To advance our goals toward Diversity and Inclusive Excellence, these guidelines 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 and search committees to regard all points of contact with applicants as an opportunity to market the University as an employer of choice.

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 isn’t only the right thing to do; it’s 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 Center for Multicultural Excellence, campus leaders 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 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 Rebecca Chopp
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1. 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. Prior to posting a position, the Hiring Manager will collaborate with their Business Officer to consider the responsibilities of the position and the current and future needs of the Unit.

2. If the responsibilities of the vacant position remain the same, the Business Officer will submit a Position Action Request (PAR).

3. If the responsibilities of the vacant position are changing, the Business Officer will consult with the Compensation Specialist to conduct a salary review for the position, prior to submitting the PAR. See, Salary Review Process, Appendix A.

2. The Job Description & Advertisement Copy

A properly written job description will include the 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 is submitted by the Business Officer through the PAR workflow process in Pioneer Web through the Employee tab. (https://pioneerweb.du.edu) See, Position Action Process and Request Form, Appendix B.

2. After the job description is submitted through the PAR workflow process, a Recruiting Specialist 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,
   - minimum and preferred qualifications (experience and educational requirements),
   - salary range, if applicable,
   - information to applicants on how to request an accommodation through the application process, and
   - an outline of expectations for applicants and future employees such as background checks or other pre-hire requirements.

3. Once the job posting is created and approved, the Recruiting Specialist will post the position on the DU Jobs Website 4.

4. 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

---

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.

3 Business Officer or the designee

4 If a department is conducting an internal search only, the process for hiring will differ slightly. See, Internal Hire Process Map, Appendix O for steps to be taken for an exclusively internal search.
3. Recruitment Strategy

For each job search:

1. The Hiring Manager and, if applicable, Business Officer, in collaboration with the Recruiting Specialist, will develop a recruitment plan designed to attract and solicit a highly qualified and diverse pool of applicants.

2. The recruitment plan will identify a list of all sites/networks where the position will be posted. See, Sample Proactive Recruitment Language for Diversity Recruitment, Appendix C.

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 coordinate with the Recruiting Specialist, to help ensure that all internal hiring processes are followed. See, When (and How) to Work With an Outside Search Firm, Appendix D.

4. Search Committee

While the Hiring Manager retains the final hiring decision, a best practice is to utilize a Search Committee 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, in collaboration with the Recruiting Specialist, will identify potential Search Committee members. A Search Committee:
   - can be comprised on one or more individuals having a direct interest or knowledge about the position, and
   - should be diverse and include different perspectives and backgrounds.

2. Prior to participation in an evaluation process, Search Committee members should:
   - meet with the Recruiting Specialist 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 E.
   - review and commit to adhere to the University of Denver Staff Hiring Guidelines and to their respective department hiring procedures, and
   - participate in Staff Hiring Guidelines Training or in Search Committee Training with the Office of Equal Opportunity regarding best practices for conducting an equitable review and evaluation process.

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.

5 The Associate Director of the Office of Equal Opportunity is available for consultation if a Hiring Manager would like additional assistance with diversity recruitment.
6 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.
7 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.
5. Application Screening Process

The review and evaluation of applicant qualifications must be documented by the reviewer at all levels. The review process at a minimum, should include the following:

1. Once the job posting has closed, all applications will be reviewed for minimum qualifications as outlined in the job posting.

2. Applicants meeting minimum 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 Recruiting Specialist, will review the Diversity Composition Report to determine if additional efforts are needed to strengthen the diversity in the pool. The Hiring Manager and the Recruiting Specialist will determine whether to extend the close date for the job posting and engage in additional recruitment efforts.

4. It is considered best practices that in all stages of the evaluation of applicants, Hiring Managers and Search Committees use an evaluation rubric. An evaluation rubric can help promote consistency and clarity on how qualifications will be measured and what constitutes the most qualified applicants. It can include ranking or weighting of criteria that will help in the review process of applicants later in the process. 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 background check to complete the hiring process. See, Training on the SilkRoad Recruiting System, Appendix G.

6. 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 is typically done through an on-campus interview.

Please note: if a request for accommodation is made at any level of the interview process, please refer these requests to the assigned Shared Services Recruiting Specialist.

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 H.

