

Office of the Vice President for Research – Search Guidance / Checklist

The University of Connecticut follows similar employee recruitment practices across campuses but varies with respect to technical systems and some routing/approval processes. The systems referenced in this checklist are Storrs and Regional campus-oriented, but the general steps are relevant for all UConn and UCH campuses.

For specific UCH technical Recruitment and Hiring systems information, please see the UCH Human Resources/Managers webpage or contact Rebecca Myshrall.

(1) Initiating the Search

- The department requests approval from the Office of the Vice President for Research to fill a position vacancy.
- A job description is developed, which may include collaborative input from the prior incumbent, supervisor, colleagues, search committee members, or other stakeholders. **Minimum Qualifications** should include critical knowledge and skills, or education and experience that an applicant **must** have to perform the essential/core duties and responsibilities of the job. **Preferred Qualifications** should include additional desired job-related education, experience, skills and competencies that are not essential to the job, but that enhance an individual's ability to perform the job. Preferred Qualifications should be specific enough to narrow down the applicant pool to the most potentially successful candidates; but not so restrictive as to limit the consideration of applicants with non-traditional career paths or from under-represented groups.
- The job description is forwarded to the designated Human Resources (HR) Specialist, who will advise regarding the appropriate job classification and salary range. A target job classification and salary range can be proposed by the hiring manager; however the final classification, rank and salary will be designated by the HR Specialist. Once the job description has been approved by Human Resources, an advertisement can be developed.
- The Hiring Manager/Search Committee drafts the advertisement, based upon the HR-approved job description. The search is then initiated by uploading the ad and job description into the PageUp system by the designated search administrator.
- The HR Advertisement Coordinator will work with the department search administrator to finalize the ad for the University website.
- The Department Search Administrator will post supplemental recruitment advertisements as appropriate and retain records of the ad placements.

(2) The Search Committee

The search committee is generally responsible for the evaluation of applications, selection of candidates, interviews, and hiring recommendation(s). All information reviewed and discussed as part of a search is maintained as confidential. The Hiring Manager, Search Committee Members and Search Committee Chair should review the Search Committee Guidelines developed by the Office of Institutional Equity (OIE).

IMPORTANT: Search Committee members are required to complete (one-time) Search Committee Training before serving on a committee.

- The Search Committee members are identified and instructed to complete the Search Committee Training requirement. Confirmation of training should be submitted to the department search administrator.**
- The Search Committee is convened to review search applications, identify interview candidates, develop interview questions, and conduct interviews.
- The search administrator or delegate will download applications for review, and members of the search committee may also review applications online through the PageUp system.
- A non-UConn Search Committee Member will need to be added as a "Person of Interest" (requiring an affiliate netid).

(3) Applicant Review Process

Review of applicants begins with a comparison of each applicant's qualifications against the minimum qualifications stated in the job description. Applicants who meet minimum qualifications are considered "qualified." All qualified applicants are eligible to be invited for an interview, however search committees typically select applicants to interview who best meet the preferred qualifications stated in the job description.

- The Search Administrator will provide the Search Committee with a Pre-Interview Matrix to use for reviewing applications.
- Search Committee meetings will be convened by the Chair of the committee. The search committee reviews the applications to determine the pre-interview dispositions:
 - *Unqualified* – candidate does not meet all Minimum Qualification criteria. The specific criteria not met must be objectively identified.
 - *Qualified* – candidate **meets all of the Minimum Qualifications** but may not merit a first-round interview. Note that for UCPEA positions, a candidate who identifies UCPEA status in the application and meets all the Minimum Qualifications must be interviewed.
 - *Interview* – candidate **meets all of the Minimum Qualifications**, and a combination of Preferred Qualifications sufficient to merit an interview.
 - NOTE: The same criteria must be consistently applied to all candidates when differentiating between qualified and interview candidates, and the specific differentiating criteria must be identified.
- The Chair forwards the pre-interview candidate dispositions to the Search Administrator, and approval is requested from the Office for Inclusion and Civil Rights (OICR) to interview the candidates.

