

OVERVIEW OF UNIVERSITY LIBRARY SEARCH PROCESS

Pre-Search

- Requesting an academic professional or faculty position ⁵¹
 - (note timing, call for position requests normally issued Spring semester for the annual Hiring Plan, emergent requests should be submitted to University Librarian)
 - Submit position request with supporting criteria ^{AP1}
 - Submit request to EC. Executive Committee approves, ranks, and appoints search committee. (**Hiring plan updated 3 times a year, or search position can be requested as vacancies occur.**) University librarian puts position into the hiring plan. Campus approves the addition to the hiring plan.
 - TOP positions requirements <http://www.provost.illinois.edu/communication/07/index.html>
 - Initiative for Diversity & Advancement (IDEA) <http://www.vpaa.uillinois.edu/programs/idea-program-desc.cfm>

The program will support 50% of a candidate's academic salary up to \$75K, for a six-year term, with possibility for renewal. IDEA will focus in its first year on underrepresented faculty, particularly African Americans and Hispanics.

- Hiring Request Forms (HRFs) processed in Hire Touch ^{HT} (by Library Human Resources staff)
 - NOTE: Required ONLY if the position is not on the approved hiring plan
 - Not required if on the approved hiring plan (Effective August 16, 2012)
 - Determine if position is faculty, academic professional, or other academic (determined by the Executive committee)
 - Is position permanent or visiting?
 - Justification for Filling the Position:
 1. Describe the critical nature of this position/hire to the mission of the unit and the institution; where applicable, include specific strategic goals that are addressed.
 2. Could the work associated with this position be reallocated to be accomplished in another way, for example, through assignment of duties to others in the unit, reduced FTE or a partial year appointment? Could an alternate title be considered or the role reconfigured so that the work can be accomplished by someone with less experience or through training an individual whose position can be left vacated?
 3. Document any negative consequences that would occur if the proposed position action were delayed or remained unfilled.
 4. Describe the funds you have available to ensure you can make this hire without incurring deficits.
 - Provost office approves in HireTouch. (about 1 week)

Conducting a Search

- Form Search Committee. Executive Committee gives advice on committee composition to the University Librarian.

- Chair of Search Committee meets with representative from Library Human Resources to discuss search procedures and timeline, also responsibilities of chair and members ^{53,4,5,6}
- Conduct 1st Search Committee meeting
 - ✓ Meet with Library EEOC Chair and AA Officer,
 - ✓ if permanent faculty position, University Librarian must attend the first meeting
 - ✓ Draft and/or finalize position announcement, in consultation with the University Librarian's designee (currently the Staff Development and Training Librarian) ⁵²
 - ✓ Position announcement to the University Librarian's designee (currently the Staff Development and Training Librarian), who takes to EC for final approval
 - ✓ Identify scope of search, and length of posting
 - ✓ Identify Advertising Sources ⁵⁷
 - ✓ Search Committee may receive HireTouch training.
 - ✓ The committee should touch base on possible dates for additional meetings and interviews.
 - ✓ Identify who is going to serve as the Diversity Advocate. Diversity Advocate fills these roles and must attend campus training:
 - http://oeoa.illinois.edu/SearchManual_Training.html
 - <http://oeoa.illinois.edu/NewSearchManual/Change%20Agent%20Workshop.pdf>
 - Be an advocate for Affirmative Action
 - Be a voice, visible presence, and resource
 - Creative and innovative outreach
 - Assist with retention and climate in unit
 - Know affirmative action data and diversity statistics for the unit
- University Librarian designee (currently the Staff Development and Training Librarian) notifies supervisor that they should contact Facilities and IT to prepare for new employee
- Once EC approves final copy of position description, Library HR puts in HireTouch for Affirmative Action and OEOA approval. (usually 2 or 3 days)
- If request is for an Academic Professional position, Library HR sends to Academic HR for PAPE approval (2 or 3 days)
- Library Human Resources completes Search Form ^{HT}, opens search, and processes advertising, posting to individual listserv to be completed by members of those lists, Search Committee members and other library academics assist in recruiting efforts ⁵⁸
- The position can then be advertised. Length of opening is determined by the scope of the search, but is typically 4 weeks.

- Search Committee develops criteria for screening procedures before evaluating candidates **S 9** and procedures for References. **S 10** The committee should have a rubric in the form of a spreadsheet. See Appendix 2.
- Search Committee reviews applicants in Hire Touch ^{HT}
 - ✓ Screening applicants can happen as the candidates put their information into HireTouch. All application materials on a screen can be downloaded at one time.
 - ✓ Typically, search committees meet in person a few days after the application deadlines to make sure there is consensus on interpretations of candidates' qualifications.
 - ✓ The Diversity of the Pool report should come a day or two after the search closes. The Committee determines, in consultation with Library EEO and the Diversity Advocate, whether the pool is diverse enough, and whether or not the search should be extended.
 - ✓ The Search Committee Chair informs Library HR about the Status Codes for Applicants. Library HR applies Status Codes in Hire Touch ^{HT}
 - ✓ Committee Chair compiles spreadsheet/rating list for screening criteria ^{S9} for candidates (must include brief information about each choice selection for Finalist Compliance Form, this information sent to Library Human Resources)
 - ✓ If the committee has questions about specific qualifications, they can ask Library HR to send an email to clarify. Committee members should not contact candidates directly at this stage of the search.
 - ✓ If there are too many people still under consideration, the Search committee can consider conducting phone interviews. (See section 9 on Screening Applicants for further information on phone interviews)
- **Finalist Compliance Form:** A paragraph or several sentences needs to accompany each of the names forwarded telling why these individuals were chosen. Completed spreadsheets need to be submitted with the names chosen for further consideration (for telephone interviews as well as in-person ones) and candidates CANNOT be contacted until the Finalist Compliance has been completed. OEOA approval is usually in 2 or 3 days
- Determine list of candidates to interview and draft interview schedule ^{S11}
 - ✓ Library Human Resources completes Finalist Compliance Form ^{HT}
 - ✓ After receiving approval from campus OEOA, LHR compiles interview schedules with specific input from the search committee
 - ✓ Candidates CANNOT be contacted for interview until Finalist Compliance form approved
 - ✓ Once the Finalist Compliance Form is approved, search committee chairs are encouraged to contact the people they've selected to be interviewed to tell them they've been selected and to alert them that they'll be hearing from library HR to schedule interviews. The contacts can be by phone or email. This should allow for contact with the candidate and for the scheduling to move forward without delay.

- ✓ At this time, Library HR will request references and contact candidates to schedule interviews.
 - ✓ Interviews should be no more than 2 or three weeks out.
 - ✓ An attempt should be made to schedule all interviews with 2 weeks of one another.
 - ✓ Search committee chair should have the search committee identify dates that all members of the search committee are available and supply those dates to Library Human Resources.
- Candidate Interviews
 - ✓ Review responsibilities for Search Committee Chair and members
- Post interviews, Search Committee Chair solicits input from those involved in search and committee meets to determine recommendation for appointment
 - ✓ Search Committee Chair writes Search Narrative ^{S12} and submits completed narrative to Library Human Resources. LHR forwards narrative to University Librarian, the University Librarian's designee (currently the Staff Development and Training Librarian) and the AUL for Collections, and Library EEO Committee and AA Officer
 - ✓ Search Narrative sent to campus OEOA. Approval process can take up to 3-4 days.
 - ✓ LHR monitors approvals for search narrative
- Library Human Resource completes Summary Form in Hire Touch ^{HT}
 - ✓ LHR informs University Librarian and the University Librarian's designee (currently the Staff Development and Training Librarian and the AUL for Collections) when Summary Form approved
- Offer is made to candidate by University Librarian's designee (currently the AUL for Collections)
 - ✓ The University Librarian's designee (currently the AUL for Collections), along with the Search Committee Chair, handle the process for appointing with tenure or as a Q appointment. See [Provost Communication #5: Term Professorial Appointments \("Q" & "W" Appointments\)](#) See P&T documents:
http://www.library.illinois.edu/committee/faculty/documents/index.html
 - ✓ Spousal hires requests are also handled by the University Librarian's designee (currently the AUL for Collections). [Provost Communication #8: Dual Career Academic Couples Program](#)
 - ✓ The AUL for Collections will keep the search committee chair apprised of the status of offers as deemed necessary.
 - ✓ Acceptance of offers are received in the University Librarian's Office.
 - ✓ The University Librarian's designee (currently the AUL for Collections) informs the Search Committee Chair when an offer is officially accepted.