1. First Stage Interviews: These interviews consist of a structured format intended to identify candidates for on-campus interviews. Some guidelines for conducting this stage of the interview process are as follows:

   - The same process must be followed and the same core questions should be asked for 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 from the first stage interviews. See, Campus Visit Protocols – Staff Hires, Appendix I. Some guidelines for conducting this stage of the interview process are as follows:

   - Candidates interviewed at this step in the process are considered to be 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. Thus, questions specific to the candidate’s knowledge, skills and abilities are appropriate. Questions at this stage are more in depth and substantive.

   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. See, Sample Interview Questions, Appendix J.

---

*When appropriate, candidates can be asked to make a job-related presentation as part of the interview process.*
7. Job References

Once all interviews are complete, the Search Committee will provide their 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 on the top candidates.

Final candidates (internal and external) should be asked to provide contact information for a minimum of 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. See, Reference Checks/Telephone Reference Check Guide, Appendix K.

8. 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 hiring process 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 Recruiting Specialist to discuss the final selection prior to any communication with the final candidate.

2. The Hiring Manager or designee should submit a request for a background check in the Applicant Tracking System.

3. Once a successful background check has been completed, the Recruiting Specialist will inform the Hiring Manager. A written offer letter should then be sent to the successful candidate by the Hiring Manager or designee. See, Sample Job Offer Letter, Appendix L.

4. When the signed offer letter has been received from the candidate, the Recruiting Specialist 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 M.

*For internal candidates, Hiring Managers are encouraged to review the top candidate’s previous performance reviews by contacting HR prior to hiring. See, Internal Hire Process Map, Appendix O.*
9. 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 N.

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 the University staff affinity groups and invite the new hire to take advantage of the support they offer.

10. Wrap Up

The Hiring Manager is encouraged to work with the Recruiting Specialist regarding notification to all applicants of the non-selection. 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 out the search, the Hiring Manager or designee should scan and send to Shared Services all rubrics and other deliberative documents used to evaluate candidates.
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1. Initial Position Compensation Review

1. When a new role or backfill need has been identified, the Department will request via email (HR.Compensation@du.edu) a compensation analysis. 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 range. (Requests will typically be turned around in 3 business days from the day a complete job description and position details are received unless the request is more complex or is part of a mass reorg.)

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 requestor. You must also upload the job description as an attachment (rather than copying and pasting the text into the PAR itself).

2. 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 job is grade 1 through 11 AND the desired offer is between 85% of midpoint and midpoint of the assigned salary grade, 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 job is grade 1 through 11, but the desired offer is either below or above the approved range (85% of midpoint to midpoint of the salary grade), the Department must engage Compensation to review the candidate's qualifications and provide approval for the offer (standard turnaround time is 1 business day*)

3. If the job is grade 12 or above, all offers require Compensation to review the candidate's qualifications and provide an offer recommendation (standard turnaround time is 1 business day*)

*If a request is submitted at 2pm, Compensation will respond at 2pm on the next business day. However, if possible, every effort will be made to respond within the same day.

NOTE: For all offers, the Compensation recommendation does NOT constitute budget approval

3. Offer Guidelines

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

1. Position is assigned to grade 1 through 11

2. Offer is within 85% of Midpoint and Midpoint of the assigned salary grade

3. Candidate has required education and experience qualification for the role

4. Candidate has skills, knowledge, and experience related to role and/or function

5. Offer is internally equitable, meaning it is appropriate when compared to the skills, knowledge, experience, and performance of peers in similar jobs within the division

6. Available budget supports the offer

7. *If all criteria have been met, hiring manager may offer role without Compensation Team approval

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

NOTE: For all offers, the Compensation recommendation does NOT constitute budget approval
APPENDIX B – POSITION ACTION PROCESS AND REQUEST FORM

Position Action Process and Request Form

Source: Benefited Hire Toolkit
APPENDIX B – POSITION ACTION PROCESS AND REQUEST FORM

MAKING CHANGES 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

1. Navigate to the Employment Actions Menu in Pioneer Web (Click for specific directions)
2. Navigate to Hiring > Benefited Hire > Position Action Request: Position Only

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.
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/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 research, teaching and/or service.

2. We are especially interested in considering applications from members of underrepresented groups, first generation college graduates or 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., handbook).

4. Applicants are requested to describe in their letter of intent how their scholarship/service contributes to diversity and inclusivity.

5. We are especially interested in qualified candidates who can contribute to diversity and inclusion through their teaching, research and service experience.

