (as opposed to silence and dismissal) of counter perspectives reflected among Search Committee members. Utilize these varied points of view to inform the decision-making that occurs.

Work to reduce evaluation errors and become more self-aware about implicit bias (see Implicit Association Test, https://implicit.harvard.edu/implicit/education.html

8. Ensure that the advertisement includes proactive language to attract the attention of underrepresented group members. You may contact the Associate Director of Equal Opportunity at (303) 871-7726 for assistance.
9. Widely publicize the search and work to recruit a large and diverse pool of candidates. Research has shown that women and members of underrepresented groups are judged more fairly when they are at least 25-30% percent of the applicant pool (Sackett et al., 1991; Heilman, 2001).
10. Publicize staff job postings in traditional and nontraditional job boards. Very qualified and capable individuals may rely on community networks or professional publications that are specifically designed to inform marginalized audiences and/or support a group's shared interest.
11. Develop selection criteria and interview questions that align with the job description.
12. Interview and evaluate candidates fairly.

Appendix E » WHEN AND HOW TO WORK WITH AN OUTSIDE SEARCH FIRM

When considering the use of an outside search firm, the Hiring Manager is expected to partner with the Manager of Recruiting Services. The Manager of Recruiting Services should be involved in the process to ensure the University's hiring processes comply with the Affirmative Action Plan.

There are several reasons to work with an outside search firm. However, the typical reason is to assist with senior executive and upper-management positions. The following is intended to be a high-level overview of hiring and working with a search firm.

Reasons to Work With An Outside Search Firm

1. Hard-to-fill positions (typically upper-management positions)
2. Senior executive positions

Process for Working With An Outside Search Firm

1. Select a well-qualified agency with the capability of meeting the work unit's particular needs.
2. Consider both local and national firms. Choice may depend on the nature of the positions that need to be filled and the anticipated scope of the search.
3. Due diligence in choosing a firm includes:
    - researching the firm's reputation, including its past success in recruiting diverse pool of candidates
    - determining whether the firm is available during the relevant time frame
    - requesting and checking several client references
    - in addition to being able to form a comfortable working relationship with the client, the selected firm should also have:
        - experience in the type of position being listed
        - experience recruiting in the client's geographic area
        - a good reputation for filling positions in a timely and efficient manner
4. Best to list a particular position with only one firm.
5. Negotiating Fees (two main types of fee agreements)
    - **Contingency**: Contingency agreements require payment of a fee only if the client selects and extends an offer of employment to a candidate.
    - **Retained Search**: Retained searches typically require payment of one-third of the anticipated fee before the candidate search begins.
6. Current market rates for search firm fees range from 20% to 30% of the first year's salary. Premier search firms charge a higher fee than others, and the industry/position recruited for also affects cost. Discounts can be negotiated; however, it is important to be reasonable and not ask for an excessively generous discount.
7. The more information the client can provide the firm about the position up front, the more effective the firm will be in finding qualified and interested candidates. The firm will need:
    - the job description
    - the pay range
    - skill sets, certifications, licenses and types of experience the client seeks in the ideal candidate
    - a sample candidate profile
    - information about the department, the employer's benefits and the organizational culture
    - the dates, types and placement of any previous advertisements of the position
    - direction on whether the Recruiting Specialist must refer all candidates through Shared Services or work directly with the Hiring Manager

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Appendix E » WHEN AND HOW TO WORK WITH AN OUTSIDE SEARCH FIRM *(continued)*

- information about the number of candidates the client wishes to consider at one time. Some will accept a few at a time; others prefer to see three to five candidates so they can compare several sets of qualifications, skills and experience
- the steps of the interview process and a list of participants
- a list of key competitors for the client