- ✓ Once offer received, the chair of the Search committee calls those who interviewed to inform them that the position has been filled, or the Search committee chair can ask the head of Library Human Resources to do the contacting.
- ✓ Remaining candidates are sent letters by Library HR advising them that the position has been filled.
- ✓ Notice of acceptance and start date is sent to LibNews-L by the University Librarian's Designee (currently the AUL for Collections), or the Search Committee Chair.

Section 1– Requesting Academic Position

Requesting an academic professional or faculty position

In preparing a position request, the following issues should be addressed:

- Duties of the position
- how does this position contribute to the Library’s strategic goals?
- how could this position evolve to meet continuing library needs over the next five years?
- Unit affiliation and supervisor
- Estimated starting salary
- Source of funding and whether funding is temporary or permanent
- Whether position is most appropriately faculty or academic professional, and visiting or permanent

Some potential funding sources for academic positions are the Library/IT fee, the academic pool, funds that have become available because a staff member has left the library, the campus’s TOP program, and external grant funds. Each of these funding sources has different constraints on their use. For questions about which funding source might be most appropriate, contact the University Librarian or the Associate University Librarians.

A form that addresses all of these issues is posted on the Executive Committee website at <http://www.library.illinois.edu/committee/exec/charge.html>. See Appendix 1.

Position requests are posted for library-wide comment on the Executive Committee website before they are approved or denied by the Executive Committee. Positions are generally ranked, and posted as the Hiring Plan for the University Library. The Hiring Plan must subsequently be approved by the Provost’s Office.

For a TOP position, a candidate who meets criteria established by the Provost’s office is identified before the position is approved by the Executive Committee. See Provost’s Communication 7 for details (<http://www.provost.illinois.edu/communication/07/index.html>). TOP candidates are often identified from the pool of graduate assistants and graduate hourly workers working in the library, but can also be identified from outside the library. The library representative to the GSLIS admissions committee may be able to help identify potential TOP candidates who do not have a library assistantship.

Position requests come to the Executive Committee in two ways:

- In response to a call for position requests, normally issued in the Spring semester so that the University Librarian can prepare a hiring request for the following year for submission to campus. Updates are made to the hiring plan, with additional calls for position requests, are made up to 2 additional times per year.

- When a unit identifies a need for a position outside of this cycle, position requests can be submitted to the University Librarian at any time, though they will be considered in light of the current hiring plan.

Once you submit a request, the Executive Committee advises the University Librarian about whether or not to go ahead with a search, and may request that you attend a meeting to answer questions or revise the proposal.

If the position request is approved, a search committee is appointed by the University Librarian with the advice of the Executive Committee. The search committee writes a job announcement (See Appendix 2 for guidance on writing a job announcement). This announcement is uploaded into the campus's academic human resources system by Library Human Resources and must be approved by the Provost's and Chancellor's offices. Library Human Resources will be notified when the position is approved by campus and will contact the search committee chair.

Section 2 – Position Announcement

Prepare Position Announcement

All position announcements need to include 11 elements:

1. Location of position, which includes both:

1. Name of the department or unit, and
2. "University of Illinois at Urbana-Champaign"

2. Rank and/or title:

1. For all academic professional positions, ensure that an up-to-date PAPE (Principal Administrative Position Exemption), which approves both the position and the title, has been established.
2. For faculty positions, state if the rank is "open" or negotiable.
3. NOTE: If position is visiting and the potential exists that the position may become permanent at a later date, a statement with this information can be included after the title. The addition of this statement if applicable is very important. If the statement is included on the position description for the initial search, then if the position becomes permanent and the Library wishes to retain the visiting incumbent, another search is NOT required.

Is this a security sensitive position? See [CAM section IX.C.](#)

3. A brief statement of duties.

For Academic Professional positions, the statement of duties must be consistent with the duties described in the PAPE. http://provost.illinois.edu/communication/02/Comm02_attach_1.pdf

4. Basic qualifications:

The Internet Applicant Rule addresses the criteria by which submissions of interest for an available position are evaluated. The "basic qualifications" listed in a position announcement must focus on the core elements for job performance and should not use criteria that could potentially result in bias against underrepresented candidates during the candidate review procedure. To avoid the potential for bias, the qualifications must be:

- Non-comparative features of a job seeker (e.g. three years of experience is acceptable; "being one of the top five" among the candidates in years of experience is not acceptable);
- Objective (e.g., a Bachelor's degree in accounting is acceptable, but not "a technical degree from a good school"); and
- Relevant to performance of the particular position

a) The qualifications listed should be consistent with those described in the PAPE for Academic Professional positions. For faculty and faculty administrator positions, it should indicate the tenure status.

b) Minimum degree requirements should be stated. All Academic Professionals must have a minimum of a Bachelor's degree.

(1) To ensure a diverse applicant pool, the minimum requirements should be broad rather than specific. For example, require a "B.S. degree" rather than a specific "B.S. in Physics." To allow flexibility, the following statement may be used: "Individuals working toward a Bachelor's degree may be considered, but the degree must be obtained by the starting date."

c) Review the required number of years of experience (1-2 years vs. 3-5 years vs. 5-7 years). To allow maximum flexibility in evaluating applicants, the type of experience and skills should be defined, rather than a requirement for a particular number of years of experience.

d) Preferred/desired qualifications may also be listed.

e) Searches may be designated as "Internal" (to campus or to unit) and limited to those with current Illinois affiliation -- that is, individuals who are currently employed on the Champaign-Urbana campus. Internal Searches are exempt from external advertising requirements. Candidates external to the University should not be reviewed or otherwise receive consideration unless the scope of the search is revised and external advertising sources, including special recruitment sources, are utilized.

f) Searches may also be restricted to individuals participating in the Campus Relocation Program or other similar programs administered by Academic Human Resources. Participation in the appropriate program would be a minimum requirement for the position.

5. Salary statement:

1. The salary range was approved on the Hiring Request Form. The unit cannot negotiate or hire outside that range without receiving approval from AHR and/or Provost Office.
2. To allow flexibility, the announcement may state that the salary is negotiable, commensurate with experience or competitive.

6. Appointment status:

1. Appointment status was approved on the Hiring Request Form.
2. Is the position regular (non-visiting) or visiting?
3. What is the percent time of the appointment?
4. If the possibility of changes in the appointment status is anticipated and is requested in the Hiring Request Form, the following qualifiers will generate the broadest applicant pool, and thus, provide flexibility in making these changes:
 - o i. For visiting positions, use "Position may become regular at a later date."
 - o ii. For part-time positions, use "Percent time may increase at a later date"

7. Proposed starting date:

1. The start date was approved on the Hiring Request Form.
2. The appointment may not begin before the stated starting date.
3. To allow flexibility, the announcement may state that the starting date is "as soon as possible after the closing date," or "negotiable after the closing date."

4. Or, positions may be offered to start on or after a specific date (MO/DAY/YEAR)

8. Application materials:

1. What materials should applicants send?
2. Applicants will upload documents via HireTouch. Below are just 2 examples to aid you in writing the ad:

Example 1:

Please create your candidate profile through <https://jobs.illinois.edu> and upload application materials through this system. To ensure full consideration upload your application letter, curriculum vitae, and list of a minimum of three references.

For information about Illinois, visit our webpage at: website.

Example 2:

To ensure full consideration please create your candidate profile through <https://jobs.illinois.edu> and upload your application letter, curriculum vitae, summary of research and plans, and contact information for three or more professional references by the close date of XX. For further information contact: Library Human Resources; email, phone

9. Closing date for receipt of applications:

1. Examples of closing date statements:
 - i. "In order to ensure full consideration, applications must be received by [date]."
 - ii. "Full consideration will be given to applications received by [date]."
2. If a need to interview before the closing date is anticipated, the announcement must state: "Applicants may be interviewed before the closing date; however, no hiring decision will be made until after that date."

10. Unit contact information:

1. Name, email and phone number of search contact are mandatory. (For the Library, this contact is LHR.)

11. Statement of campus Affirmative Action/Equal Employment Opportunity Policy:

Illinois is an Affirmative Action /Equal Opportunity Employer and welcomes individuals with diverse backgrounds, experiences, and ideas who embrace and value diversity and inclusivity. (www.inclusiveillinois.illinois.edu).

NORMALLY INCLUDED FOR THE LIBRARY:

Environment:

The Library Human Resources Office will provide a statement, approved by the Executive Committee that describes the environment at the University of Illinois Library. It is the responsibility of the search committee chair to ask the Unit Head to describe the specific unit where the position will be placed.