6. Applicants should have a demonstrated knowledge and experience with culturally responsive teaching methods and/or pedagogies to effectively engage broadly diverse student populations.

7. 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.

Contact Rufina Hernández with questions at, Rufina.Hernandez@du.edu
When considering the use of an outside search firm, the hiring manager is expected to contact the assigned Recruiting Specialist in Shared Services. The Recruiting Specialist can assist with a referral to an appropriate search firm. Shared Services should be involved in the process to ensure the University’s hiring processes are complied with such as posting the job announcement on DU’s job website, having applicants apply through the appropriate application system and the collection of composition data for applicants. Reference checks/background checks, drug screening, etc. will typically be handled by Shared Services. Please discuss these specific tasks with your Recruiting Specialist.

There are several reasons to work with an outside search firms. 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.

1. REASONS TO WORK WITH AN OUTSIDE SEARCH FIRM:
1. Hard to fill positions (typically upper management positions)
2. Senior executive positions

2. PROCESS OF WORKING WITH OUTSIDE RECRUITING SPECIALIST
3. Select a well-qualified agency with the capability of meeting the work unit’s particular needs.

4. 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.

5. 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 Recruiting Specialist 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.

6. Best to list a particular position with only one Recruiting Specialist.

7. 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.

8. Current market rates for Recruiting Specialist fees range from 20 percent to 30 percent 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 appropriate to be reasonable and not ask for an excessively generous discount.

9. The more information the client gives the Recruiting Specialist about the position up front, the more effective the Recruiting Specialist will be in finding qualified and interested candidates. The Recruiting Specialist 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 with the hiring manager directly.
   - 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.

10. As the search progresses, the client should keep the Recruiting Specialist abreast of each candidate’s progress throughout the interview process and provide feedback on candidates as soon as possible.

(contined on next page)
11. To fulfill their part of the bargain, recruitment agencies need to provide not only good candidates but also feedback from the candidates who have been interviewed and regular updates on the ongoing process.

12. Some searches are more difficult than others, but the Recruiting Specialist 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 Recruiting Specialist 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.

13. After reviewing the candidates’ resumes, the client should be prepared to select a few for interviews and to give the Recruiting Specialist constructive feedback on the resumes not selected. This feedback provides the Recruiting Specialist with valuable information, giving him or her the opportunity to adjust the search methodology and criteria. That will enable the Recruiting Specialist to narrow the search and provide only the best qualified candidates, saving both the Recruiting Specialist and the client a lot of time.

14. As soon as possible after an interview, the Recruiting Specialist 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.

15. The Recruiting Specialist should provide the client with regular updates on the recruiting process is essential to a good search. An update can be as simple as an e-mail 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.

16. The client and Recruiting Specialist should agree up front about how they will communicate (e-mails or phone calls) and how often updates will be delivered (daily, weekly, biweekly or monthly).

17. When a successful candidate has been identified, the Hiring Manager should present the employer’s formal offer and compensation package to the candidate and facilitates a successful outcome.

18. 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 Recruiting Specialist has not already had an open and frank conversation with the candidate about salary expectations, it must be held before an offer is made. Then, the Recruiting Specialist can determine whether the candidate’s salary expectations are realistic and manageable.

19. The Recruiting Specialist 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.

20. Please discuss with Shared Services how reference checks will be handled. These reference checks can be conducted by the Search Firm or by the Hiring Manager themselves. However, it is important that your University Recruiting Specialist be aware of what the decision will be regarding the reference checks.

21. Usually, negotiating a start date that works for both the candidate and the client is resolved easily once both the client and the candidate have shared relevant information. Typically, a start date would be within 30 days of accepting an offer, unless the candidate has unavoidable commitments or must relocate to a new city.
APPENDIX E – SEARCH COMMITTEE ROLE AND RESPONSIBILITIES

The Search Committee generally has overall responsibility for managing the search process. This 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 regard as oppose 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.

8. Work to reduce evaluation errors and become more bias aware (see Implicit Association Test, https://implicit.harvard.edu/implicit/demo/).

9. Ensure that the advertisement includes proactive language to attract the attention of underrepresented group members (you may contact the Director of Equal Opportunity at (303) 871-7436 and the director of Diversity Recruiting at Debra.Mixon@du.edu, for assistance).

