MSU Classified Recruitment
Search Committee Orientation

*Classified Recruitment Process*

Human Resources
Montana Hall
Front Desk X3651
\textbf{Priority}

\textit{HR wants to partner with you to hire the person best suited to meet the needs of your department.}

- Chair and Members keep open channels of communication with HR during the recruitment process – call HR with questions!

- Goal is to conduct a legitimate (defendable), competitive, and successful search
Candidate Confidentiality

• Major differences between Professional and Classified searches
  – Professional
    • Interview candidates are made public at the finalist stage
  – Classified
    • Interview candidates are not made public and no discussion regarding the search except with those on committee
    • The final candidate is announced upon successfully completing pre-employment background check and verbal acceptance of the position
    • Applicant’s employer may not know they are searching for a new job
Role of Search Committee and Department

- Chair, or designee, is the main contact and manages the information flow using the Excel workbook provided

- Applications come directly to the department

- Calls from applicants
  - Inform them where you are in the process
  - General details only; unusual situations refer to HR
  - Optional, short reply to applicant for receipt of application (template provided)

- Chair, or designee, may check applications for completeness prior to closing date but should not screen applications
  - Committee decides how to handle incomplete applications
    - May opt to send e-mail or letter requesting missing information: unsigned cover sheet, qualifications, work history, references OR list as “Incomplete; not considering further” on Applicant Screening Tab

*Remember, what you do for one applicant you must do for all; consistency is key*
Applicant Responsibilities

• Voluntary Options: Veteran’s Preference and MPEA Layoff Pool Guidelines; applicant will indicate on cover page if eligible

  *Contact HR before proceeding*

• To exercise Veteran’s Preference
  — Candidate is instructed in application materials to register eligibility form with HR
  — HR will then assign points and contact you with values to add to scoring on Applicant Screening tab

• Montana Public Employees Association (MPEA) Layoff Pool Candidate
  — Must be considered before other candidates are screened; consult with your HR associate
Applicant Screening and Summary Workbook

• Link to customizable Excel workbook:
  
  http://www.montana.edu/hr/HireAppoint.htm

  – Select “Classified Employee”, and then “Search Committee Secure Area”.
  – Contact your HR associate for secure password and user ID.
  – Workbook contains Tabs mentioned going forward in this presentation
  – Detailed instructions for use available to search chair or designee on our website

• Recruitment Reporting Tab
  
  – Committee provides HR with list of applicants and their contact information immediately after deadline or initial screening date
  – Update and send to HR as additional applications are received
# RECRUITMENT REPORTING TAB

## RECRUITMENT REPORTING MATRIX

<table>
<thead>
<tr>
<th>Title:</th>
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<tr>
<td>Dept:</td>
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**Note:** Provide name and e-mail address of applicants below. If applicant has not provided their e-mail address, please fill in their mailing address. E-mail list to HR on the Firm Screening Date or with an Open Screening Date once the pool has been established. HR will use this information to collect the EEO information.

<table>
<thead>
<tr>
<th>#</th>
<th>Applicant's Name</th>
<th>e-mail Address</th>
<th>*Street Address</th>
<th>*City</th>
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*Only required if applicant does not have e-mail address

**EEO fields HR use only**
Applicant Screening and Summary Workbook

- **Applicant Screening Tab**

  - Committee determines numbered rating system to rank candidates (Committee decides range)

  - Candidates must meet the required qualifications
    - Candidates scoring “0” on any required qualification do not have to be considered further – must be listed on applicant summary with the reason in comment section

  - Incomplete applications listed at bottom of matrix with comment “Not scored, incomplete application”

  - Use comment section to support scores emphasizing relevant experience/education to the posting
    - Keep comments job related
### Applicant Screening Matrix - Scored

1 each to screen applications, assess phone interviews, assess on-site interviews

- **Title:** Fun Coordinator
- **PN:** 4Y789
- **Dept:** Pleasant Studies
- **AN:** 12-123
- **Committee Member:** Steve Screener

<table>
<thead>
<tr>
<th>Applicant Name</th>
<th>5</th>
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<th>5</th>
<th>5</th>
<th>5</th>
<th>5 or 10</th>
<th>40</th>
<th>5%</th>
<th>6%</th>
<th>10%</th>
<th>15%</th>
<th>15%</th>
<th>Comments</th>
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<tr>
<td>Hazel Jackson</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>15</td>
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<tr>
<td>Joe Smith</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>15</td>
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<td>3</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>24</td>
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<td>Lydia Lax</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td>2</td>
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<td>2</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>11</td>
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<tr>
<td>Mary Jones</td>
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<td>2</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>13</td>
<td>3</td>
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<td>3</td>
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<td>Susan Watkins</td>
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<td>1</td>
<td>1</td>
<td>9</td>
<td>2</td>
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<td>6</td>
<td>9</td>
<td>9</td>
<td>17 Vet Pref</td>
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<tr>
<td>Edith Williams</td>
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<td>0</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>5 Will not be considered - does not meet req'd qual 1 and 2</td>
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<tr>
<td>7</td>
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</table>
Information not to be Considered