8. To fulfill their part of the bargain, search firms need to provide not only good candidates but also feedback from those candidates who have been interviewed and regular updates on the ongoing process.
9. Some searches are more difficult than others, but the firm should definitely present the client with feedback or a pool of good candidates within 30 to 45 days of accepting the search. The client and firm should discuss and agree at the beginning of the search on what constitutes an adequate pool of candidates—typically five or more, depending on the position.
10. After reviewing the candidates' resumes, the client should be prepared to select a few for interviews and to give the firm constructive feedback on the resumes not selected. This feedback provides the firm with valuable information, giving them the opportunity to adjust the search methodology and criteria. That will enable the firm to narrow the search and provide only the best-qualified candidates, saving both the firm and the client a lot of time.
11. As soon as possible after an interview, the firm should obtain and deliver to the client the candidate's feedback on how the interview went, including whether the candidate liked the organization and the people and whether the candidate is interested in continuing the process. This information will contribute to the client's further assessment of the candidate and help the client make the process more efficient and effective.
12. The firm should provide the client with regular updates on the recruiting process. This is essential to a good search. An update can be as simple as an email with a couple of sentences to communicate the status of the search or as detailed as a report outlining the number of calls made, the number of interviews held and the number of candidates to be submitted.
13. The client and firm should agree up front about how they will communicate (emails or phone calls) and how often updates will be delivered (daily, weekly, biweekly or monthly).
14. When a successful candidate is identified, the Hiring Manager should present the employer's formal offer and compensation package to the candidate and complete the negotiation to a successful outcome.
15. Salary negotiation is a process that must be handled with care. The objective is to reach common ground that will be beneficial to both the client and the candidate. If the firm has not already had an open and honest conversation with the candidate about salary expectations, it must be held before an offer is made. Then, the firm can determine whether the candidate's salary expectations are realistic and manageable.
16. The firm also should thoroughly understand other components of the client's compensation package that could be attractive to the candidate, such as incentive pay programs, health benefits, retirement plans, paid time off and company-match contributions. All of these items can be used to "sell" the candidate on the University's total compensation package rather than the salary component alone.
17. Please discuss with the Manager of Recruiting Services how reference checks will be handled. These reference checks can be conducted by the firm or by the Hiring Manager themselves.

Appendix F » SAMPLE CANDIDATE SCREENING RUBRIC

Candidate: ____________________ Interviewer: ______________________ Date: __________

Quality Standard	**Rating** *(1 is poor, 5 is excellent, NB is no basis)*					
Education	1	2	3	4	5	NB
Residence Life Experience	1	2	3	4	5	NB
Supervision Skills/Leadership	1	2	3	4	5	NB
Organization Skills/Administrative Ability	1	2	3	4	5	NB
Building Operations/Facility Management	1	2	3	4	5	NB
Maturity	1	2	3	4	5	NB
Attitude/Motivation	1	2	3	4	5	NB
Teamwork	1	2	3	4	5	NB
Custodial/Maintenance/Food Service Liaison	1	2	3	4	5	NB
Commitment to diversity, inclusion and equity	1	2	3	4	5	NB
OVERALL EVALUATION	***1***	***2***	***3***	***4***	***5***	***NB***

Comment on this candidate's overall suitability with our organization:

Overall Strengths:

Overall Concerns:

Should this candidate continue in the process?

Yes_____ | No_____ | Reservations based on Skills, Experience and Knowledge _____

Why?

Appendix F » SAMPLE CANDIDATE SCREENING RUBRIC

Evaluation matrix for: ______________________ Candidate: ___________________________

Preferred Qualifications		Comments
Doctorate in student personnel administration, higher education, management or related field	Yes (+3) No (0)	
Experience of at least a Director (or a higher-level position) of _____	Yes (+10) No (0)	

EXPERIENCE AND SKILLS RATING SCALE:

0 – Skill/experience is not evident

1 – Sparse evidence of skills/experience is present

2 – Moderate evidence of skills/experience is present

3 – Strong evidence of relevant skills/experience is present

Evaluation Aspect	Points	Comments
Experience in developing, articulating, and implementing a departmental vision	0 1 2 3	
Lead and engage in ongoing strategic planning and assessment	0 1 2 3	
Supervise professional staff	0 1 2 3	
Demonstrated Inclusive Excellence work	0 1 2 3	
Experience in operational planning and facilities management for residence halls and/or other university owned residential living spaces	0 1 2 3	
Experience in fielding and addressing student and parental concerns.	0 1 2 3	
Demonstrated ability to work with other campus departments to further the university mission and goals	0 1 2 3	

Reviewed by: ______________________ Date: _____________________ Total Points: ______

Appendix F » SAMPLE CANDIDATE SCREENING RUBRIC

Candidate: ____________________ Interviewer: ______________________ Date: __________

Please check all that are true for you:

❍ Read candidate's CV
❍ Read candidate's cover letter
❍ Read candidate's letters of recommendation
❍ Attended candidate's job talk or interview
❍ Met with candidate
❍ Other (please explain): ____

Committee members should:

- Read "Research on Bias and Assumptions and Common Sources of Cognitive Errors," to gain a better understanding of implicit bias and assumptions,
- Develop agreed upon evaluation criteria and apply them consistently to all applicants, and
- Discuss definitions of the criteria to calibrate the committee.