10. Widely publicize the search (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).

11. Work to recruit a large diverse pool of candidates. Very qualified and capable individuals may rely on professional publications that are specifically designed to inform marginalized audiences and/or support a group’s shared interest (e.g., Hispanic Outlook in Higher Education, Journal of Blacks in Higher Education) when identifying employment opportunities. (see, http://www.du.edu/cme/programs-services/faculty.html) for recruiting resources).

12. Develop selection criteria and interview questions that align with the job description.

13. Interview and evaluate candidates fairly.
## APPENDIX F – SAMPLE CANDIDATE SCREENING RUBRIC

Candidate: __________________________________  Interviewer: __________________________________  Date: ______________________

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<td>Teamwork</td>
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<td>Custodial/Maintenance/Food Service Liaison</td>
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<td>Commitment to diversity, inclusion and equity</td>
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<tr>
<td><strong>Overall Evaluation</strong></td>
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</tbody>
</table>

Comment on this candidate’s fit with our organization:

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________

Overall Strengths:

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________

Overall Concerns:

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________

Should this candidate continue in the process?  Yes _____  No _____  Reservations ______

Why?

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________
APPENDIX F – SAMPLE CANDIDATE SCREENING RUBRIC

Evaluation Matrix for: ___________________________________________ Candidates: ___________________________________________

APPLICANT __________________________________________________

<table>
<thead>
<tr>
<th>Preferred Qualifications</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doctorate in student personnel administration, higher education, management or related field</td>
<td>Yes (+3)  No ( 0 )</td>
</tr>
<tr>
<td>Experience of at least a Director (or a higher-level position) of ______________________</td>
<td>Yes (+10) No ( 0 )</td>
</tr>
</tbody>
</table>

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

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

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
- Attended lunch or dinner 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.

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

Comments:

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________

____________________________________________________________________________________________________________________
• LOGGING INTO SILKROAD

• ACCESSING THE JOB POSTING & APPLICATION MATERIALS

• CANDIDATE MANAGEMENT

• CLOSING OUT THE SEARCH
1. LOG INTO PIONEERWEB
2. CLICK ON THE EMPLOYEE TAB
3. CLICK ON THE EMPLOYMENT ACTIONS FOLDER
APPENDIX G – NAVIGATING SILKROAD: LOGIN

4. CLICK ON THE HIRING FOLDER

5. CLICK ON THE BENEFITED HIRING FOLDER

6. CLICK ON THE ACCESS THE ONLINE HIRING MANAGEMENT SYSTEM: SILKROAD LINK
APPENDIX G – NAVIGATING SILKROAD: LOGIN

7. CURRENT DU EMPLOYEES
   CLICK ON THE LOGIN WITH SINGLE SIGN-ON GREEN BAR

8. TYPE IN YOUR DU EMAIL ADDRESS AND PIONEERWEB PASSWORD AND CLICK LOGIN
1. EXPAND THE JOB POSTINGS MENU.
2. CLICK ON JOBS TO VIEW THE JOB POSTING(S) ON YOUR WORKLIST
3. CLICK ON THE JOB TITLE TO ACCESS THE APPLICATION MATERIALS
4. CLICK ON THE RESUMES NUMBER LOCATED IN THE UPPER LEFT CORNER

Note: If you need to print a copy of the job posting, click on the job title, then copy and paste the language into a Word document.
CLICK ON THE VARIOUS TABS TO ACCESS APPLICANT INFORMATION
• Search committee screens applications for minimum and preferred qualifications

• Use screening matrix template to assist with screening applications

• Applicants that don’t meet the minimum qualifications should be removed from consideration

• May be difficult to screen for some qualifications & Knowledge, Skills & Abilities (KSA’s)
  
  o Develop interview questions that will evaluate candidate’s knowledge, skills & abilities and experience
## Application/Resume Screening Criteria

<table>
<thead>
<tr>
<th>Required</th>
<th>Required</th>
<th>Preferred</th>
<th>Key</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor’s degree in Business or related field</td>
<td>Two years of experience in an office setting</td>
<td>Experience working in higher education</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Candidate Name</th>
<th>Required</th>
<th>Preferred</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Susan S.</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Jack M.</td>
<td>Y</td>
<td>N</td>
<td>N</td>
</tr>
<tr>
<td>Robert T.</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Mary O.</td>
<td>N</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Jennifer T.</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Sarah H.</td>
<td>Y</td>
<td>Y</td>
<td>N</td>
</tr>
</tbody>
</table>
Note: When it is determined whether an applicant qualified or not, email *IS NOT* automatically sent out when the radio button is clicked on.
APPENDIX G – SILKROAD: UPDATE APPLICATION STATUS