OPTIONAL:

It is recommended that the position start off with an upbeat, inviting note. See examples below:

If you are a knowledgeable, energetic, innovative, service-oriented individual, excited by the challenges involved in helping to shape access to information resources in today's academic libraries, then the University of Illinois Library is the place for you. Both entry level and experienced candidates are encouraged to apply for this tenure track faculty position.

The position responsibilities include cataloging online and print resources, with an emphasis on serials and integrating resources, and may also include assisting with other formats. The successful candidate will be a highly motivated and detail-oriented self-starter and team-player who enjoys solving problems in an openly collaborative environment with continually evolving technologies.

The University of Illinois at Urbana-Champaign Library is seeking creative, innovative, intellectually curious, and flexible service-oriented individuals who are looking to take a leadership role in developing user-centered services. The successful candidate will manage a new unit with a supportive environment for experimentation, creativity, and fresh approaches to connecting with users.

The UIUC University Library is searching for the best. If you are intellectually curious, innovative, flexible, and excited by the challenge of keeping our great library at the forefront of change while providing excellent services and access to fabulous collections and content, then consider applying for this opportunity to join other like-minded Library faculty at this highly-ranked research land grant University.

Do you walk on water? Have a wonderful personality? Never get mad at anyone? Thrive on stress? Want to work 20 hours a day? Then do we have a job for you!

Frequently asked questions:

1. You can indicate that a rank be open, as Assistant, Associate or Full Professor
2. You can indicate that a position be either visiting or interim: Based on qualifications of applicants, title and rank will be determined after screening process.
3. Internal searches: Qualifications: Required: Must be an employee of the University of Illinois Library
4. To make sure candidates currently have visas: Selected finalists must be available for employment on date determined by the library.

5. All visiting announcements should include the statement: This position may become permanent at a later date.
6. To allow for candidate still completing the degree: ALA-accredited Master's degree or equivalent by start date of position.

Section 3– University Librarian

Responsibilities for University Library Search

University Librarian

- Work with Library Executive Committee to draft position description.
- Respond to any HireTouch emails for approval actions for search.
- Invite or direct a designee, currently the Staff Development and Training Librarian, to invite faculty members to be the search committee chair, subsequently invite other search committee members to serve on committee.
- Attend first search committee meeting for all permanent faculty positions to charge members. Diversity recruiting measures must be stressed and addressed.
- Assist in recruitment efforts of committee.
- Be available to pursue informal checks for potential candidates, and/or those who have applied for position.
- As much as possible, be available for interview time with candidates.

Section 4 – Search Committee Chair

Responsibilities for University Library Search Committee Chair

If faculty position, work with Library Executive Committee to talk about position announcement. The Chair of the Search Committee may attend an EC meeting prior to meeting with the Search Committee. If Academic Professional position, work with appropriate Associate University Librarian.

Meet with Library Human Resources representative to discuss search process.

Establish a first meeting for the Search Committee.

- If permanent faculty position, it is required that the University Librarian attend the first meeting.
- Invite current Library Affirmative Action Officer.
- Invite Chair of the Library Equal Employment Opportunity Committee.

Lead and facilitate first Search Committee meeting.

- Coordinate job announcement development. A complete draft should be sent to the University Librarian's designee (currently the Staff Development and Training Librarian), who will forward to the Executive committee for review and approval
- Identify Advertising Sources, including those for EEO/AA recruiting. Be sure to identify all listservs that are appropriate for position and diverse recruiting.
- Establish Scope and Length for Advertising Position.
- Verify that all committee members are familiar with Hire Touch. If not, have them establish contact with Library Human Resources.
- Establish a draft calendar of search timeline.
- Ensure Search Committee members are aware of their search responsibilities.
- Lead recruitment efforts of the committee. Consult with other as necessary.
- Establish schedule for screening and reviewing résumés, interviewing candidates.
- Recruitment: Consult OEOA and your Diversity Advocate

While applicants are applying, call additional meeting, or through email:

- Develop criteria for screening procedures BEFORE evaluating candidates in Hire Touch.
- Discuss potential of initial telephone interviews to help establish the pool of viable candidates to interview.
- With committee, develop lists of questions for the following, as well as report the compiled questions as part of the finalist compliance form and the search narrative to Library Human Resources:

- Phone interviews
- Interviews
- Reference checks
- Discuss procedures for contacting references.
- Establish process for securing initial references by telephone and/or networking references.
- Start screening applicants as application materials arrive in Hire Touch.
- Establish frequent contact with Search Committee members to remind them to follow due diligence with reviewing applicants.
- The Search Committee chair informs Library HR the status codes that should apply to each candidate in Hire Touch.
- Guide committee résumé review.

At subsequent meeting of the Search Committee:

- Review Diversity of the Pool report with EEO, and determine if the search should be extended.
- Identify potential interview presentation topics, and send to Library HR and University Librarian's designee (currently the Staff Development and Training Librarian) for review.
- Ensure agreement between the members as to status codes of applicants.
- Establish list of finalists.
- Request references for finalists, give this list to LHR, identify possible next tier of applicants.
- Establish Interview Procedures and list of consistent questions for each interviewee.
- Review calendars with Search Committee members and establish potential dates for interviewing candidates.
- Complete Finalist Compliance Form and send to HR for entry in Hire Touch.

Work with Library Human Resources to establish interview dates for candidates, and schedule(s) for the candidates, including who is to be invited to meals. The interview process and schedule is the most integral and important part of the search. When selecting dates, consider the following factors and the availability of the search committee.

For the Interview:

- Remind search committee members of their responsibilities during the interviews.
- Assign search interview protocol to members.
- Determine if candidate is to provide a presentation.
- Work with LHR and the search committee for pick up duties for the candidates, escorts during the day, lunch participants, escort back to hotel, and delivery to airport, if applicable.
- Organize and manage the housekeeping issues for the interview. Personally or delegate responsibility for escort of candidate from one event to the next.

- Personally or delegate responsibility to ensure all rooms are opened prior to the scheduled time of the event so there are no avoidable delays.
- Be sensitive personal needs of candidate providing ample time for breaks, drinks and restrooms.
- Have a backup plan should an event not be attended.

After the Interview:

- Invite feedback regarding candidates from all those involved in interview process.
- Schedule final meeting of search committee to determine recommendation for hire.
- Compose search narrative, following search narrative guidelines. Submit Search Summary information to Library HR for completion in Hire Touch, including the matrix with evaluative criteria.

Post interview process:

- Email finalists to acknowledge thank-you for interview process
- Status updates if process delayed
- Phone finalists not offered the position only after the formal acceptance has been received in the University Librarian's Office (See Appendix 6 for do's and don'ts of this process)

Section 5 – Search Committee Members Responsibilities for University Library Search

Commit to allocate the time and effort required to ensure fairness of the process.

Exercise discretion in all matters related to the search from start to finish.

Participate in the crafting the position announcement and candidate evaluation criteria.

Attend all meetings of the Search Committee, including

- Initial meeting with University Librarian and representatives from LHR, Library EEO Chair and AA Officer.
- Meetings to review candidates' credentials and establish a list of finalists.

Familiarize yourself with Hire Touch, its requirements and idiosyncrasies.

Assist with candidate recruitment, including identifying appropriate venues for placement of position announcement, and assist in identifying individuals to invite to apply.

- Review the list of websites and listservs to which Library HR will post the position
- Add discipline-specific or minority-specific sites to the list.
- Identify and contact colleagues to invite them to apply.
- Identify and contact colleagues to request nominations of potential candidates.
- Call everyone whom you can reach by phone. Voice conversations will elicit many more possible candidates than will email or other electronic interactions.
- Contact each individual who was nominated and invite them to apply.
- See Section 8 for samples of invitations to apply.
- Contact candidates in whom you have particular interest by phone.
- Ask the University Librarian to contact a promising possible candidate with whom you've talked but is still reluctant to become a candidate.
- Do not promise anyone an interview – or the position.

Practice due diligence in frequently reviewing candidate materials in HireTouch, using the criteria established by the search committee. Be open minded and willing to consider different perspectives and values, and treat all candidates with fairness and respect.

Clear calendar and be available as much as possible for candidate interviews.

- Attend search committee meeting with candidate,
- Attend candidate presentation (if applicable),
- Be available during the interview day to escort candidate from one appointment to next, this responsibility shared with all search committee members and chair.

Attend final meeting(s) of the search committee to determine recommendations for hire or other options.