Please rate the candidate on each of the following:	Excellent	Good	Neutral	Fair	Poor	Unable to judge
Holds a required degree						
Potential for (or evidence of) working effectively with diverse communities, constituencies, stakeholders						
Experience in higher education or a leadership role with a university, governmental agency, nonprofit, for profit sector						
Established record of admin. leadership & mentoring related to the position						
Demonstrated ability as a visionary leader						
Proven success in grant writing & fundraising						
An experienced, highly collaborative administrator						
Entrepreneurial and innovative						
Passion for building new programs & infrastructures						

Comments: ____

Appendix G » GUIDELINES FOR INTERVIEW QUESTIONS

Topic	May Ask or Request	Do NOT Ask or Request
Name of Applicant	Have you ever used another name? Any additional information, relative to a change of name or use of an assumed name, necessary to enable a check of your educational or work record?	What is your birth name? Is this your married name? What is your maiden name?
Age	Law generally requires that you are at least 14 years of age to work in Colorado and are subject to work hour restrictions until age 18. No questions other than meeting these minimum age requirements.	Age, birth date, or any question that might identify the applicant's age, such as high school graduation, etc.
Birthplace/ Citizenship	All offers of employment are contingent upon verification of identity and authorization to work in the United States	Nationality, ancestry, national origin, parentage of applicant or spouse. Where did you learn another language so well?
Race/Color	None allowed.	Color, race, complexion or color of skin, eyes, hair ethnicity neither directly nor indirectly.
Convictions	You may inform applicants that DU does criminal background checks on all persons post-job offer I pre-employment.	Never ask if a person has been arrested. Arrests are not convictions.
Residence	What is your address?	Do you own your home? Any roommates?
Sex	None	Gender, marital status, number or ages of children. or child care arrangements. Are you pregnant or planning a pregnancy? Do you live alone?
Disabilities	Generally, may as only if the applicant is able to perform all the essential functions of the job with or without reasonable accommodations.	Are you disabled? Medical conditions? How many sick days have you taken? Do you need any accommodations to do the job?
Religion	Are you able to work on the days regularly scheduled for this job?	What is your religion? Does your religion prevent you from working weekends or holidays? Will you need religious accommodations?

Appendix G » GUIDELINES FOR INTERVIEW QUESTIONS

Topic	May Ask or Request	Do NOT Ask or Request
Military Service	Only questions about relevant skills, knowledge and abilities during military service.	General questions about military service, such as dates, discharge type. or foreign military service
Economic Status	None	Credit ratings. charge accounts, bank accounts, bankruptcy, car ownership, length of residence at address, past garnishments of wages.
Organizations, Societies, and Activities	Ask only job related organizations.	List all organizations, clubs and lodges to which you belong. Questions about membership in non- job related organizations
National Origin	Ability to write, read and speak English, or another language, if job related.	Ancestry. birthplace of parents or spouse, or native language.
Height/Weight	None. (If you think it's job relevant. clear with HR first.)	None. (If you think it's job relevant. clear with HR first.)
References	Who referred you to this position? Will you provide names of persons willing to provide professional references?	Questions of applicant's former employers or acquaintances that elicit information specifying applicant's color, race. religion, national origin. ancestry, disability. medical conditions, marital status, age or sex, sexual orientation. gender identity or gender expression.
Genetic Information	None	Questions about genetic tests, the applicant's medical history, their family's medical history.
Family Status/ Pregnancy	Are you able to meet all of the job attendance and travel requirements?	Are you married? Your spouse's name. Birth name. Any children? Pregnancy? Childcare arrangements?
Wage History	What are your salary expectation for this position?	How much did you make at your previous employer? How much are you making now?

Appendix H » CAMPUS VISIT PROTOCOL—STAFF HIRES

Whether the top candidates will be granted on-campus interviews depends on the preference of the hiring manager, taking cost into account. It is recommended that candidates being seriously considered for the position, be given a face-to-face interview or, if the candidate is out of state and cost is an issue, an interview using Skype or Zoom. The following protocols are suggested:

