



Search Committee Guidelines

Search Committee members should be selected based on their expertise, knowledge, and sound judgment to develop screening criteria that align with fair employment standards, the university's values and mission, and the qualifications needed for the vacancy. *Members must also be committed to completing implicit bias training to minimize unconscious bias in the applicant screening process.*

The following are suggestions based on best practices for forming a Staff Search Committee:

There are various roles associated with recruiting and selecting candidates for staff positions at the University of Puget Sound. These roles include:

- **The Hiring Manager:** Generally the supervisor for the position being filled. Responsible for sponsoring the search, making the final hiring decision, and negotiating terms of the offer. At the close of the search, the Hiring Manager should communicate the hiring decision and rationale in a timely manner, first to the search committee (with thanks for their work) and then to the department.
- **The Search Committee:** Represents staff and key collaborators' perspectives during the search and screen process.
- *(optional for staff searches, otherwise performed by the Hiring Manager)* **The Search Chair:** Responsible for facilitating the search process, maintaining search timeline, and maintaining search records.

Considerations when selecting Search Committee members:

- Qualities sought in committee members include patience, a process-driven mindset, accountability, evidence-based thinking, courage, focus, and a commitment to addressing bias, fostering improvement, and upholding institutional values.
- Individuals are sought to ensure:
 - Representation of potential colleagues both within and outside the department.
 - Representation of those who would supervise the position.
 - Representation of individuals who support or would be supervised by the position.
 - Representation of our diverse university community and stakeholders.
 - Representation of staff or faculty members for relevant vacancies.
- Search committees are recommended to have at least four members; however, application files, discussions of candidates, the interview process, and final selection should still be open to continuing members of the department.



- An entire department may serve on a search committee for a departmental search; however, it is recommended to avoid potential power dynamics when necessitating an open search. For example, whenever possible, it is advisable to avoid situations where supervisors and direct reports are on the same committee.
 - For certain roles, such as director level or executive positions, the search committee likely will consist of faculty (as appropriate) and staff from departments across campus that work closely with the position and can offer a wider campus perspective.

Considerations if selecting a Search Chair:

- The Search Chair should be open and transparent, as well as good at listening, collaborating, and encouraging others to voice their opinions.