

University of Illinois at Urbana-Champaign

Hiring Manager Guidelines

The hiring manager appoints a search committee to recruit, review, interview, and make candidate recommendations. They also provide the committee charge before the search committee can begin their work. The hiring manager makes the final hiring decision, in consultation with their organizational leadership.

For certain overtime eligible civil service vacancies, a full committee is not required, and the search can be coordinated by the hiring manager. The hiring manager should follow the same best practices as a search committee would in evaluating applications, to ensure a fair and equitable search process. The hiring manager must complete [DiversityEdu](#) before they can review applicants in Cornerstone.

If there is a search committee, the hiring manager should avoid serving on the committee to maintain the appropriate advisory role of the search committee, to preserve the integrity of the search process, and to avoid the appearance of undue influence.

The following are hiring manager responsibilities:

- Complete the [Hiring Manager](#) training.
- Meet with the search chair, diversity advocate, and others to develop a search plan that ensures the following:
 - Using gender-neutral titles, checking pronouns and avoiding use of gender-charged words and superlatives (use [Gender Decoder Tool](#)).
 - Limiting the number of minimum requirements to broaden the pool of qualified applicants.
 - Posting duration is a reasonable amount of time to recruit a diverse pool of applicants.
 - Deciding what types of materials applicants will be required to submit that are job related (i.e., cover letter, resume/CV, teaching philosophy, diversity statement, etc.).
- Ensure there are no obvious conflicts of interest on the search committee, and that no search committee member is interested in applying to the position being filled.
- Confirm that all search committee members have completed the DiversityEdu online program (required every three years), and the workshop related to their role. If a search committee member is external to the University of Illinois, they will not complete DiversityEdu.
- Identify and assign the person(s) responsible for the following: completing and processing required search paperwork, coordinating meeting/travel arrangements and correspondence with applicants.

Once the above has been completed, the hiring manager should provide the search committee with their expectations of the committee's performance and results of its efforts. This discussion is commonly referred to as a charge. The charge should ensure that the committee understands its tasks, timeline, budget considerations, and other factors including the number of finalists the hiring manager wishes to bring to campus.

The hiring manager should give the charge to the search committee before the search is placed on the job board. **It is recommended that the charge be both verbal and written.** This will ensure that hiring manager's wishes are understood and acted upon. The verbal charge allows the committee to ask questions. The written version is valuable as a point of reference throughout the process, particularly if deliberations over candidates should stall.

The purpose of the committee and the manner, in which the committee's work is completed, should be predetermined, and noted during the charge. It should be noted that the hiring manager may decide not to follow the committee's recommendation. This way, no one is surprised, and no one is insulted or made to feel as if their work, efforts, and opinion were not as important as they were led to believe.

It is recommended that committees provide a slate of candidates with a description of their strengths and weaknesses. This gives the hiring manager flexibility, it gives the department a fallback position if one candidate withdraws from the search, and it avoids the political process of committee members forming coalitions that advocate or undermine certain candidates which can spill over to a warm or cold reception of the new hire.

The hiring manager should draft a written Charge and present it at the first committee meeting. The Charge should include the following information:

- Provide members with a position description.
- Provide a copy of the advertisement or announcement.
- Discuss the hiring manager's vision for the position, its scope, short- and long-term challenges and opportunities, and the specific criteria that are important to the department and the institution.
- Discuss criteria for selection (essential, preferred, minimum, specialties, disciplines, etc.).
- Discuss the expected timeframe for the search and anticipated start date for the new hire.
- Have the diversity advocate discuss unconscious biases and diversity on campus.
- Scope of authority of the committee and chair: what tasks and decisions will be the responsibility of the committee (recruiting, screening, interviewing, references, recommendations, etc.).
- Establish the hiring manager's involvement during the search process (i.e., semifinalists, approve of interviewees in advance, etc.).
- Discuss the preferred number of finalist candidates to visit campus and a general idea of the conduct of the campus visit.
- Final recommendation: How is it to be brought forward (i.e., strengths and weaknesses of all finalists, single candidate recommendation, ranked candidates, narrative, etc.).
- Discuss any Ex-officio members, Staff Assistant support during the search.
- Discuss/clarify where and how committee will receive administrative and logistical support.
- Discuss the financial resources that are available for the search, to include travel, meals, refreshments, entertainment, and advertising budgets, search support.
- Discuss documentation or reports required of the search.
- Discuss any special requirements of the search.
- Emphasize importance of committee work.
- Thank members for their service.

After the search committee has completed the committee work, the hiring manager should do the following:

- Meet with search chair and search committee to discuss finalists/interviews.
- Make the final selection decision and ensure the explanation for selection, as well as all non-selection decisions, are based on specific qualifications, skills, experiences, interview performance and references. General statements such as “not best qualified” or “not a good fit” are not sufficient justification.
- Assign someone to complete search paperwork and obtain required approvals before making the offer.
- Ensure offer letter is prepared for finalist.

Resources

- [Search Process Toolkit](#)
- [Job Aids](#)