1. The campus visit provides an important opportunity for the Search Committee to further evaluate the candidate with more depth and scrutiny.
2. Afford the candidate a welcoming and affirming environment. Keep in mind that the candidate is also evaluating DU as an institution and that positive or negative interaction with candidates can have far-reaching impacts on the University's reputation as a welcoming, respectful, and inclusive institution.
3. When interviewing candidates for senior executive and upper-administrative positions (chancellor, provost, dean, vice chancellor, associate provost, associate dean, etc.), it has been standard practice for Search Committees to schedule time on each candidate's itinerary to have 30–60 minutes to discuss IE-related matters. This allows the Search Committee to gain a sense of the candidate's knowledge of and commitment to IE with members of faculty and staff affinity groups.
4. Candidates should be provided with the following:
    - pre-visit information and services
    - names and positions of Search Committee members
    - information about the position, department, the University and the community
    - information about time, location and content of each segment of the interview and expected length of the interview
    - information about parking availability and fees, and interview procedures
    - if so desired, an invitation to the applicants to bring any additional information they would like to share, such as writing or work samples
    - information about the kind of presentation they will be expected to make and who has been invited to attend as the audience
    - information about the campus and/or the city, including directing candidates to the Prospective Employees webpage
    - if needed, information about travel expenses, arrangements, accommodations and local transportation—be sure the candidate fully understands how expenses will be handled
5. To avoid the appearance of conflicts of interest, impropriety, and for various other reasons, candidates should not be transported by staff and should not stay in an employee's home during campus visits.
6. It's important to maintain interactions that reflect respectful and inclusive methods of communication. During the on-campus interview, the committee's task is to ask questions and probe deeper with follow-up questions that encourage the candidate to elaborate on details.
7. Always be aware that the same guidelines for asking questions are in effect, whether in the actual interview or in an informal setting. This is particularly true during meals or in social settings. Questions that are not permitted during interviews are still not permitted in situations that are more casual.
8. Everyone who will be participating in the selection process or giving input should be aware of the Guidelines for Interview Questions and should refrain from asking inappropriate questions.
9. After the interview, update the candidate's status in the Applicant Tracking System once a candidate has been interviewed.
10. Be expeditious in reimbursing expenses.

Appendix I » SAMPLE DIVERSITY & INCLUSION QUESTIONS

Inclusive Excellence at DU

Inclusive Excellence (IE) is the recognition that a community or institution's success is dependent on how well it values, engages and includes the rich diversity of students, staff, faculty, administrators and alumni constituents. More than a short-term project or single office initiative, this comprehensive approach requires a fundamental transformation of the institution by embedding and practicing IE in every effort, aspect and level of a college or university. The goal is to make IE a habit that is implemented and practiced consistently throughout an institution.

Before the interview, all candidates should be directed to the following websites that describe Inclusive Excellence and the University's Diversity Statement.

1. www.du.edu/cme/ie_du.html CME's site, includes a link to "Making Excellence Inclusive through the American Association of Colleges and Universities
2. www.du.edu/about/leadership/chancellor DU's Diversity Statement from the Office of the Chancellor

Sample Interview Questions

1. You were provided information on Inclusive Excellence and the Diversity Statement prior to this interview. How has your professional experience and background prepared you to be effective in this environment with this diversity value?
2. What does it mean to have a commitment to inclusion and equity and how would you develop and apply this?
3. Please describe how you would work to create a campus environment that is welcoming, inclusive and increasingly diverse.
4. Describe a situation in which you utilized your multicultural skills to solve a problem.
5. Describe your work experience or explain how you have been educated to understand the history of African Americans, Latinos, Asians, Native Americans and other historically marginalized communities in the USA.
6. Tell me about a time you had to alter your work style to meet a diversity need or challenge.
7. How have you handled a situation when a colleague was not accepting of others' diversity?
8. What efforts have you made, or been involved with, to foster diversity competence and understanding?
9. What would you contribute professionally to DU to foster Inclusive Excellence?
10. How would you work with people under your supervision to foster a climate receptive to diversity in the department, the curriculum, staff meetings, printed materials, initiatives, etc.?
11. What have you learned from working with diverse populations?
12. What are some specific things you are going to do within the next two years to further your development in cultural competency?

Appendix J » REFERENCE CHECKS/TELEPHONE REFERENCE CHECK GUIDE

As with your interview questions, limit reference inquiries to job-related matters. Avoid questions that are improper under federal or state preemployment inquiry guidelines

Statutory Limitations on Preemployment Inquiries

The Americans With Disabilities Act [ADA]

1. Under the ADA, before a conditional job offer has been made, an employer may not request any information about a job applicant from a former employer that the employer could not ask of the job applicant directly.
2. Employers may not make inquiries of a former employer regarding an applicant's disability, the nature or severity of the disability, illness or workers' compensation history.
3. Questions regarding attendance, job functions, and the quantity and quality of work performed by the former employee are allowed. For example: Excluding absences due to disability or absences covered by the Family & Medical Leave Act [FMLA], how many days of work did ‹Applicant› miss in the last six months of employment?