Section 6 – Library Academics

General Responsibilities of University Library members at-large

All members of the Library are responsible for representing the University Library in a positive manner and for recruiting members of the faculty and staff. The exact role that at-large members of the faculty and staff play in a particular search will vary in proportion to their interest and expertise regarding the advertised position, but may include any of the following activities:

- Drafting proposed position descriptions;
- Assisting the recruiting effort through dissemination of postings to electronic discussion lists and through serving as a representative of the process at professional meetings, e.g., ALA, ACRL, SLA, etc.;
- Actively contributing to the recruiting effort by identifying potential candidates, making contacts, as appropriate, to share information about the opportunities at Illinois, and representing the Library at meetings of professional and scholarly societies;
- Suggesting the names of potential candidates to the chair of the search committee;
- Attending public presentations, small group meetings, and social events to meet the candidate;
- Providing written comments regarding the candidate's qualifications to the chair of search committee;

Sample of letter for recruitment to be used by any library faculty

Dear X,

I am writing to encourage you to consider applying for the position of X at the University of Illinois Library Urbana-Champaign. The position is currently open and the Library has a search underway with a closing date of X. This position entails...(perhaps give a brief description of the duties). I am attaching a copy of the job announcement for the position so that you can learn more about it and the application process. The Library is looking for librarians like you whose excellent qualifications, extensive experience in academic libraries, strong commitment to research (or strong publication record?) and personal qualities would be a great asset to our Library. Therefore, I hope that you will send in an application.

I would be happy to answer any questions about the position or the University of Illinois Library that you might have.

Section 7 – Advertising

Identify Advertising Sources

Outline a specific plan for recruitment that will result in a diverse pool of qualified candidates including women and representatives of designated classes. [\[link to Library Diversity Statement\]](#) Please review Section 3.4.C of the EOA Search Guidelines and Procedures for specific information on mandatory recruitment sources. Suggestions for additional ad sources include listserves in your academic discipline, [DiversityLink](#), [Insight Into Diversity](#), [Diverse Issues in Higher Ed](#), and **special recruitment sources specific to your discipline**, [\[link\]](#) i.e. such as ALA/ACRL groups.

The University of Illinois Academic Affirmative Action Executive Summary Report should be consulted to see if your position has a placement goal. This report can be accessed via the EOA website: <http://oeoa.illinois.edu/reports.html>³⁷

The Office of Equal Opportunity and Access suggests the following strategies related to ad sources to increase applicant pools:

1. Utilize special advertising resources that will reach and attract top underrepresented candidates [\[link to EEO Chair recruitment list\]](#)
 - ARL Diversity
 - ALA Spectrum
 - Reforma
 - GSLIS
 - Libgig
2. Verify the use of special recruitment sources
3. Utilize colleague networks to identify top potential candidates
4. Spread the word about the position: share information with incumbents at other institutions; contact women's colleges and historically Black and Hispanic colleges and universities for alumni information; and recruit at professional conferences that target underrepresented professionals
5. Send the announcement to professional diversity organizations, e.g., ARL Diversity group

Below are some additional advertising sources and helpful hints:

Acjob Listserve: AHR will now compile a listing of all jobs that post to HireTouch and send them to the listserv in a daily listing in an automated fashion. Units will no longer need to submit their announcements to the listserv. The listserv will remain active and subscribers will continue to receive information on the academic vacancies on our campus.

As a reminder, to subscribe to the ACJOB listserv, email listserv@po.uiuc.edu, leave the subject line blank, type **SUB ACJOB-L** in the body of the message, and click send.

Scope and Length for Advertising Positions

Campus no longer specifies searches as national, regional, or local.

Faculty, Other Academic, Academic Professional and all other positions must be minimally advertised according to the following:

- **External Searches:**

- All permanent University Library faculty positions, Tenure and Tenure-track faculty and Senior and Mid-level
Advanced level Academic Professional positions. Recommended posting time: **4 weeks**.

Required Ad Sources: HireTouch Job Board, HERCJobs.com, HigherEdJobs.com plus the affirmative action email, FacultyFortheFuture.org (for faculty only), Abilitylinks.org

Suggested Ad Sources: Professional journals and papers in the appropriate area, additional diversity recruitment sources as needed

- for Visiting faculty and mid-level Academic Professional positions.
Minimum suggested search time: **3 weeks**.

Required Ad Sources: HireTouch Job Board, HERCJobs.com, HigherEdJobs.com plus the affirmative action email

Suggested Ad Sources: regional recruitment sources- example: Newspapers in the Midwest, additional diversity recruitment sources as needed

- For Visiting and entry Academic Professional positions and Other Academic positions.
Minimum suggested search time: **2 weeks**.

Required Ad Sources: HireTouch Job Board, HERCJobs.com

Suggested Ad Sources: News Gazette

- **Internal to Campus Searches:**

- For appropriate and Visiting Academic Professional positions. Minimum suggested search time: **1 week**.

Required Ad Sources: HireTouch Job Board, email to those in unit

Internal to Library Searches:

Must state that candidate must be a current UIUC Library Employee
Minimum suggested search time: **1 week**.

Required Ad Sources: LibNews-L, LibFac-L or LibStaff-L

Please review Section 3.4.C and Appendix A of the EOA Search Guidelines and Procedures B <http://oeo.illinois.edu/academicsearch.html> or specific information on mandatory recruitment sources.

Section 8 – Recruiting

Recruiting

University Library staff should recognize that recruiting efforts are not limited to the time during a formal search. Recruiting can occur at any time, although not usually during times on our home campus, always during times of travel. Staff represent the University Library during these times and should always be wearing their 'recruiting hat'. During visits outside the University Library, staff are asked to carry any position descriptions for current vacancies. If a potentially viable employee should be identified, staff should gather curriculum vitas during these opportunities.

Library HR/Campus responsibility:

HireTouch Job Board (Automatic Posting)
HigherEdJobs www.HigherEdJobs.com (Automatic Posting)
HigherEdJobs Affirmative Action Email (Automatic Posting)
AbilityLinks.org
Diversity Trio (Automatic Posting)
LGBT in HigherEd (Automatic Posting)
Veterans in HigherEd (Automatic Posting)
ARL
ALA
ARL – Diversity – Mark Puente
Spectrum
LIS Job List
Libnews
Lamp Scholars
Reforma
LibGig

ALA Caucuses

Optional listings
Free – Heartland Library Systems
\$100 – ILA
Free – Reaching Across Illinois Library System
\$400-\$500+ - Chronicle of Higher Ed

Specific listerservs for appropriate Library Groups

Search Committee Personalized Recruitment Lists
CIC Doctoral Directory (Search Committee)
Diversifying Higher Education Faculty in Illinois Program Directory
(<http://www.ibhe.state.il.us/DFI/directory.htm>) (Search Committee)
The Registry (<http://www.theregistry.ttu.edu/institutionLogin.aspx>)

Once the position is announced, the search committee is responsible for recruiting applicants, particularly for positions that require some experience. Some sources of people to encourage to apply:

1. Personal professional networks
2. People in similar positions at peer institutions
3. Leaders in relevant professional organizations
4. People with publishing records in relevant areas

When contacting potential applicants, be sure to avoid the impression that you are offering them the job. If the person is not willing to apply, ask them for ideas of other people they think might be good in the position. Special attention should be given to recruiting a diverse pool of applicants. The Library Human Resources office posts the job announcement to several listserves directed to underrepresented groups in the library profession. The search committee may also pursue other avenues to identify candidates, such as the ALA Spectrum Scholars or former participants in residency programs.

All Library faculty and academic professionals are responsible for helping the Library recruit the very best colleagues we can. Even if you're not on a search committee, you should:

- Keep yourself informed about all open searches.
- When you receive notice about a new search, take a few minutes to think about who you know who might be a possible candidate. Also think about other contacts who might be in a position to know about good people in the particular specialty being sought. Contact them or pass their names to the search committee chair.
- As part of your routine preparation when attending meetings at which you will see colleagues from other institutions, familiarize yourself with open searches. Take copies of the job postings with you. Make a point of telling colleagues about our opportunities and asking them either to apply themselves (when appropriate) or for names of potential candidates.
- Follow up contacts at professional meetings with letters or emails that describe the position and demonstrate interest in the individual's candidacy. Copy the chair of the search committee.

