



THE UNIVERSITY OF  
**TENNESSEE**  
KNOXVILLE

## **OED Guidelines Exempt Staff Search Procedures 2019**

1. Steps to draft position description, have position evaluated, create a position, post on UT's website.
2. Determine who will be on the search committee.
3. Know who your HR Recruiter is and discuss whether HR will do initial screening. Determine what qualifications will be used for the initial screening, if any, by the recruiter.
4. Have discussion with OED about the search procedures & diversity efforts.
5. Search Committee Instructions:
  - a. Discuss an anticipated timeline with committee members
  - b. Discuss steps to be taken to promote position
  - c. Determine how committee will share information and access application materials
  - d. Create (if desired) a method of evaluating applicants
  - e. Form a subgroup to do initial screenings, if pool is large
  - f. Have a thorough conversation with the committee regarding the **Required** qualifications and the **Preferred** qualifications.
  - g. Discuss any **work experience** requirements; **related degree** requirements
  - h. Agree to responsibilities for providing applicants information (Chair)
  - i. Have a discussion about social media searches (**NOT** recommended as an independent search committee member endeavor)
6. Screening methods prior to on-campus interviews
  - a. Telephone interviews
  - b. Writing samples
  - c. Zoom interviews
  - d. Consider consistency of questions and information to be elicited
7. Pool development
  - a. Primary pool candidates are invited for on-campus interviews
  - b. Primary pool must be greater than 1 (generally)
  - c. Secondary pool – beneficial if primary candidates not selected

Office of Equity & Diversity  
1840 Melrose Avenue, Knoxville, TN 37996-3560  
865-974-2498 865-974-0943 fax oed.utk.edu

---

**BIG ORANGE. BIG IDEAS.**

Flagship Campus of the University of Tennessee System 

- d. It is not required to have a secondary pool
  - e. All primary and secondary candidates MUST meet required qualifications
  - f. Search committee chair, with input from committee, must write and send Strengths and Weakness of primary and secondary candidates to OED
  - g. Send S & W's to Tina Smith, [tsmith18@utk.edu](mailto:tsmith18@utk.edu).
8. Diversity considerations
- a. OED will review the full applicant list for demographics of applicants
  - b. OED will review list of Primary and Secondary candidates in comparison with full list
  - c. OED may require additional strengths and weaknesses for diverse candidates who appear to meet qualifications but are not under further consideration
  - d. Committee chair may contact OED (Katrice W. Jones Morgan, [kmorgan4@utk.edu](mailto:kmorgan4@utk.edu)) to review and discuss diversity of pool prior to making primary and secondary pool decisions to determine whether additional recruiting should take place
9. On Campus interviews
- a. Determine length and scope of interview process
  - b. Be consistent with itinerary – should contain same elements for each candidate
  - c. All primary candidates must be interviewed before offer can be extended.
  - d. Secondary candidates can be interviewed one at a time.
  - e. Meals, “casual” times – are all part of the interview
    - i. Avoid problematic questions or discussions of personal issues
    - ii. Answer candidate questions, but don't probe areas that would not be appropriate for questioning (can provide list of “inappropriate questions” prior to interview)
    - iii. If inappropriate questions are asked, address immediately and inform the candidate that the question will not be used to evaluate the candidacy. Document any issues that arise and discuss with OED, when possible.
    - iv. Be consistent with questions in an effort to elicit same type of information, but feel free to probe answers further
10. Reference checks
- a. Notify candidate that you will be contacting references
  - b. Ask to speak to direct supervisor if not provided as a reference
  - c. Be consistent with questions. Don't probe inappropriate areas
11. Internal Candidates
- a. Treat the same way as external candidates
  - b. Avoid consideration of unsolicited information as a basis of rejection of candidate in initial evaluation
  - c. Personal knowledge of candidate may be appropriate later in process at time references are checked.

## 12. TALEO PROCESSES THROUGHOUT