Title VII of the Civil Rights Act of 1964 [Title VII]

1. As with the ADA, under Title VII an employer may not request any information from a reference the employer could not obtain from the job applicant directly. For example, inquiries regarding protected class status such as age, race, sex, religion or national origin can lead to discrimination claims, as these are impermissible basis for employment decisions.
2. Title VII also prohibits employers from retaliating against individuals who have asserted their civil rights under the law. Thus, it is impermissible for an employer to inquire if an applicant has ever filed legal claims, such as discrimination charges, against a former employer.

Maintain documentation on all information received from reference checks as well as unsuccessful attempts to obtain the information.

Documentation should include the date of the reference call, the name of the person conducting the reference, the name and position of the person talked to and their working relationship to the applicant.

Preparing for the reference inquiries in advance, including planning the opening statement and job-related questions, is another step in the hiring process and is just as important as developing your interview questions. See *Guidelines for Inquiries During the Search and Screening Process, Appendix H* for questions to avoid. Please note, this list is not meant to be exhaustive, nor do all questions below need to be asked. Consistency is the most important factor.

Appendix J » REFERENCE CHECKS/TELEPHONE REFERENCE CHECK GUIDE

Telephone Reference Check Guide	
Applicant Name:	Position Applied For:
Person Contacted:	Telephone Number:
Title of Person Contacted:	Firm/Organization:
Reference Checked by:	Date:

Introduction: <Applicant> is being considered for employment at the University of Denver as a <Position Title> and we are trying to determine if <he/she> is suitable for this job. I would like to spend a few minutes asking how you would assess <Applicant's> ability in some areas we've determined to be important for this job.

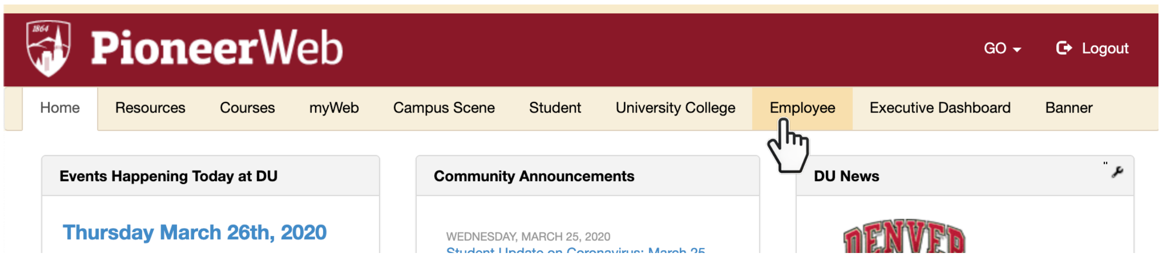
Verify applicant's employment dates stated on application or resume.

1. How long did you supervise <work with> <Applicant>?
2. Verify applicant's most recent job responsibilities. For example: May I read from the resume/ application the part describing
3. <Applicant's> responsibilities while working for your Institution <or Company>? (Read summary.) Does this sound accurate? Are there any omissions or corrections?
4. Describe <Applicant's> ability to plan and accomplish short-term goals? Long-term goals? Examples?
5. If applicable, how would you describe <Applicant's> leadership, managerial or supervisory skills?
6. How would you rate <Applicant's> ability to communicate orally and in writing?
7. If you had to rate <Applicant's> overall performance, would you rate it as above, at or below expectations? Why?
8. How would you describe <his/her> interpersonal skills with management, peers and/or students <other constituents>?
9. If you had to rate <Applicant's> overall potential for advancement with your Institution <or Company>, would you rate it as likely, unlikely, not applicable or unknown? Why?
10. Verify reason for leaving, if applicable.
11. Did you ever have to discipline <Applicant> for misconduct or violation of company rules?
12. If you had an opening today for the same job, would you rehire <Applicant>?
13. If you had the opportunity to work with <Applicant> again in the future, would you?> Why or why not?