THE CURRENT STAGE CAN BE UPDATED FOR MULTIPLE APPLICANTS AT THE SAME TIME

THE CURRENT STAGE CAN BE UPDATED FOR EACH APPLICANT
## APPENDIX G – SILKROAD: CURRENT STAGES

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Seeker</td>
<td>Applicant applied through the DU Jobs website</td>
</tr>
<tr>
<td>Review of Materials</td>
<td>Search committee is reviewing application materials</td>
</tr>
<tr>
<td>Request for Additional Information</td>
<td>Additional materials are needed from applicant</td>
</tr>
<tr>
<td>Talent Pool</td>
<td>After the initial screening, applicants that aren’t being considered for the position are moved to this stage. This stage will remove them from your list. NOTE: Email applicants to let them know they are not being considered.</td>
</tr>
<tr>
<td>Prescreen</td>
<td>Phone/Skype interview with top candidates</td>
</tr>
<tr>
<td>Interview</td>
<td>Campus interview with top candidates</td>
</tr>
<tr>
<td>Request Background – New Hire</td>
<td>Once the top candidate has been identified, request background check</td>
</tr>
<tr>
<td>Request Background – Transferred/Current Employee</td>
<td>If the top candidate identified is a current DU employee, request to initiate background check</td>
</tr>
<tr>
<td>Background Check in Progress</td>
<td>Candidate has completed background check request and is in progress</td>
</tr>
<tr>
<td>Hired – HRIC Only</td>
<td>Once the candidate has successfully completed their background check</td>
</tr>
</tbody>
</table>
### Current State of Each Applicant

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Location, Source</th>
<th>Date Modified</th>
<th>Current Stage</th>
<th>Evaluation / Fail Flag</th>
<th>Notes</th>
<th>Qualified</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>N/A</td>
<td>02/27/2016, 11:38 AM</td>
<td>Review of Materials</td>
<td>- / No</td>
<td>Not Defined</td>
<td>No</td>
</tr>
<tr>
<td>N/A</td>
<td>N/A</td>
<td>02/28/2016, 11:59 AM</td>
<td>Review of Materials</td>
<td>- / No</td>
<td>Not Defined</td>
<td>No</td>
</tr>
<tr>
<td>N/A</td>
<td>N/A</td>
<td>02/28/2016, 12:00 PM</td>
<td>Review of Materials</td>
<td>- / No</td>
<td>Not Defined</td>
<td>Yes</td>
</tr>
<tr>
<td>N/A</td>
<td>N/A</td>
<td>02/28/2016, 12:00 PM</td>
<td>Review of Materials</td>
<td>- / No</td>
<td>Not Defined</td>
<td>Yes</td>
</tr>
<tr>
<td>N/A</td>
<td>N/A</td>
<td>02/28/2016, 12:00 PM</td>
<td>Review of Materials</td>
<td>- / No</td>
<td>Not Defined</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Note: When an applicant’s current stage is changed, an email IS NOT automatically sent out to the applicant notifying them of their status change.
Emails should be sent to applicants when they reach the following stage(s):

- **Review of Materials**: Initial email to all applicants letting them know you have received their application and the search committee has begun screening the materials.

- **Talent Pool**: Email to applicants that don’t meet the minimum qualifications and aren’t going to be considered for the position.

- **Prescreen**: Either an email or phone call to candidates to schedule phone/Skype interviews (note: it is recommended to not email the other applicants at this point in the search).

- **Interview**: Either an email or phone call to candidates to schedule campus interviews (note: it is recommended to not email the other applicants at this point in the search).

- **Request Background**: Either an email or phone call to top candidate notifying them they need to complete a background check request (note: it is recommended to not email the other applicants at this point in the search).

