

## Making Recommendations to the Hiring Manager

1. The search committee should select the best-qualified candidate(s) for referral to the hiring manager based on advertised position requirements, candidates' qualifications, and goals of excellence and diversity. Here are a few guidelines on how to proceed after the interviews:
  - Meet with your search committee as soon as possible after the completion of the campus visits. Review the faculty, staff, students, and other constituency evaluations.
  - Follow the agreed-upon process for making recommendations.
  - Evaluate candidates for their strengths and weaknesses on specific attributes.
  - Raise awareness of unconscious assumptions and their influence on evaluation of candidates. Consider whether any such assumptions are influencing your evaluation of final candidates.
  - Follow the directions provided in the charge letter.
  - Summarize strengths and concerns for each candidate ensuring that the same set of details are covered for each candidate.
  - Summarize feedback from all constituents in the recommendation; attach any survey summary from the constituents.
2. To assist you in identifying the “best qualified” candidate, consider the following questions. Does the candidate:
  - Satisfy advertised requirements for the position?
  - Have the skills needed to perform the essential functions of the position?
  - Demonstrate the potential to be successful in the promotion and tenure review, if applicable?
  - Have experience with diverse populations?
  - Have scholarly expertise related to diversity in the discipline, if applicable?
  - Add intellectual diversity to the University community?
  - Bring interesting life experiences that will benefit diverse students?
  - Enlarge the cultural richness available within the University community?
  - Alleviate under-representation in a discipline or within the University?
  - Demonstrate special talents and knowledge needed to serve as a mentor and role model for students in underrepresented groups?
  - Enhance other factors valued on the campus?
3. Efforts to include qualified women and minorities in the final pool are especially required for job categories, titles, or for departments/units with historical underrepresentation of certain groups. Follow this link to review SIUE's most current affirmative action plans by campus.
4. The search committee should consider re-opening or intensifying the search if the pool does not reflect the availability estimate for the job category.
5. Submit the Search Committee's evaluation of the finalists to the hiring manager. Depending on the instructions provided by the hiring official, the list may be either ranked or unranked. The hiring official also specifies the number of candidates, usually three, to be considered. Rather than using strict numerical rankings, the Office of Equal Opportunity and Access

suggests utilizing qualitative statements based on job-related criteria in conveying selection recommendations.

- The committee should reflect the rationale for all recommendations made. The committee's decision, with supporting documentation, should then be transmitted via memorandum to the appropriate administrator or authorized hiring official.
- In turn, the appropriate administrator or authorized hiring official should advise the search committee of the final selection decision. The search committee chair or designee should notify, in writing, all applicants who were interviewed that another candidate was selected.