General Guidelines for Recruiting

- Contact qualified candidates using informal networks (e.g. national committee/working groups/library school/etc.)
- Contact relevant individuals from peer institutions (possibly those working related jobs) and ask them to pass the job ad along
- Contact former GAs and ask them to spread the word about working at UIUC
- Use the CIC Directory:
- About the page: "The CIC Doctoral Directory is a listing of doctoral degree recipients who are members of groups underrepresented in higher education and who are alumni of the universities of the Committee on Institutional Cooperation."
- <http://www.cic.net/Home/Students/DoctoralDirectory/Search.aspx>
- Additional resources linked off the OEOA page:
<http://oeoa.illinois.edu/SupportingDocs/RecruitmentResources.pdf>
- Research conference presenters and organizers on work related to the position
- Have a booth at ALA (and other large conferences) to recruit
- Look at Spectrum Scholars past and present
(<http://www.ala.org/offices/diversity/spectrum/spectrumscholars>)
- Post to I Need a Library Job (e.g. <http://inalj.com/?p=310>)
- After individuals are identified, ask Paula to call and encourage them to apply
- Post to library school listservs (e.g. UNC) as well as job listservs at peer institutions
- Advertise jobs better on our own internal site – it can be hard to find a post

Sample 1:

Dear A,

C at the University of X Library suggested that I contact you regarding a great job opportunity we currently have open here at the Y University Library—TITLE of position. I'm chairing the search committee and am eagerly trying to recruit candidates who have both advanced training in subject area and librarianship. Here is a link to the job posting:

<http://>

I would greatly appreciate it if you would forward the posting to any interested students, former students, or colleagues and would be grateful for any recommendations.

Many thanks for your help!

B

Sample 2:

- Sample: Dear XXXX. You have been nominated for our position of YYYY. We are very interested in your candidacy and encourage you to apply at ZZZZZ. I know that you may have questions about the position, the Library, or the University and I will be very glad to speak with you at your earliest convenience. Sincerely, AAAAA

Sample 3:

My name is (Name) and I am the (Title) at the University of Illinois. I am also currently serving on the search committee for a new (title) position at the University of Illinois at Urbana-Champaign. This position is a (12-month, tenure-track appointment or Visiting xxxx). You have been identified as an outstanding candidate for this position.

People come to Illinois for outstanding career opportunities. Our campus offers the perfect environment to research and discover. It's no wonder Illinois boasts Nobel Laureates, Pulitzer Prize winners, MacArthur Fellows, and National Medal of Science recipients among its faculty and alumni. We invite you to come see why the University of Illinois is ranked among the top public universities in the country and stands as the flagship public university within the state.

If you accept a position here at the Library, you'll be working for one of the preeminent research libraries in the world. We're ranked second in size among academic research libraries in the United States and first among public university libraries in the world. The Library serves millions of students, faculty, and scholars from around the world each year through our information and instructional services programs, as well as through our provision of access to a wide array of traditional and innovative library spaces and services.

We hope you consider apply to this position. I am happy to answer any questions that you have about the position.

Sincerely,

Section 9 – Screening Applicants

Develop Criteria for Screening Procedures Before Evaluating Candidates

Evaluation procedures and screening instruments should ensure equal employment opportunity and fair employment practices in all aspects of the selection process. The screening criteria are based on the qualifications and duties stated in your ad. Rating/evaluation criteria sheets are highly recommended.

BEFORE ANY APPLICATIONS ARE LOOKED AT BY ANY SEARCH COMMITTEE MEMBER- the criteria used to review applications for each step of the search process must be established.

Please review Chapter 4.1.F in the EOA Search Guidelines and Procedures for important information on establishing selection criteria. <http://oeoa.illinois.edu/academicsearch.html>

Screening Applicants

After screening procedures are designed for each step of the search process, the search committee may evaluate candidates in accordance with pre-established criteria.

An applicant is an individual who has submitted the required documents for consideration pursuant to campus policy by uploading the information into Hire Touch in accordance with the procedures in the position announcement. Candidates who do not submit their documentation in accordance with all of the requirements listed in the position announcement or with another procedure approved by OEOA should not be reviewed and should be marked as “not reviewed” for their applicant status. In conformance with requirements for the Americans with Disabilities Act, OEOA should be contacted for candidates requesting accommodation in the submission of their candidate materials.

You need to be able to demonstrate in the search narrative that criteria for eliminating applicants were fair and applied equitably to the entire pool. Often search committees use a table with the applicants on one axis and the required and preferred qualifications on the other as a starting point. Any applicant who does not meet all the required qualifications must be eliminated from the pool. For the remaining applicants, the preferred qualifications can be used to decide who should be interviewed.

If there is not a clear and justifiable choice of four or fewer applicants to interview, consult references or conduct phone interviews in order to narrow the pool further. Library Human Resources can request letters from the references provided by each candidate, but often phone conversations with references provide useful information that cannot be conveyed in a letter. See Section 10 for suggestions for questions. In any case, consult each applicant’s references before bringing them to campus for an interview. If the search committee decides to conduct initial interviews by phone, the interviews should be scheduled for a half hour and all search committee members should be at each interview, either by speaker phone or by conference call. A list of six or seven questions should be asked of all interviewees, based on the qualifications listed in the job announcement. Keep a list of the questions asked to document in the search narrative.

Section 10– Reference Checking

Three letters of reference are required for all new hires. Please refer to the Campus Administrative Manual for information on references for current and recent U of I employees:

<http://www.cam.illinois.edu/ix/ix-c/ix-c-17.htm>.

Reference letters or notes taken during a telephone reference check are acceptable. New references are NOT required for a continuing employee whose job and/or title is being changed.

Reference checks are always strongly encouraged no matter what the employee's current status.

Procedures for Written References

As soon as the Search Committee has identified a list of finalists, Library Human Resources will solicit written references from the list supplied by the applicant. Library Human Resources will use the automated feature within HireTouch to solicit these, unless the search committee would like references to answer specific questions about candidates. If the Search committee wants to do this, they should supply the list of questions to Library Human resources.

Members for the search committee may not write letters of recommendation for applicants.

NOTE: If an applicant has noted on his or her application that s/he would like to be notified before contacting references, the Search Committee should notify Library HR.

Procedures for Telephone Reference Checks

Reference checks can be done at different stages in the search process. **The manner in which these references are gathered should be consistent and conducted systematically for all candidates in the same group.** Lists of questions asked each reference should be recorded and reported as part of the search narrative submitted to Library Human Resources.

Check the references for all applicants under consideration at the same point in the search process. You cannot be selective in checking a subset for references based on age, gender, ethnicity, or membership in any protected class.

The use of email to set up a telephone reference check is encouraged. Avoid putting people on the spot by asking if “now” is a good time.

Email Template:

As chair of the search committee for [position title] at the UIUC Library, I am contacting you to schedule a structured reference check on [candidate]. The reference check will include preliminary questions designed to verify important employment information, followed by gathering information on the applicant against a series of job-related competencies. The reference check will take approximately one half-hour to complete. I have attached a copy of the job announcement. When would it be convenient for us to conduct the interview?

Some of these topics may be considered:

1. **Checking the validity of information obtained from job applicants or interviews to determine if the applicant has been honest.**
2. **Checking whether an applicant has fabricated or exaggerated self-report information to determine whether conclusions drawn from this information are accurate.**
3. **Clarifying determining the applicant's shortfalls with regards to skills and knowledge to determine what post-hire training or development opportunities to provide.**
4. **Discovering inappropriate behavior patterns of applicants to maintain a safe and efficient workplace, and to protect the employer from charges of negligent hiring.**
5. **Assessing competencies that have not been otherwise adequately assessed earlier in the hiring process.**

If done by phone, a standard set of questions for each vacancy announcement. This will produce comparable information from each reference provider, and allow for some comparison among applicants. Resulting "probes" and follow-up strategies will produce different conversations. Effective reference checkers will likely customize some questions based on applicants' resume and will certainly formulate follow-up situations based on the emerging needs of the reference checking discussion.

- Each question should address a specific need identified as part of the reference checking strategy. Provide reference providers with job announcements and other information about the job sought by the applicant.
- The general form of the questions should be open-ended, prompting reference providers for information and encouraging them to engage in description.
- Listen carefully for:
- Any indication that any of the applicant's claimed work history comes as a surprise to the reference provider'
- Hesitations or changes in the reference provider's speaking pattern that indicate uncertainty or discomfort;
- Slowness or seeming reluctance to respond to particular questions or confirm particular information;
- Voice tremors or "canned" responses that may indicate fabrications.
- Question and probe for further information and encourage reference providers to give specific examples of the applicant's behavior.
- Record key information.
- Avoid inappropriate topics. Forbidden topics include gender, race, color, religion, national origin, age and sexual orientation.

Sample questions:

- When did (name) work for your library? Could you confirm starting and ending employment dates?
When did s/he leave the library?
- Why did (name) leave the library?
- What was her/his starting and ending salary?
- What was her/his position? Can you describe the job responsibilities?
- Could I briefly review (name's) resume? Does the job title and job description match the position that (name) held?

