



The University of Denver is its people—all its people. We aim to attract bright and motivated students and give them every opportunity to thrive. We rely on engaged faculty who are passionate about their teaching and their scholarship. We depend on talented staff to support the operation of the university.

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## A candidate review process

The review and evaluation of applicant qualifications must be documented by the reviewer at all levels. At a minimum, the review process at a minimum, should follow these guidelines:

1. Once the job posting has closed, all applications will be reviewed for required qualifications as outlined in the job posting.
2. Applicants meeting required qualifications will be reviewed to identify the most qualified candidates to move forward in the selection process.
3. The Hiring Manager, in consultation with the Associate Director of Equal Opportunity and the Recruiter, will review the Diversity Composition Report to determine if additional efforts are needed to strengthen diversity in the pool. The Hiring Manager and the Recruiter will determine whether to extend the close date for the job posting and engage in additional recruitment efforts.
4. It is considered a best practice that, in all stages of evaluating applicants, Hiring Managers and Search Committees use an evaluation rubric. An evaluation rubric can help promote consistency and clarity in how qualifications are measured and what constitutes the most qualified applicants. It can include ranking or weighting of criteria that will help in the subsequent review process of applicants. Rubrics should be based on objective and measurable job-related criteria. See [Sample Candidate Screening Rubric, Appendix F](#).
5. Selection criteria must be applied consistently to all applicants, and any criteria used to eliminate applicants considered to be unqualified must be documented.
6. The Applicant Tracking System will be utilized to appropriately document decisions and track the status of applicants throughout the process. The Applicant Tracking System is the critical record-keeping function for the University to display applicants within the appropriate status on the Staff Hiring Dashboard and to forward applicants for a background check to complete the hiring process.

## Reference

Once all interviews are complete, the Search Committee will provide feedback on recommended candidates to the Hiring Manager. At that point, the Hiring Manager or designated Search Committee members should contact at least two or three references for the top candidates.

## Reference

Each department may have variations on this part of the process and should follow their departmental hiring process. In the absence of departmental guidelines, once the Hiring Manager has decided on a final candidate, the following process should occur:

1. The Hiring Manager should contact the Business Officer and the Recruiter to discuss the final selection prior to any communication with the final candidate.
2. The Hiring Manager or designee will move the final candidate's application to the Request Background Check stage in the Applicant Tracking System.
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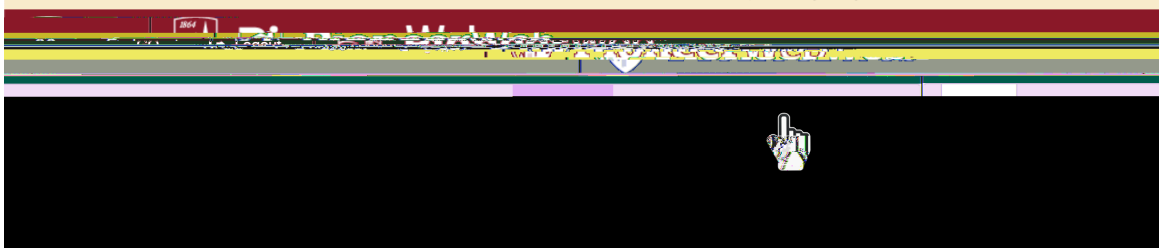
When to use this process:

If you would like to make changes to a position and post it, use this process. The position must be vacant.