(4) Interviews

- The Search Administrator will inform the Search Committee once interview approval has been received from OIE, and the interviews can be scheduled.
- The OVPR requires that a set of written interview questions be developed, and that all candidates are asked the same set of questions.
- All candidates must be interviewed in the same manner. If telephone/Internet interviews are used for some candidates, then they must be used for all candidates, *including* internal and local candidates.
- If a candidate will be requested to prepare a presentation or other (must be) job-related task, the candidate should be informed in advance of the task and how to request a reasonable accommodation. (For more information, see the U.S. Equal Employment Opportunity Commission Guidance on Job Applicants and the ADA.)
- Following the interviews, the Search Committee will make a hiring recommendation to the hiring manager, which will include post-interview dispositions for each of the interviewed candidates. The dispositions should be objective and correlate the hire candidate's credentials directly to specific qualifications that the candidates do or do not have.

(5) Selection of Candidate

- The hiring manager will make the final hiring decision. The Search Committee Chair or hiring manager should communicate with the selected candidate that they are a leading candidate, and clarify the following, **but do not make the offer:**
 - *If selected, when would the candidate be available to start? (Must be the first day of a new pay period.)*
 - *Indicate that the Search Committee will be contacting the candidate's references.*
- The Search Committee members, Chair, or Hiring Manager should then proceed to contact references. A minimum of three references is recommended. For internal candidates, recent performance evaluations can be reviewed in the Department of Human Resources upon request, as part of the reference verification process.
- If references are satisfactory, the request to hire and post-interview dispositions are submitted to the Search Administrator, who will request approval to hire from the Offices of Institutional Equity and Human Resources.

(6) Making the Offer

Upon approval to hire from OICR and Human Resources, the unit Search Administrator will produce the HR-approved offer letter and inform the Hiring Manager or Search Committee Chair that the verbal offer can be extended to the candidate.

- The preferred start date will be on the first day of a new pay cycle, enabling the new employee to participate in New Employee Orientation in the morning and make an irrevocable retirement plan election on their first workday.
- If the verbal offer is acceptable, then the unit Search Administrator will generate the offer letter to the candidate through the PageUp system.
- The candidate will receive an email from HR, with a link to review and accept the offer through the PageUp system.
- After accepting the offer online, the candidate will be sent an email with instructions for completing the Pre-Employment Criminal Background Check.

Important: The employee cannot start or attend New Employee Orientation until the Pre-Employment Criminal Background Check has been completed.

(7) Finalizing (Closing) the Search

- The Chair of the Search Committee will communicate the outcome of the search to the interviewed and internal candidates, thanking them for their interest and participation in the search and interview process.
- The Chair of the Search Committee and/or Hiring Manager will inform the Search Administrator when it is okay to inform the other, non-interviewed applicants that the search has concluded and thanking them for their interest and participation in the search process. This is usually once the offer has been accepted and any internal candidates have been notified.

(8) Onboarding the Candidate

- The Search Administrator will send the new employee an onboarding checklist, facilitate completion of the I-9 with I-9 HireRight within 3 days of their start date, and verify identifications in person after the new employee's NEO.
- The supervisor will email the start date and employee contact information to the unit ITS Consultant so that a set-up meeting with the employee can be scheduled. The supervisor will also complete and submit any account set up forms, such as InfoEd, Kuali and Webfocus.
- The new employee will attend New Employee Orientation on their start date.
- The Hiring Manager or Supervisor will ensure first-day employee welcome, tour, introductions, office space, supplies, training, etc.

(9) Record-keeping

- PageUp is the current system of record for University Searches.
- Search records are auditable and subject to Freedom of Information requests, and search records must be retained by the Search Committee Chair, subject to the State Record Retention Schedule. Records that should be retained include:
 - Copy of Ad/Job Description
 - Search Committee working notes
 - Pre- and Post-interview candidate dispositions/summaries
 - Interview questions and candidate responses
 - Copies of other information used to evaluate/assess the candidates (i.e. Powerpoint presentations)
 - Notes from reference checks/verifications

Useful Links

[Office of Institutional Equity – Search Committee Guidelines](#)

[Mandatory Search Committee Training](#)

[Person of Interest Form](#) (add an external/non-UConn search committee member)

HR – [Job Classification and Compensation](#)

HR – [PageUp \(Recruitment, Application, Tracking and Onboarding System\)](#)

[Search Committee Recruitment Checklist](#)

[Pre-Employment Criminal Background Check Process](#)

[New Employee Orientation Checklist \(“To Do” Prior to Orientation\) and Information](#)