- Did (name) miss a lot of work? Was s/he frequently late? Were there any issues you are aware of that impacted her/his job performance?
- Did s/he get along well with management and co-workers?
- Was (name) promoted while with your library?
- Did (name) supervise other employees? How effectively? If I spoke to those employees, how do you think they would describe (name's) management style?
- How did (name) handle conflict? How about pressure? Stress?
- Did you evaluate (name's) performance? Can you speak to his/her strong and weak points? What was noted as needing improvement during this performance review?
- What was (name's) biggest accomplishment while working for your library?
- Would you rehire (name) if the opportunity arose?
- If I describe the position we are hiring for to you, could you describe how good a fit you think (name) would be for the position?
- Can you describe this person's experience working as a member of a team?
- Is there anything I haven't asked that you would like to share with me?

Who contacts reference?

Search Chair, search committee members, Library Human Resources personnel, or the University Librarian or his/her designee.

Who can be contacted?

Individuals can **NOT** make calls to associates they know at other institutions without checking with the candidate.

The candidate should be informed/ asked before contacting his or her immediate supervisor if that supervisor was not listed as a reference.

The candidate can be asked to supply additional information about key players in their work histories so those individuals can be treated as reference providers.

Another strategy to find additional reference providers with useful information is simply to ask each provider for more contacts. Once reference providers make referrals, applicants should be asked to give permission to contact those newly identified reference providers.

Section 11– Interview

- I. Scheduling the Interview
 - a. The search committee needs to provide solid dates of availability for the interviews.
 - b. Interviews should be scheduled 2-3 weeks after the candidates are contacted to come to interview. Delaying the interview process for long periods of time will risk losing candidates.

- II. Interview Schedules:
 - a. Standard meetings for tenure track faculty interviews are as follows:
 - 90 to 120 minutes, Dinner (can be before or after the day of interviewing, but night before is preferred)
 - 30 Minutes, University Librarian and Dean of Libraries
 - 30 Minutes, Associate University Librarian
 - 30 Minutes, Library Human Resources
 - 30-45 Minutes, Tour of Unit and introduction to Unit staff, interview time with unit?
 - 60 Minutes , Search Committee (usually end of the day)
 - 30 minutes, FRC/PTA
 - 90 minute lunches (included individuals outside of search committee. This is a good time to consider Divisional representatives.)
 - 90 minutes, Presentations (prep time, presentation, questions and answers) All should be invited to the interview via LibNews. Search Committee chair can ask that calendar invitations be added for specific groups.
Divisions may request separate meeting times.

 - b. Standard meetings for non-tenure track (visiting) faculty
Same as above except no meeting with FRC/PTA

 - c. Standard meetings for permanent Academic professionals
 - 90 minute lunches (included individuals outside of search committee. This is a good time to consider Divisional representatives.)
 - 30 minutes, Associate University librarian
 - 20 Minutes, Library Human Resources
 - 30-45 minutes, tour of unit and introduction to Unit staff (if applicable)
 - 60 minutes, Search committee (usually end of the day)
 - 45-60 minutes, interview with Unit (if applicable)
 - 90 minutes, Presentations (prep time, presentations, questions and answers) All should be invited to the presentation via LibNews. Search Committee chair can ask that calendar invitations be added for specific groups.
 - Divisions may request separate meeting times.
 - 90-120 minutes, Dinner (can be before or after the day of interviewing, but night before is preferred)

- d. Standard meetings for visiting Academic professionals
Same as above.

III. Considerations

- Dinner night before interview with members of search committee
If dinners are a part of the interview, it is the responsibility of search committee members to attend. Maximum attendees will be 3 (plus candidate). Provide Library Human Resources with who you would like to attend. Dinners must be paid for by personal credit card and can be reimbursed afterwards. The maximum amount allowed for meals is \$40 per person. Alcohol needs to be on a separate check as that needs to be paid for with unrestricted gift funds. You must provide HR with the receipt that includes the itemized list of food ordered as well.
- Lunches can be informal with people of interest in the position. Typically only 3 people in addition to the candidate will attend. Normally, lunch will be scheduled at the Union. One of the people attending the lunch needs to be authorized to charge the meals will need to be identified so that Library Human Resources can do this ahead of time.
- Search committee must provide Library Human Resources with any list of the people they would like the candidate to meet.
- Representatives from other units/colleges on campus, be sure to invite to presentation
- 30 minutes with another AUL, if appropriate
- How teaching faculty are included
- Library Human Resources will put together the interviews
- Typical schedules include candidates arriving in afternoon, with search chair picking him/her up at airport, taking to Illini Union, picking up for dinner with Search Committee, stay overnight, search chair picks candidate up in the morning, all day interview with lunch at the Union with several interested. The candidates are typically on their own for dinner the second night. They typically stay overnight a second night because of airline schedules. If they choose the optional community tour the next day, that person will take them to the airport. If not, then the search committee chair usually takes them to the airport.
- Post interview the chair (or designee) should verify that candidate arrived back home safely. A 'thank you' for interviewing should be sent to the finalist. This thank you can be sent from the Chair of the search or from Library Human Resources.
- To increase participation in the Interview Process
 - Have HR send Outlook invitations for presentations more widely
 - Put presentations on library calendar
 - Make presentations available asynchronously
 - Post presentation info as early as possible

IV. Interview Questions:

- a. Types of questions

There are 3 types of questions typically found in interviews:

1. Theoretical questions -- Questions that place you in a hypothetical situation. These questions are more likely to test your skill at answering questions rather than in doing a good job.
Example: How would you organize your friends to help you move into a new apartment?
2. Leading questions -- Questions that hint at the answer the interviewer is seeking by the way they are phrased.
Example: Working on your own doesn't bother you does it?
3. Behavioral questions -- Questions that seek demonstrated examples of behavior from your past experience and concentrate on job related functions. They may include:
 - Open-ended questions -- require more than a yes or no response. They often begin with "Tell me...", "Describe...", "When...".
Example: Describe a time you had to be flexible in planning a workload.
 - Close-ended questions -- Used mostly to verify or confirm information.
Example: You have a degree in psychology, is that correct?
 - Why questions -- Used to reveal rationale for decisions you have made or to determine your level of motivation.
Example: Why did you decide to major in this program at UW- Eau Claire rather than at a small private college or larger university?
- b. Consider some standard questions for all candidates, but allow time for follow up of items unique to each individual
- c. For lists of interview questions, see lists at <http://mrlibrarydude.wordpress.com/nailing-the-library-interview/library-interview-questions/>
- d. Consider using some behavioral questions (see below) and examining some of the lists of behavioral questions in libraries:
 - i. http://www.cmlibrary.org/about_us/STAR_Overview.pdf
- e. For a list of guidelines for Pre-employment Inquiries, see <https://nessie.uhr.uillinois.edu/PDF/eo/preemp.pdf>

V. Interview Presentations

- a. Why should a candidate give a presentation?
Open presentations are expected for all faculty interviews. The total time scheduled for such a session should be 90 minutes, inclusive of preparation time (30 minutes), the candidate presentation (30-45 minutes), and a question-and-answer session with the audience (15-30 minutes). The open presentation may serve to demonstrate a candidate's depth of knowledge of an aspect of the field central to the future work, his or her instructional design and delivery skills relevant to future teaching responsibilities, as well as his or her ability to prepare and present topics of interest to an audience of peers, as might be required by presentations to campus faculty or presentations to

professional associations. Specifically, the presentation may serve one or more of the following roles in the evaluative process:

- b. A presentation may demonstrate a candidate's:
 - 1. grasp of a particular topic relevant to the work expected of the successful candidate;
 - 2. ability to articulate how current thinking in the field on a particular topic may be applied to his or her future work at Illinois;
 - 3. creativity, especially in regard to the design of the presentation and any supporting activities or materials;
 - 4. ability to effectively engage an audience of peers, both in terms of the design and delivery of the presentation, as well as the ability to address questions raised following the presentation;
 - 5. ability to effectively teach library users.