- **Hired – HR Use Only**: Once the top candidate has accepted the position and has successfully passed the background check, either an email or phone call to remaining applicants.
TO EMAIL AN APPLICANT, CLICK ON THE SELECT AN ACTION DROP DOWN MENU IN THE APPLICATION. CLICK ON CORRESPOND WITH CANDIDATE.
Note: To send an email to a list of applicants, check the box next to their name, then go to the third top drop down box at the top of the screen titled Perform Recruiting Activity and select CCE Correspondence.
The following steps should be taken to close out the search:

- Collect search committee materials (i.e. screening materials, interview notes, reference checks, etc.) and scan and email them to recruiting@du.edu

- Contact applicants to let them know the position has been filled

- Current stage is accurately reflected for each applicant

- If you would like the job posting to be removed from your worklist in SilkRoad, please email recruiting@du.edu
<table>
<thead>
<tr>
<th>TOPIC</th>
<th>May Ask or Request</th>
<th>Do NOT Ask or Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Applicant</td>
<td>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?</td>
<td>What is your birth name? Is this your married name? What is your maiden name?</td>
</tr>
<tr>
<td>Age</td>
<td>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.</td>
<td>Age, birth date, or any question that might identify the applicant’s age, such as high school graduation, etc.</td>
</tr>
<tr>
<td>Birthplace/Citizenship</td>
<td>All offers of employment are contingent upon verification of identity and authorization to work in the United States</td>
<td>Nationality, ancestry, national origin, parentage of applicant or spouse. Where did you learn another language so well?</td>
</tr>
<tr>
<td>Race/Color</td>
<td>None allowed.</td>
<td>Color, race, complexion or color of skin, eyes, hair ethnicity neither directly nor indirectly.</td>
</tr>
<tr>
<td>Convictions</td>
<td>You may inform applicants that DU does criminal background checks on all persons post-job offer I pre-employment.</td>
<td>Never ask if a person has been arrested. Arrests are not convictions.</td>
</tr>
<tr>
<td>Residence</td>
<td>What is your address?</td>
<td>Do you own your home? Any roommates?</td>
</tr>
<tr>
<td>Sex</td>
<td>None.</td>
<td>Gender, marital status, number or ages of children, or child care arrangements. Are you pregnant or planning a pregnancy? Do you live alone?</td>
</tr>
<tr>
<td>Disabilities</td>
<td>Generally, may as only if the applicant is able to perform all the essential functions of the job with or without reasonable accommodations.</td>
<td>Are you disabled? Medical conditions? How many sick days have you taken? Do you need any accommodations to do the job?</td>
</tr>
<tr>
<td>Religion</td>
<td>Are you able to work on the days regularly scheduled for this job?</td>
<td>What is your religion? Does your religion prevent you from working weekends or holidays? Will you need religious accommodations?</td>
</tr>
<tr>
<td>TOPIC</td>
<td>May Ask or Request</td>
<td>Do NOT Ask or Request</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Military Service</td>
<td>Only questions about relevant skills, knowledge and abilities during military service.</td>
<td>General questions about military service, such as dates, discharge type, or foreign military service.</td>
</tr>
<tr>
<td>Economic Status</td>
<td>None.</td>
<td>Credit ratings, charge accounts, bank accounts, bankruptcy, car ownership, length of residence at address, past garnishments of wages.</td>
</tr>
<tr>
<td>Organizations, Societies, and Activities</td>
<td>Ask only job related organizations.</td>
<td>List all organizations, clubs and lodges to which you belong. Questions about membership in non-job related organizations,</td>
</tr>
<tr>
<td>National Origin</td>
<td>Ability to write, read and speak English, or another language, if job related.</td>
<td>Ancestry, birthplace of parents or spouse, or native language.</td>
</tr>
<tr>
<td>Height/Weight</td>
<td>None. (If you think it’s job relevant. clear with HR first.)</td>
<td>None. (If you think it’s job relevant. clear with HR first.)</td>
</tr>
<tr>
<td>References</td>
<td>Who referred you to this position? Will you provide names of persons willing to provide professional references.</td>
<td>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.</td>
</tr>
<tr>
<td>Genetic Information</td>
<td>None.</td>
<td>Questions about genetic tests, the applicant’s medical history, their family’s medical history.</td>
</tr>
</tbody>
</table>
APPENDIX I – 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, however, recommended that candidates being seriously considered for the position should be given a face to face interview or, if the candidate is out of state and cost is an issue, an interview using Skype.

When the decision has been made to conduct an on-campus interview, 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. 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 reputation of the University of Denver as a welcoming, respectful, and inclusive institution.