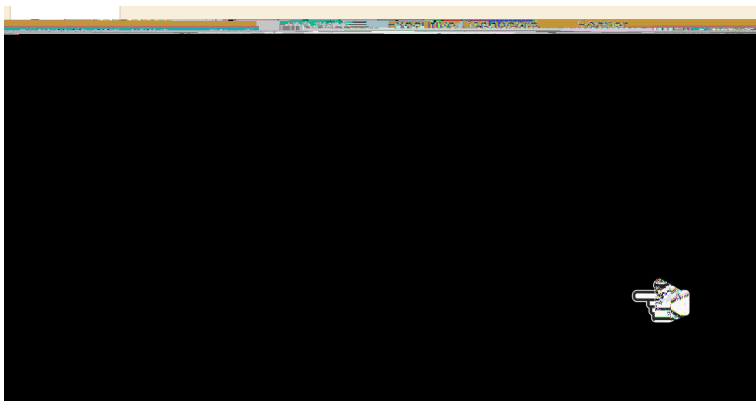
Changes that can be made to a position with this process:

- Hourly/Salary
- Job Description
- Employee Class
- Position Group (Staff/Faculty)
- Position Type (Full Time, Part Time, etc.)
- Pay and Position Budget
- FTE

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# A COMMITMENT TO DIVERSITY AND INCLUSION PROMOTING A DIVERSE AND INCLUSIVE ENVIRONMENT



Every job posting should include the following language:

“The University of Denver is committed to enhancing the diversity of its faculty and staff and encourages applications from women, persons of color, members of the LGBTQ community, people with disabilities and veterans. The University is an equal opportunity/affirmative action employer.”



Proactive language, when included in position advertisements and announcements, play an important role in conveying a serious value and commitment to diversity and inclusion particularly to members of underrepresented communities. The following samples are provided to convey a serious interest in recruiting a broad and diverse pool of candidates.

1. The University/unit is committed to building a diverse and inclusive educational environment. Applicants are requested to include in their cover letter information about how they will advance this commitment through their work.
2. We are especially interested in considering applications from members of underrepresented groups, first-generation college graduates or people who work on topics related to these issues.
3. Examples of our unit's/department's commitment to diversity and inclusivity can be found in our (e.g., website, handbook, etc.).
4. Applicants are requested to describe in their cover letter their experience working directly with people from diverse racial, ethnic and socioeconomic backgrounds and how their experience will contribute to diversity and inclusivity at the University.

5. We are especially interested in qualified candidates who can contribute to diversity and inclusion through their work and academic

Contact the Associate Director of Office of Equal Opportunity, Rufina Hernández at [Rufina.Hernandez@du.edu](mailto:Rufina.Hernandez@du.edu)

The Hiring Manager generally has overall responsibility for managing the search process. The Search Committee may be involved with other aspects of the process, which



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**A F AMPLE CANDIDA E C EENING B IC**

Candidate: \_\_\_\_\_ Interviewer: \_\_\_\_\_ Date: \_\_\_\_\_









|  | <b>M A</b>  | <b>D N O A</b>   |
|--|---|--|
| Milita y Se vice                         | Only questio s about eleva t skills, k owledge a d abilities du i r g milita y se vice.                       | Ge e al questio s about milita y se vice, such as dates, discha ge type. o fo eig milita y se vice   |
| Eco omic Status                          | No e  | C edit ati gs. cha ge accou ts, ba k accou ts, ba k uptcy, ca ow e ship, le gth of eside ce at add ess, past ga ishme ts of wages.   |
| O ga izatio s, Societies, a d Activities | Ask o ly job elated o ga izatio s.  | List all o ga izatio s, clubs a d lodges to which you belo g. Questio s about membe ship i o - job elated o ga izatio s  |
| Natio al O igi                           | Ability to w ite, ead a d speak E glish, o a othe la guage, if job elated.                                    | A cest y. bi thplace of pa e ts o spouse, o ative la guage.  |
| Height/Weight                            | No e. (If you thi k it s job eleva t. clea with HR fi st.)  | No e. (If you thi k it s job eleva t. clea with HR fi st.)   |
| Refe e ces                               | Who efe ed you to this positio ? Will you p ovide names of pe so s willi g to p ovide p ofessio al efe e ces? | Questio s of applica t s fo me employe s o acquai ta ces that elicit i fo matio specifyi g applica t s colo ace. eligio , atio al o igi . a cest y, disability. medical co ditio s, ma ital status, age o sex, sexual o i e tatio . ge de ide tity o ge de exp e sio . |
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2. . . . / / / . . . .