[UConn Accessibility](#)

[U.S. Equal Employment Opportunity Commission Guidance on Job Applicants and the ADA](#)

(Updated 04/01/2026)

Search Administrator Checklist

- Upload searches into *PageUp*.
- Assist with posting of supplemental ads and recruitment efforts.
- Download applications for the search committee members (if necessary).
- Prepare *Applicant Disposition Matrix* for search committee use (if necessary).
- Update the search activity in *PageUp*:
- Submit pre-interview dispositions/request approval from Office for Inclusion and Civil Rights to conduct interviews. Inform committee of approval.
- Submit post-interview dispositions and requests for approval to offer.
- Finalize the offer in *PageUp* and generate it to the selected candidate.
- Email the non-interviewed candidates that the position has been filled after the offer has been accepted and with the approval of Search Committee Chair and Hiring Manager.
- Arrange for the I-9 to be completed with the new employee within 3 days of the start date.

Unit Search Administrators and Unit Coordinators

Department/Unit	Unit Search Administrator	Unit Coordinator
Animal Care Services	<u>Sheryl Lohman</u>	<u>Sheryl Lohman</u>
CIRCA	<u>Lauren Yaworsky</u>	<u>Lauren Yaworsky</u>
COR ² E	<u>Cindy Doherty</u>	<u>Cindy Doherty</u>
CT NERR	<u>Samuel Stadnick</u>	<u>Samuel Stadnick</u>
InCHIP/Rudd Center	<u>Steven Jagielo</u>	<u>Steven Jagielo</u>
Innovation Partnership Building (IPB, Tech Park)	<u>Kelley Bilodeau</u>	<u>Raelene DeRobertis</u>
Research Administration	<u>Kelley Bilodeau</u>	<u>Operations Team</u>
Research Communications and Research Development	<u>Kelley Bilodeau</u>	<u>Victoria Lowther</u>
Research Finance	<u>Hillary Stevens</u>	<u>Research Finance Team</u>
Research Integrity	<u>Kelley Bilodeau</u>	<u>Victoria Campos</u>
Sea Grant	<u>Michelle MarcAurele</u>	<u>Michelle MarcAurele</u>
Sponsored Program Services	<u>Kelley Bilodeau</u>	<u>Kim Benoit</u>
Technology Commercialization Services	<u>Kelley Bilodeau</u>	<u>Jan Rockwood</u>
UConn Health	<u>Rebecca Myshrall</u>	<u>Hillary Stevens</u>

For Questions or Assistance with OVPR Searches, contact: ovprhr@uconn.edu

APPENDIX

Example – Pre-Interview Search Disposition Matrix

Candidate	Interview Disposition	Minimum Qualification #1	Minimum Qualification #2	Minimum Qualification #3	Preferred Qualification #1	Preferred Qualification #2
Avon, Ann	Unqualified	Y	Y	N	Y	Y
Baltic, Benjamin	Interview	Y	Y	Y	Y	Y
Colchester, Carol	Interview	Y	Y	Y	Y	N
Danbury, Daniel	Interview	Y	Y	Y	Y	N
Essex, Earl	Qualified	Y	Y	Y	N	Y
Fairfield, Francis	Qualified	Y	Y	Y	N	Y

Notes:

- Ann Avon is unqualified, because she does not meet one of the minimum qualifications.
- Benjamin Baltic clearly meets all of the minimum and preferred qualifications, and must be granted an interview.
- The other candidates meet all of the minimum qualifications and one preferred qualification. In this example, Preferred Qualification #1 was determined to be more important than Preferred Qualification #2 and used to differentiate “Interview” candidates from “Qualified Candidates.”

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Examples – Post-Interview Search Dispositions

Offer (*first choice*)

First choice candidate with particular expertise in the area of _____. Candidate had 12 years of experience directly performing the preferred duties as well as 4 years of experience managing a program and writing university policies. Candidate had _____ certifications.

Hold (*back-up candidate*)

Second choice candidate with 10 years of experience directly performing the preferred duties. Candidate provided relevant examples and had 3 years of experience managing a program. Candidate had experience writing procedures but not direct experience writing policies.

Reject

Candidate did not have experience writing either policies or procedures. Candidate did not effectively articulate knowledge of _____ and was not able to provide relevant examples when responding to interview questions about _____.