3. For Senior Executive and upper administrative positions (e.g., Chancellor, Provost, Dean, Vice-Chancellor, Assoc. Provost, Assoc. Dean), it has been standard practice for search committees, when interviewing candidates, to schedule time on each candidate’s itinerary to have 30-60 minutes to discuss IE related matters; and 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:
   a. Pre-visit information and services.
   b. Names and positions of search committee members.
   c. Information about the position, department, the university, and the community.
   d. Ensure that the candidate is informed about the time, location and content of each segment of the interview and the expected length of the interview.
   e. In addition, provide the candidate with parking availability and fees, and interview procedures.
   f. You may also want to ask the applicants to bring any additional information they would like to share, such as writing or work samples.
   g. Make the candidate aware of the kind of presentation they will be expected to make and who has been invited to attend as the audience.
   h. Offer information to acquaint the candidate with the campus and or the city, including directing candidates to the Prospective Employees webpage.
   i. Arrange travel, accommodations, and local transportation for out-of-town candidates. Ensure that the candidate fully understands how their expenses will be handled.
   j. To avoid the appearance of conflicts of interest, impropriety, and various other reasons, candidates should not be transported by staff and should not stay in an employee’s home during campus visits.
   k. A welcoming and affirming environment
   l. Interaction that reflects respectful and inclusive methods of communication

5. 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.

6. Always be aware that the same guidelines for asking questions is in effect, whether in the actual interview or in an informal setting. Questions that are not permitted to be asked are still not permitted in more casual situations.

7. After the interview, update the candidate’s status in the applicant tracking system once a candidate has been interviewed.

8. Be expedient and in reimbursing expenses.
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](http://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/chancellor/vision/diversitystatement.html](http://www.du.edu/chancellor/vision/diversitystatement.html)
   DU’s Diversity Statement from the Office of the Chancellor

SAMPLE INTERVIEW QUESTIONS FOR INCLUSIVE EXCELLENCE

3. You were provided with information on Inclusive Excellence and the Diversity Statement prior to this interview. How has your experience and background prepared you to be effective in this environment with this diversity value?

4. What does it mean to have a commitment to inclusion and equity and how would you develop and apply this?

5. Describe the types of experiences you had working with others with different backgrounds than your own. What did you learn from those experiences?

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 to DU to foster Inclusive Excellence?
Like your interview questions, limit reference inquiries to job-related matters. Avoid questions which are improper under federal or state pre-employment inquiry guidelines.

**STATUTORY LIMITATIONS ON PRE-EMPLOYMENT INQUIRIES:**

1. **The Americans with Disabilities Act [ADA]**
   a. 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.

   b. 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.

   c. 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 family & Medical Leave Act [FMLA], how many days of work did <Applicant> miss in the last six months of employment?

2. **Title VII of the Civil Rights Act of 1964 [Title VII]**
   a. 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.

   b. 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, 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 II 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.

(contined on next page)
TELEPHONE REFERENCE CHECK GUIDE

<table>
<thead>
<tr>
<th>Applicant Name:</th>
<th>Position Applied For:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Person Contacted:</td>
<td>Telephone Number:</td>
</tr>
<tr>
<td>Title of Person Contacted:</td>
<td>Firm/Organization:</td>
</tr>
<tr>
<td>Reference Checked by:</td>
<td>Date:</td>
</tr>
</tbody>
</table>

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.

1. Verify applicant’s employment dates stated on application or resume.
2. How long did you supervise <work with> <Applicant>?
3. Verify applicant’s most recent job responsibilities. For example: May I read from the resume/application the part describing <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>? <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?
20 February 2014

Name  
Street  
City, State ZIP

Dear Mr./Ms. _______:

It is with great pleasure that we provide you a written invitation to join the Student Life leadership team at the University of Denver as [ TITLE ] beginning on [ Date ].

The University of Denver aspires to be a great private university dedicated to the public good. Student Life serves the public good by creating a dynamic environment that fosters student learning, inspires ethical and caring behavior, champions respect for difference, and cultivates self-awareness and wellness. Your experience in student media operations and activities and your commitment to student development and success will allow you to be able to make important contributions to the mission of the University, Student Life and Student Media. I am pleased with the excellent experience you bring in the areas of ______________________________. The University of Denver has much to offer you as well. You will find a community of faculty, staff and students who are active and engaging learners. They will provide support, encouragement, and will challenge you to grow as a learner, supervisor, and mentor.