• Committee may **not** consider protected class information when screening applications or interviewing candidates (**Please review Search Committee Guidelines handout**)

• Could result in a discriminatory practice
  – Age, Birthplace or National Origin, Citizenship, Race or Ethnicity, Gender, Marital Status, Sexual orientation, Religious Affiliation, Disability
  – Examples may show up as high-school graduation dates or group affiliations; disregard all such information when making decisions
Applicant Screening and Summary Workbook

- **Applicant Screening Summary Tab**
  - Committee individual scores will automatically tally on this tab, if you used the workbook
  - Summarize comments to support selection of interview candidates
    - Keep comments job-related
  - Click “Yes” to indicate interview candidates
  - Return complete workbook to your HR associate for approval before scheduling interviews
### Applicant Screening SUMMARY

<table>
<thead>
<tr>
<th>Applicant Name</th>
<th>John</th>
<th>Luke</th>
<th>Mary</th>
<th>Total Score</th>
<th>Comments</th>
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<tr>
<td>Bridget</td>
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<td>55</td>
<td>55</td>
<td>165</td>
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<tr>
<td>Brad</td>
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<tr>
<td>Barbara</td>
<td>53</td>
<td>53</td>
<td>53</td>
<td>159</td>
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<tr>
<td>Bart</td>
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<td>144</td>
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<td>Brenda</td>
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<td>Bethany</td>
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<tr>
<td>Ben</td>
<td>43</td>
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<td>43</td>
<td>129</td>
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<tr>
<td>Buddy</td>
<td>42</td>
<td>42</td>
<td>42</td>
<td>126</td>
<td>No</td>
</tr>
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</table>

**Note:** If any applicants are added after the “Confirm Interviewee’s” button has been clicked it should automatically switch back to unconfirmed, so simply click the button again. If it is still showing Confirmed, click the button so it says “Confirm Interviewee’s?” and then click it again. It is best to have all information entered before any sorting is done.
Interview Process

- Sample questions available on search committee secure area, your HR associate, or websites such as About.com

- Questions should correlate to the required and preferred qualifications, successful candidate section and any other special requirements for this position

- Send your questions to your HR associate for review prior to scheduling interviews

- Ask the same questions of each candidate; follow-up questions to obtain clarification OK.
Interview Process

• **Make the most of your interview time**
  – Verify the candidate’s work experience
    • What has this person done that will predict his/her performance on the job?

  – Ask behavioral/open-ended questions
    • Can you give me an example of a time when...?
    • Describe a situation where you...?
      – You want to know specific behaviors/solutions they have demonstrated in the past

  – If you are not getting enough information redirect candidate with a similar or follow-up question

  – Skills test may be used as a screening tool
    • Needs to be reviewed by HR
Interview Process

• Review *Permissible/Impermissible* handout
  – Prevents hiring decisions that could result in a discriminatory practice

• If candidate reveals information on any of the following topics, it is **not** an open door to comment or ask additional questions:
  - Age
  - Birthplace or National Origin
  - Citizenship
  - Race or Ethnicity
  - Gender
  - Marital Status
  - Sexual orientation
  - Religious Affiliation
  - Disability

• Instead, redirect candidate to job related experiences
Interview Process

• Treat all candidates the same! Again, consistency in your process is essential.

• Let candidates know how long the interview/skills tests will take, if using.

• Phone interviews can be used to verify experience or narrow down the field (if you do one phone interview, do phone interviews for all candidates). Contact your HR associate for assistance.

• Be careful of “filler space,” when welcoming candidates; keep conversation very general, i.e., the weather, parking, etc.

• Optional: Provide list of interview questions to candidate and allow a few minutes for review prior to interviewing.
Interview Process

• If candidate asks about schedule flexibility, your answer should be based on departmental need:
  – “This job requires someone at the front desk from 8-5, with a break for lunch, Monday through Friday. Can you meet this requirement?” If candidate cannot meet your requirements, they do not need to be considered for this position.

• Comments on interview notes should be job or qualification related so they cannot be mistaken for discrimination:
  – Note instead: “5 years relevant experience”, “Unable to articulate specific examples”, “Excellent communication skills”, “Excel knowledge basic rather than advanced”.
  – Do you have an extra $120,000.00 in your operations budget?

• Notify candidate(s) you will be doing reference checks; verify you have 3 professional references.
Determining Top Candidate

• **Search Committee reaches consensus**
  
  – Gather information collected during the screening and interview process
  
  – Discuss as a committee how the candidates meet required and preferred qualifications, successful candidate paragraph from VA, and any other special requirements for this position.

  – If one candidate is a clear top choice, proceed to reference checks.

