

## APPENDIX A: A Successful Search Checklist

#	TASK	RESPONSIBLE PARTY	TARGET DATE	COMPLETION DATE
1	Review "A Guide to Successful Searches".	Hiring Authority		
2	Write draft position description.	Hiring Authority		
3	Appoint search chair.	Hiring Authority		
4	Appoint search committee and provide link to "A Guide to Successful Searches" to be read before first meeting.	Hiring Authority and Search Chair		
5	Describe committee expectations and expected outcomes.	Hiring Authority		
6	Arrange for Search Committee orientation.	Search Chair		
7	Agree on decision-making approach.	Search Committee		
8	Review confidentiality guidelines.	Search Chair		
9	Decide on committee spokesperson.	Search Committee		
10	Develop search process timeline including targets for advertising, initial screening, phone interviews and campus visits.	Search Committee		
11	Solicit feedback on desired minimum and preferred qualifications from constituent groups and the University community.	Search Committee		
12	Using draft position description, develop minimum and preferred candidate qualifications.	Search Committee		
13	Develop operational definitions and evaluation strategies for all qualifications.	Search Committee		
14	Review/suggest enhancements to position description.	Search Committee		
15	Decide on application materials required.	Search Committee		
16	Write position announcement.	Search Committee		
17	Secure position description and position announcement approval from hiring authority.	Search Chair		
18	Approve position description and announcement.	Hiring Authority		
19	Develop draft recruitment plan.	Search Committee		
20	Certify recruitment plan.	Hiring Authority		
21	Develop recruitment plan budget to include advertising, direct mail, conference attendance, candidate travel, and campus visit cost. (note: Human Resources can provide advertising rates)	Search Chair with Hiring Authority		
22	Request nominations from the University community, especially people of color and individuals well positioned to suggest viable candidates.	Search Chair with Hiring Authority		
23	Write and place advertisements.	Human Resources at Search Chair's direction		
24	Develop screening evaluation matrix, phone and campus interview questions and reference check questions.	Search Committee		
25	Secure Hiring Authority approval of proposed screening process.	Search Chair		
26	Approve/modify screening process.	Hiring Authority		
27	Invite nominees to apply.	Search Chair		
28	Post job opening on UA Career Track online applicant tracking system.	Human Resources at Search Chair's direction		
29	Acknowledge receipt of application materials and describe anticipated timeline for search process.	Search Chair		

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30	Provide hiring authority with report on applicant pool diversity.	Search Chair (data provided by Human Resources)		
31	Analyze diversity of applicant pool.	Hiring Authority		
32	“Certify” the applicant pool or direct search committee to increase efforts to create a diverse applicant pool.	Hiring Authority		
33	Provide status report to affected department and the University community as appropriate.	Search Chair		
34	Notify applicants (if search is to be extended or if applicant has been excluded from further consideration).	Search Chair		
35	Develop and implement plan to diversify applicant pool (if search is to be extended).	Search Committee		
36	Return to step 20 (if search was extended).	Search Chair		
37	Review application materials and document screening process.	Search Committee		
38	Identify top candidates.	Search Committee		
39	Approve initial finalist list or direct search committee to increase efforts to create a diverse finalist list.	Hiring Authority		
40	Return to step 38 (if finalist list is rejected).	Search Committee		
41	Conduct phone interviews and document responses.	Search Committee		
42	Develop finalist list.	Search Committee		
43	“Certify” finalist list or direct search committee to extend search. Return to step 38 (if finalist list is rejected).	Hiring Authority		
44	Notify finalists of plans to conduct reference checks.	Search Chair		
45	Conduct reference checks.	Search Committee		
46	Notify applicants who are no longer under consideration. (If search is extended, return to step 42).	Search Chair		
47	Design campus visit itinerary to include visits with potential colleagues, community groups, etc. Include meetings that candidate may request.	Search Committee		
48	Secure Hiring Authority approval of campus visit itinerary.	Search Chair		
49	Invite finalists to visit campus.	Search Chair		
50	Arrange travel and lodging arrangements. Ask: “Will you require any special accommodations?” and “To help us in meal planning, do we need to be aware of any food preferences or restrictions?” and “Are there groups or individuals with whom you’d like to meet during your visit?”	Search Chair		
51	Invite community members and potential colleagues to meet with	Search Chair		
52	Appoint individual(s) to greet candidate at airport and return him/her to airport after visit.	Search Chair		
53	Announce campus visits to the University community.	Search Chair		
54	Schedule search committee members or others to accompany candidates during the campus visit.	Search Chair		
55	Forward campus visit itinerary to candidates. Include information on the Tucson community, the University, the hiring college/division and department, information on the value of UA employment, dual career resources, and the University’s diversity plan.	Search Chair		

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56	Contact candidate in advance of visit to answer questions, allay concerns and express excitement about impending visit.	Search Chair or designee		
57	Conduct campus visits.	Search Committee		
58	Have candidate meet with the Hiring Authority.	Hiring Authority		
59	Evaluate candidates using pre-determined evaluation matrix and write recommendations for Hiring Authority.	Search Committee		
60	Share recommendations/analysis with Hiring Authority.	Search Committee		
61	Select candidate or direct Search Committee to close search or invite additional candidates.	Hiring Authority		
62	Provide status report to affected department, University and Tucson community (if search is terminated or extended).	Search Chair		
63	Design offer, which may include start-up package, effort requirements, travel funds, and employment for partner. Ensure that proposed offer maintains departmental/college/division salary equity.	Hiring Authority		
64	Make offer by phone and invite selected finalist (and family) to visit Tucson. Arrange for meeting with Above & Beyond Relocation Service for community orientation and housing search (no charge to University or department for this service). Consider scheduling meeting with Human Resources to discuss benefit options or the Provost's Office to discuss dual career services as needed. Schedule meetings with individuals as requested by finalist.	Hiring Authority and Search Chair		
65	Announce hire to search committee, department, the University community, and the Tucson community.	Hiring Authority and Search Chair		
66	Thank Search Committee for their efforts. Request feedback on how future efforts might be improved.	Hiring Authority		
67	Search-related documents such as copies of hiring forms, interview questions, screening tools and committee notes must be retained in department files for a period of three years. Electronic copies of job postings, résumés and applications are maintained by Human Resources	Search Chair		
68	Share committees' feedback with Human Resources or Office of the Provost to support enhancement of University search guidelines.	Hiring Authority		
69	Announce hire through press release to Lo Que Pasa, local media, and appropriate professional organizations.	Hiring Authority with assistance from External Relations		
70	Share media announcements with new hire.	Hiring Authority		
71	Hold a welcome reception for new hire.	Hiring Authority		
72	Support the success of the new colleague.	University Community		