- c. Topics
 - 1. The open presentation should provide an authentic opportunity for the candidate to demonstrate the above knowledge and skills, and, thus, presentations asking the candidate to "imagine" an audience different from the one he or she will actually face should be avoided, e.g., presentations asking the candidate to prepare an "instructional session aimed at undergraduate students."
 - 2. Presentation topics should be broad enough to allow the candidate the opportunity to shape the presentation in a way that highlights his or her strengths while still providing sufficient guidance and structure to ensure comparable presentations across candidates, e.g., "Several recent studies have suggested that the role of the subject specialist is changing. Please identify the most significant responsibilities for a subject specialist in [field] and provide examples of model programs to which you would look to help to inform your practice in the position of [title] at the University of Illinois at Urbana-Champaign."
 - 3. Presentation topics should not require an intimate knowledge of the organization and/or history of the University Library, but may be enhanced by clear review of materials available on the Web site, through publications authored by Urbana campus faculty, etc., e.g., "The University Library has recently established a 'Scholarly Commons' representing a new service point for faculty and graduate students with an interest in scholarly communications, data services, digital humanities, and other emergent research support services. What are the major challenges involved in launching a 'research support services' program within the Library, and what are the specific challenges in this area relevant to your future work in [field]?"
 - 4. Presentation topics may ask a candidate to deliver a "model lesson," but these should be phrased in such a way as to be understood to be aimed at a graduate or faculty-level audience, e.g., "You have been asked to deliver a workshop on author rights to students in the Department of [name] as part of a dissertation preparation course."

Please prepare a model lesson that will address the major issues inherent in any author rights discussion as well as issues specific to scholarly communications in the field of [name]."

5. Finally, presentation topics may ask a candidate to apply his or her professional knowledge to address a question or to critique a specific item (or body of items), e.g., a candidate may be asked to evaluate a Web resource for its usability, or a group of item records to address issues of metadata or discoverability, or a corpus of physical materials to identify issues of significance to their identification, description, preservation, or exhibition. A presentation topic of this sort may also require a candidate to bring an example of his or her work to discuss with colleagues.

d. Logistics

1. The search committee should communicate the presentation topic to the Office of Library Human Resources and the UL Designee (currently the Coordinator for Staff Development and Training Coordinator) no more than 72 hours following receipt of approval of finalist compliance from the Office of Academic Human Resources. Ideally, the search committee will communicate the presentation topic at the same time as the names of potential finalists for the position. The Office of Library Human Resources should be able to provide the presentation topic at the same time that the invitation to interview on campus is made as well as information about the expected length of the presentation and question-and-answer period.
2. Give candidate the specifics about hardware and software that are standard in the room and the kind of room set up available
<http://www.library.illinois.edu/administration/facilities/rooms.html>
Although Library Human Resources schedules the room and gives them the information about the room set up, search committee chairs may need to work with Library Information Technology for anything out of the ordinary that the candidate requests.
3. Advise the candidate that if they are going to demonstrate anything that requires a download, they will need to provide advance notice so that Library IT can determine if it is possible.
4. An invitation to the presentation should be specifically extended to the search committee, members of the unit, and others who will work closely with the position. A LIBNEWS-L message should be sent announcing the presentation and inviting everyone in the Library as well. The chair of the search committee should post to LIBNEWS-L to solicit feedback about the candidate presentations. Providing attendees with list of attributes or qualities that the presentation is designed to evaluate and about which they would like to hear feedback may assist in soliciting useful feedback.
5. Just prior to the presentation, the search committee should ensure that the candidate has sufficient time to load and test any presentation on the

workstation to be used during the presentation. Ideally, a staff member from Library Information Technology should be available prior to (and during) any presentation to assist with any technical issues that may occur. The recommended 30 minutes of preparation time will ensure time for technical set-up and troubleshooting.

6. Provide the candidate with water for the presentation.

7. Provide a bathroom break prior to the presentation

Section 12– Search Narrative template

Search Narrative Name of Search

I. Search Committee History

- A. When and by whom was the committee appointed?
- B. What is the composition of the committee including any changes occurring in the committee membership? (Names of persons serving, reasons for changes in membership, if any)

II. Position and Advertising

- A. Job title
- B. Type of search
- C. Where advertised
- D. Date search was opened and date search was closed
- E. Specific recruiting and outreach to members of diversity populations

III. Applicants

- A. Total number of applicants including withdrawals
- B. Anything unusual about the applicant pool
- C. Were any of the applicants identifiable as minority candidates?
- D. Names (or number) of applicants who met some or all of the “required” qualifications as stated in the job description.
- E. Names of applicants for whom references were requested. Indicated dates and reasons for requesting references with comparison of qualifications of candidates for whom references were not requested.
- F. Names of applicants who were invited for interview. Indicate dates and reasons for inviting them with further comparison of qualifications.

IV. Choice Justification

- A. Who was interviewed, on what dates, and where were the interviews held? If other than Urbana-Champaign, why?
- B. Give detailed comparison of interviewed candidates’ qualifications and presentation and ordered listing of candidates for the position. Race and gender must be noted for each candidate in the justification narrative.

1. Candidate #1

2. Candidate #2

3. Candidate #3

V. Recommendation of Position Offers

- A. To whom the position is to be offered
- B. Recommendation of plan of action in case preferred candidate declines offer.

**Appendix 1
FACULTY & AP POSITION REQUEST**

Proposing Division, Unit, Group or Individual	
Proposed Title or Functional Responsibilities	
Is this a full-time position? Please estimate % appointment necessary to fulfill the stated responsibilities	
Ideas for collaboration/shared functional responsibilities with other units/divisions/functions	
Proposed Rank	
Estimated Salary	
Potential sources of funding for position	
Reporting structure	
Recommended time frame for filling (immediate need, 6 months, 1 year, etc.), expected duration of appointment, and explanation	
Position Need & Rationale: explain how this position contributes to the Library's strategic goals	

Brief position description and/or functional job responsibilities	
How might this position evolve to meet continuing Library needs in 5-10 years?	

Library EC, rev. March 2012

Appendix 2 – Candidate Criteria

Spreadsheet format works best.

Use required and preferred qualifications. The important thing is to be able to document the criteria used in evaluating the candidates.

Notes can be put into the grid, or a coding system can be used. For example, 1 = exceeds, 2 = meets, 3 = does not meet criteria

REQUIRED	Candidate 1	Candidate 2	Candidate 3	Candidate 4
MLS				
X years of experience				
Subject expertise				
Ability to work cooperatively				
Ability to work collaboratively				
PREFERRED				
Advanced degree				
Academic library experience				
Evidence of research expertise				

Appendix 3 Sample Interview Schedules

Sample Tenure-Track Faculty Schedule:



University of Illinois
University Library

Preservation Librarian
"Date"

AGENDA

(NOTE: Due to scheduling conflicts all people listed in committee group may not be in attendance)

"DATE"

(time) Dinner with Search Committee

"DATE"

30 minutes Paula Kaufman, University Library and Dean of Libraries (230 Library)

30 minutes Scott Walter, Associate University Librarian for Services and Associate Dean of Libraries (246E Library)

30 minutes Tom Teper, Associate University Librarian for Collections and Associate Dean of Libraries (246E Library)

30 minutes Cindy Kelly, Head, Library Human Resources (127 Library)

60 minutes Presentation "**insert topic**" Presentation will be 20-30 minutes with 30-40 minutes of Q & A
(This will be added to the calendars of this in the Technical Services Division but others may attend)

Stephanie Baker, Research Programmer
Atoma Batoma, Monographic Cataloging Librarian
Sarah Christensen, Visiting Visual Research Collections Curator
Myung-Ja Han, Metadata Librarian
Josh Harris, Media Preservation Coordinator
Qiang Jin, Senior Coordinating Cataloger
William Kries, E-Resources Cataloging Specialist
Betsy Kruger, Head, Digital Content Creation

Mary Laskowski, Coordinator, Media Services
Kevin McLaughlin, Senior Library Specialist
Annette Morris, Brittle Books Coordinator
Michael Norman, Head, Content Access Management
Tracy Popp, Visiting Digital Preservation Coordinator
Wendy Shelburne, Electronic Resources Librarian
Sarah Shreeves, Coordinator, IDEALS
Jennifer Teper, Preservation/Conservation Librarian
Angela Waarala, Visiting Digital Collections Project Manager
Janet Weber, Manager, Cataloging Services
Lynn Wiley, Head of Acquisitions (sabbatical)
Xiao Zhou, Electronic Access Specialist

90 minutes

Lunch

Representatives from the Special Collections Division

30 minutes

Faculty Review Committee and Promotion and Tenure Committee representatives

60 minutes

Tour of Preservation/Conservation Unit and meeting with staff

60 minutes

Search Committee

Tom Teper, Associate University Librarian for Collections and Associate Dean of Libraries
Jennifer Teper, Preservation/Conservation Librarian
Mary Schlembach, Engineering, Physics and Astronomy Librarian
Sarah Shreeves, Coordinator, IDEALS
Adriana Cuervo, Assistant Archivist for Music and Fine Arts