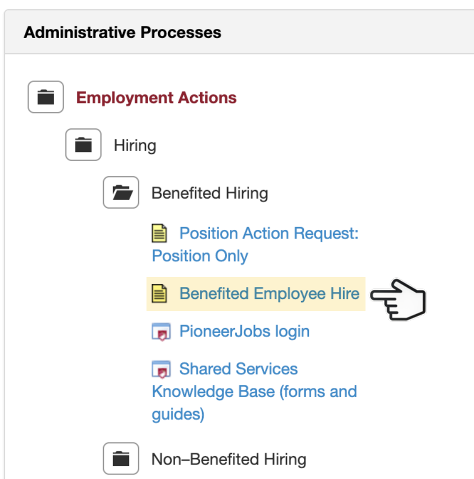
Thank you for taking the time to speak with me. Is there anything else that you would like to share that I/we should take into consideration?

Completing a Benefitted New Employee Hire

1. Log into PioneerWeb (pioneerweb.du.edu)
2. Click on Employee tab

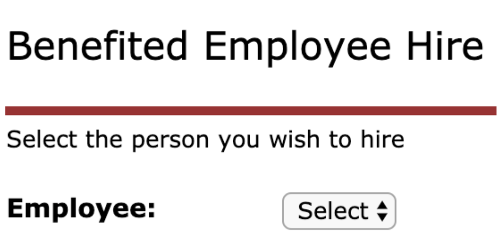


3. Click Employment Actions under Administrative Processes to expand that menu
4. Click Hiring
5. Click Benefited Hiring
6. Click Benefited Employee Hire to access the form



7. Click Benefited Employee Hire

8. Select the Employee from the drop down menu



QUICK TIP

Candidates Available to Hire
Candidates will only appear in your drop down menu if they have cleared the background check process. If you do not see your candidate in the drop down and you have completed the background check process, please contact Shared Services.

Appendix L » NEW HIRE CHECKLIST/LEARNING ACTIVITIES CHECKLIST

Employee Information	
Name:	Hire Date:
Position Title:	Manager:
DU ID#:	❍ Exempt ❍ Non-exempt
Email address:	Cell phone:
Phone:	Birthday:
Room:	

Human Resources	
❍ New hire orientation	❍ Thriving at DU

Administration
❍ Add Name to all Lists (Phone, Email, BD, etc.)
❍ Banner Training: **www.du.edu/uts/banner/training**
❍ Building Access Coordinator: **www.du.edu/campussafety/c-cure**
❍ Business Cards: **www.dilleyprinting.com/customer_portal/login.html**
❍ Business Expenses & Reimbursements: **www.du.edu/purchasing/travelexpreimb.html**
❍ Common Drive
❍ Door Keypad and Codes
❍ DU Directory
❍ DU ID
❍ Email set up
❍ Employee Handbook: **www.du.edu/human-resources/employee-support/employee-handbook.html**
❍ First Aid Supplies

Appendix L » NEW HIRE CHECKLIST/LEARNING ACTIVITIES CHECKLIST

Administration
❍ Job Description
❍ Library Access: **library.du.edu**
❍ Keys
❍ Mailbox
❍ Map: **www.du.edu/utilities/maps/index.html**
❍ Memberships (specific to the Department)
❍ Name Tag: **www.crowntrophy.com**
❍ Name Plate: **www.du.edu/facilities/submittingworkrequests.html**
❍ Navigating the website: **www.du.edu**
❍ Parking Permit: **www.du.edu/parking/permits/index.html**
❍ P-Card: **www.du.edu/purchasing/P-CardProgram.html**
❍ Phone: **www.du.edu/uts/telephone/order_new.html**
❍ Long-distance code: **www.du.edu/uts/telephone/order_ldauths.html**
❍ Voicemail: **www.du.edu/uts/telephone/order_vm.html**
❍ Photo: Wayne Armstrong **Wayne.Armstrong@du.edu**
❍ Remote Access: https://univofdenver.service-now.com/techservices/home.do
❍ Send Recurring Department Meetings
❍ Send Recurring Campus Wide Meetings
❍ Space Reservations: **www.du.edu/studentlife/campuslife/eventplanningguide/reserve-space/spaces.html**
❍ Supplies
❍ Who to call for what?

Appendix L » NEW HIRE CHECKLIST/LEARNING ACTIVITIES CHECKLIST

Introductions and Tours
❍ Campus Tours
❍ Conference Rooms (MRB)
❍ Copy Room
❍ Elevator
❍ Exits
❍ Kitchen
❍ Mail Room/Procedures
❍ Nearby Food Options
❍ Restrooms
❍ Supply Storage

UNIVERSITY of DENVER

HUMAN RESOURCES & INCLUSIVE COMMUNITY