This appointment, [ TITLE ], is a full-time position (37.5 hour per week) with an annual salary of $________. A summary of DU employee benefits may be found at www.du.edu/hr/benefits/benefits_summary.html

The information in this letter is not intended to constitute a contract of employment, either expressed or implied. Your employment with the University of Denver is at will and either you or the University of Denver may terminate the relationship at any time.

Your signature below will provide written confirmation that you have received a copy of the job description and your acceptance of the position offer. Please sign this letter and scan a copy to me for our records (email address). I will work with you directly regarding details and appropriate preparation of an office, computer, telephone, email, etc.

Welcome to the _______________ Team!

Sincerely,

cc: Employee file

Signature of acceptance_________________________ Date ______________

Source: CLIE Hiring Manual
COMPLETING A BENEFITED NEW EMPLOYEE HIRE

When to use this process:
1. Login to PioneerWeb and navigate to the Employee Tab.
2. From the Administrative Processes menu, navigate to Hiring > Benefited Hire > Benefited New Employee Hire
3. Select Benefited Employee Hire

4. Choose the option that best describes your desired hire type

5. Select the employee that you are hiring from the drop down of available employees

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 N – NEW HIRE CHECKLIST/LEARNING ACTIVITIES CHECKLIST

### EMPLOYEE INFORMATION

<table>
<thead>
<tr>
<th>Name:</th>
<th>Hire date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position title:</td>
<td>Manager:</td>
</tr>
<tr>
<td>DU ID#</td>
<td></td>
</tr>
<tr>
<td>E-mail address:</td>
<td></td>
</tr>
<tr>
<td>Phone:</td>
<td>Cell Phone:</td>
</tr>
<tr>
<td>Room:</td>
<td>Birthday:</td>
</tr>
</tbody>
</table>

### HUMAN RESOURCES

- New Hire Orientation
- Thriving at DU

### ADMINISTRATIVE

- Add Name to all Lists (Phone, Email, BD, etc.)
- Banner Training: [http://www.du.edu/uts/banner/training/](http://www.du.edu/uts/banner/training/)
- Business Expenses & Reimbursements: [http://www.du.edu/purchasing/travelexpreimb.html](http://www.du.edu/purchasing/travelexpreimb.html)
- Common Drive
- Door Keypad and Codes
- DU Directory
- DU ID
- Email set up
- First Aid Supplies
## APPENDIX N – NEW HIRE CHECKLIST/LEARNING ACTIVITIES CHECKLIST

### ADMINISTRATIVE

- Job Description
- Keys
- Mailbox
- Memberships (specific to the Department)
- Name Tag: [http://www.crowntrophy.com/](http://www.crowntrophy.com/)
- Name Plate: [http://www.du.edu/facilities/submittingworkrequests.html](http://www.du.edu/facilities/submittingworkrequests.html)
- Navigating the website: [http://www.du.edu/](http://www.du.edu/)
- Parking Permit: [http://www.du.edu/parking/permits/index.html](http://www.du.edu/parking/permits/index.html)
- P-Card: [http://www.du.edu/purchasing/P-CardProgram.html](http://www.du.edu/purchasing/P-CardProgram.html)
- Phone: [http://www.du.edu/uts/telephone/order_new.html](http://www.du.edu/uts/telephone/order_new.html)
- Long-distance code: [http://www.du.edu/uts/telephone/order_ldauths.html](http://www.du.edu/uts/telephone/order_ldauths.html)
- Voicemail: [http://www.du.edu/uts/telephone/order_vm.html](http://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](https://univofdenver.service-now.com/techservices/home.do)
- Send Recurring Department Meetings
- Send Recurring Campus Wide Meetings
- Supplies
- Who to call for what?
## INTRODUCTIONS AND TOURS

- [ ] Campus Tours
- [ ] Conference Rooms (MRB)
- [ ] Copy Room
- [ ] Elevator
- [ ] Exits
- [ ] Kitchen
- [ ] Mail Room/Procedures
- [ ] Nearby Food Options
- [ ] Restrooms
- [ ] Supply Storage
Please note, text in crimson indicates a process which is detailed in this booklet.

"Department" generally includes Budget Officer, Hiring Manager and various admin positions. It may also include a hiring committee. Check with the Director of your department for internal procedures for hiring.