Sample Tenure-Permanent Academic Professional Schedule:



University of Illinois
University Library

NAME

Director, Information Technology Production Services

June 17, 2012

AGENDA

(NOTE: Due to scheduling conflicts all people listed in committee group may not be in attendance)

June 17, 2012

6:30 Dinner at

June 18, 2012

8:30-9:00 Beth Sandore, Associate University Librarian for IT Planning and Policy and Associate Dean of Libraries (246E Library)

9:00-9:30 Paula Kaufman, University Librarian and Dean of Libraries (230 Library)

9:30-10:30 Information Technology Group (295 Undergraduate Library)

Josh Bishoff, Access and Mobile Services Librarian

Scott Clemens, Research Programmer

Tim Cole, Mathematics and Digital Content Access Librarian

Howard Ding, Research Programmer

Michael Fleming, Help Desk Coordinator

Lee Galaway, Manager, Workstation and Network Support

Jon Gorman, Research Information Specialist

Tom Habing, Manager, Software Development

Jason Heldreth, Visiting Access and Mobile Services Research Programmer

Bill Ingram, Research Programmer

Winston Janz, Research Programmer

Drew Kenton, IT Help Desk Specialist

Chuck Kibler, System Engineer

Robert Manaster, Research Programmer

Jake Metz, Workstation and Network Support Assistant

Bill Mischo, Engineering and Information Systems Research and Development Librarian

Eric Mosher, Research Programmer

Sarah Shreeves, Coordinator, Scholarly Commons

Robert Slater, Web Technologies and Content Coordinator

Peggy Steele, Senior Manager, IT Production Services

Jason Strutz, Manager, Infrastructure Management and Support

Michael Tang, Research Programmer
Jordan Vannoy, Research Programmer
Tim Vruwink, Research Programmer

- 10:30-11:00 Break/Set up for presentation
- 11:00-12:00 Presentation, "Define good customer services in a Library IT setting." 20-30 minute presentation w/ 30-40 Q & A. (66 Library)
- 12:00-1:30 Lunch, Illini Union Ballroom (Reservations at 12:15)
Scott Clemens
Michael Fleming
Tim Vruwink
- 1:30-2:00 Library Human Resources (127 Library)
- 2:00-2:30 Break
- 2:30-3:30 Search Committee (127 Library)
Mary Schlembach, Chair, Physics Librarian
Lee Galaway, Manager, Workstation and Network Support
Tom Habing, Manager, Software Development
Mary Laskowski, Head, Collection Management Services
Lisa Romero, Communications Librarian
Cherie' Weible, Head, Interlibrary Loan and Document Delivery
- 3:30-4:00 Tom Teper, Interim Associate University Librarian for Services and Dean of Libraries and Sue Searing, Interim Associate University Librarian for Services and Dean of Libraries (246 Library)

Appendix 5. Sample Search Narrative

Position Title

Search #XXXXXX

Date

Search Committee Members

List search committee members and any changes to the composition of the search committee.

Recruitment Sources and Posting Date

Required sources:

The News Gazette (xx/xx/xx)

U of I Employment Center (xx/xx/xx)

ACJob Listserv (xx/xx/xx)

Other sources and posting date:

Selection Process/Criteria

Provide a summary of how applicant information was reviewed and candidates/finalists were selected for interview.

1. Address screening procedures
2. Address minimum qualifications
3. Address preferred qualifications
4. Address other qualifications
5. Address if a rating scale was used and summarize the role of the rating scale.

Interview Narrative

Provide a brief summary of each candidate interview, including the interview date.

Explain the qualities/characteristics that distinguish the proposed appointee from other finalists.

If designated class members (minorities and women) were finalists and not selected, please specifically address.

Offer Approval

Provide date of email approval from AA Officer or EEO Officer for a verbal offer.

Sample Narrative

Position Title

Search #XXXXX

Date

Search Committee

John Doe, Department, Title (Chair)

Jane Smith, Department, Title

Paul Piper, Department, Title

Mary Lamb, Department, Title

Approval Process

1/05/2007 – Approval was received from the Office of Equal Opportunity and Access

Advertising

The News Gazette (posted 01/13/2007 and 01/20/2007)

The Bloomington Pantagraph (01/13/2007)

ACJob listserv (posted 01/10/2007)

U of I Employment Center (posted 1/8/07)

Department Public Web Site (posted 01/10/2007)

Educause (posted 1/8/07)

IMDiversity.com (posted 1/8/07)

Selection Process

01/09/2007 – Met with the Search Committee to review/discuss selection process. Unit Executive Officer met with the search committee to explain the charge of committee. Unit Executive Officer indicated that the committee was to recommend 2-3 candidates to Unit Executive Officer for consideration along with a list of strengths and weaknesses of each candidate. Unit Executive Officer would then select the candidate that was the best fit for the position.

02/05/2007 – Closing date for the job search.

02/16/2007 – Met with the Search Committee and reviewed applicants. In the meeting, it was decided which applicants would continue in the interview process and those which did not have the best qualifications to proceed.

External applicants who were chosen as qualified to proceed were phoned to ensure the salary range of the position met their salary requirements. Two applicants removed their names from the list because the salary range did not meet their expectations. The search committee proceeded with a one-hour in-person interview for the remaining six candidates which were conducted between March 8 and 14 (three external and three internal candidates).

03/14/2007 – Follow-up meeting held with the Search Committee to review the first round in-person interviews with the six candidates. The qualifications of the six candidates were very good but there were two candidates who met the qualifications, visions, goals, and experience of the position the best. They were:

1. Candidate #1
2. Candidate #2

The search committee documented a list of pro's and con's, and strengths and weaknesses of each of the two candidates for future reference.

Second Round in-person interview process:

A second round in-person interview was scheduled for the final two candidates to help assess their qualifications, visions, goals, and experience. Each candidate met with the search committee again as well as with selected staff (designate).

04/04/2007 – Second Round Interview Summaries:

1. Candidate #1. Candidate #1 has been employed by the University for over twenty years in a number of different jobs. This knowledge of the university, working with a number of university personnel throughout candidate #1's career and being a current employee made candidate #1 a good candidate for this position. Candidate #1 impressed the search committee and others staff who participated in the interview process. Concerns that were highlighted during the second round of interviews included: 1) limited experience managing staff, 2) limited (or inconsistent) success leading existing projects (delayed deliverables and missed deadlines), 3) difficulty leading groups and cultivating productive communications. The leadership and management responsibilities of this position were thought to be stretch based on candidate #1's current performance.

2. Candidate #2. Candidate #2 is external to the university but has many experiences with managing professional staff, mentoring and coaching new and existing personnel, providing project management vision to their employer, and leading many high profile projects to successful completion. Candidate #2 has been promoted several times during their career to positions with increasing responsibility and has reported to and worked directly with varying level of stakeholders. Candidate #2 has worked with

companies that had no procedures and helped create them, to companies that have very structured project procedures and has helped improve them. Although everyone acknowledged that Candidate #2 would require some short-term mentoring to become familiar with department and the University, there was strong confidence in their management, management, and leadership skills.

Recommendation:

The search committee submitted a report to the Unit Executive Office that included all the comments from search committee as well as staff that interviewed the candidates. The Unit Executive Officer has recommended we offer the position to Candidate #2 pending approval.

Appendix 6. Do's and Don'ts for Rejection Phone calls and/or Emails.

- Don't promise to keep the rejected applicants' resumes on file.
While some experts advise doing so to build good will, disgruntled former applicants may try to make that promise a legally-binding one, especially if you misplace a resume and end up hiring a less-qualified applicant.
- Do personalize your phone call or email
A generic "Dear Applicant" conversation just won't do. Also, you can make the conversation short and direct, but try to make it gracious as well. Remember, you may not want these applicants to work for you, but you still want them to think highly of you.
- Don't be specific about why someone else was hired, and don't say anything about the specific person who was hired.
Lawsuits may be prompted by perceptions that the reasons given were inaccurate or dishonest, and/or that the person hired was in fact less qualified.
- Do notify applicants as soon as possible after you've made your hiring decision — which means a signed but not too quickly.
Applicants both want and need to know your decision so they can move on; on the other hand, receiving a rejection letter too soon can lead to more negative feelings — as rejected applicants may feel they were not given meaningful consideration.
- Do Get to the point Quickly.
Typically, we all know that good news comes by the phone; bad news, by letter. However, I for one read through any correspondence from an organization to which I've applied just in case. Getting to the point quickly will avoid potential feelings of being led on by your conversation or your email.