  – If the committee cannot reach agreement, or cannot distinguish a clear choice between candidates, contact your HR associate.

    • [The Post Interview Summary Tab](#), optional matrix, may be used to clarify a top candidate (sample on next page).
Reference Checks

- **Required:** two professional reference checks on final candidate
  - Two committee members present, two sets of notes
    - Reference Question template available on Search Committee Secure Area
  - Best if a current supervisor is used for one of the reference checks
    - Or someone in a management capacity at prior/current workplace who can speak to candidate’s knowledge, skills, and abilities
  - Recommend approximately 10 minutes for reference check
  - Mechanism to decide between top candidates; if top choice unclear check references on more than one candidate.
Documentation of Final Candidate

- Document hiring decision, rationale and requested wage on **Search Summary and Wage Request** form for all searches
  - Summary stating how candidate met criteria on Vacancy Announcement
  - Base upon specific, advertised, job-related criteria (from the VA)
  - Example:
    Candidate 1 had 5 years administrative experience in a fast-paced customer service environment at Company ABC. Administrative experience included first point of contact as receptionist, answering a 20-line phone, coordinating meeting arrangements for a staff of 20, filing, and miscellaneous administrative type duties. S/He demonstrated excellent computer skills through formatting of the application and the skills test which included an Excel spreadsheet and composing a letter to an irate customer. Customer Service experience was demonstrated at the Ask Us Desk at MSU handling a diverse set of customers. S/He gave an example how an irate customer was handled to accommodate the office missing a notification deadline.

Candidate 2 had 3 years administrative experience in a small office, ABC Lab, with little outside customer service interaction except for the two people s/he assisted internally. Duties included answering a three-line phone, coordinating meeting arrangements for 2 people, filing, and miscellaneous administrative type duties. S/Hr demonstrated excellent computer skills through formatting of the application and the skills test which included an Excel spreadsheet and composing a letter to an irate customer. Customer Service experience was demonstrated in support of her direct reports. S/He gave an example using discretion to determine how to accommodate 2 projects with the same deadlines in order they both would be satisfied with the completion of the project.

**Summary:** Candidate 1 demonstrated a higher level of skills to fill this position due to the more complex types of administrative duties in his experience. Candidate 2 would also be hirable, should we need to move through the pool. Candidate 3 and 4 did not demonstrate the level of administrative duties of 1 and 2 and would not be qualified for this position.
Making the Offer

• After review of the Search Summary and Wage Request Form, your HR associate will contact you with permission to extend a verbal offer.

• Hiring Authority will make the offer conditional on the successful completion of a background check.

• HR associate will initiate the background check directly with the candidate.

• Flowchart of this process is available on the following page.
Following HR’s approval to extend an offer, the hiring authority’s verbal offer to the final candidate will include a statement the offer is contingent upon successful completion of the pre-employment background check.

Upon candidate(s) acceptance of the conditional offer of employment HR will contact the candidate and provide the authorization and disclosure forms. The forms are completed and signed by the candidate and returned directly to HR.

HR initiates pre-employment background check and awaits notification of results. The results typically are sent within three – ten days dependant upon electronic vs. manual check.

Once HR obtains the background results, HR will notify the hiring authority by email to convey the results are either satisfactory or unsatisfactory. All results are retained by HR.

HR will prepare the Employment Offer Letter and sent via e-mail to the Hiring Authority.

If results convey a risk, HR will coordinate with the vendor to administer the notification requirements to the candidate. Consultation will take place between HR, Legal Counsel, University Police Chief and hiring authority if offer needs to be rescinded.
Applicant Closure

- Contact interview candidates who were not offered the position by phone

- Send regret letters to applicants who were not offered interviews (templates available on Search Committee Secure area)
  - Special regret letter template available for candidates with Veteran’s Preference

- Responding to questions from candidates who did not get the position
  - Keep information general – “Thank you for applying. This search was competitive. The committee chose the most qualified candidate for the position. We encourage you to monitor our website and hope you continue to apply for other positions.”
  - If candidate continues to press you for more information refer them to your HR associate.
    - HR will offer job and interview coaching to candidates on request.
Documentation

• Return all documentation to your Search Committee Chair, where materials will be stored in your department in a locked cabinet for 3 years after which time should be shredded

• Documentation to include:
  – Original Application materials submitted by every applicant
  – All Screening matrices from all screening committee members
  – Interview questions and notes from all search committee members
  – Reference questions and notes from at least two members
  – Search Summary and Wage Request form

• Be sure your materials contain only information relevant to the required qualifications for the position.
  – Remember, the goal is to conduct a legitimate, defendable, competitive, and successful search
  – Please request assistance from your HR associate as needed.
Hooray, you did it!!

Remember to register your new hire for New Employee Orientation (NEO) and New Employee Benefits Orientation (NEBO). Important time-sensitive information is provided.