1. You were provided information on Inclusive Excellence and the Diversity Statement prior to this interview. How has your professional experience and background prepared you to be effective in this environment with this diversity value?
2. What does it mean to have a commitment to inclusion and equity and how would you develop and apply this?
3. Please describe how you would work to create a campus environment that is welcoming, inclusive and increasingly diverse.
4. Describe a situation in which you utilized your multicultural skills to solve a problem.
5. Describe your work experience or explain how you have been educated to und

The Americans With Disabilities Act [ADA]

1. Under the ADA, before a conditional job offer has been made, an employer may not request any information about a job applicant from a former employer that the employer could not ask of the job applicant directly.
2. Employers may not make inquiries of a former employer regarding an applicant's disability, the nature or severity of the disability, illness or workers' compensation history.
3. Questions regarding attendance, job functions, and the quantity and quality of work performed by the former employee are allowed. For example:  
Excluding absences due to disability or absences  
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Introduction: <Applicant> is being considered for employment at the University of Denver as a <Position Title> and we are trying to determine if <he/she> is suitable for this job. I would like to spend a few minutes asking how you would assess <Applicant's> ability in some areas we've determined to be important for this job.

Verify applicant's employment dates stated on application or resume.

1. How long did you supervise <work with> <Applicant>?
2. Verify applicant's most recent job responsibilities. For example: May I read from the resume/ application the part describing
3. <Applicant's> responsibilities while working for your Institution <or Company>? (Read summary.) Does this sound accurate? Are there any omissions or corrections?
4. Describe <Applicant's> ability to plan and accomplish short-term goals? Long-term goals? Examples?
5. If applicable, how would you describe <Applicant's> leadership, management skills? How <Position Title> <Applicant>?



| E               |                   |
|-----------------|-------------------|
| Name:           | Hire Date:        |
| Position Title: | Manager:          |
| DU ID#:         | Exempt No -exempt |
| Email address:  | Cell phone:       |
| Phone:          | Birthday:         |
| Room:           |                   |

| H                    |              |
|----------------------|--------------|
| New hire orientation | Thrive at DU |

| A   |
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| Add Name to all Lists (Phone, Email, BD, etc.)                  |
| Barcode i g: . . . , / /  |
| Building Access Coordinator: . . . , / - , / - ,                |
| Business Cards: . . . / , - / . . . l                           |
| Business Expenses & Reimbursements: . . . , / , / . . . - . . . |
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| Job Desc iption  |
| Lib rary Access: . . . .   |
| Keys   |
| Mailbox  |
| Map: . . . . / / . . . .   |
| Memberships (specific to the Depa tme t)   |
| Name Tag: . . . .  |
| Name Plate: . . . . / / . . . .  |
| Navigati g the website: . . . .  |
| Pa kki g Permit: . . . . / / . . . .   |
| P-Ca d: . . . . / / /P-C P . . . .   |
| Pho e: . . . . / / . . . .   |
| Lo g-dista ce code: . . . . / / . . . .  |
| Voicemail: . . . . / / . . . .   |
| Photo: Way e A mst g .A @ . . . .  |
| Remote Access: <a href="https://u ivofde ve :se vice- ow.com/techse vices/home.do">https://u ivofde ve :se vice- ow.com/techse vices/home.do</a> |
| Se d Recu rri g Depa tme t Meeti gs  |
| Se d Recu rri g Campus Wide Meeti gs   |
| Space Rese vatio s: . . . . / / . . . . / / . . . .  |
| Supplies   |
| Who to call fo what?   |

|                        |
|------------------------|
| Campus Tours           |
| Coffee/Tea Rooms (MRB) |
| Copy Room              |
| Elevator               |
| Exits                  |
| Kitchen                |
| Mail Room/Procedure    |
| Nearest Food Options   |
| Restrooms              |
| Supply Storage         |

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