

SEARCH PROCEDURES AND GUIDELINES

Preparing for your Recruitment

□ Search Committee

- Committee makeup should include at least 3 members of which at least one should be female. Large committee representation is discouraged due to time factors, varying interview schedules, commitments and the ease of moving through the process.
- Committee membership should include members that are knowledgeable of the positions duties and responsibilities; can represent the department's or college's stake in the process; have affiliation with the position, etc.

□ Receipt of Applications

- Applicant's names and email addresses should be sent to HR using the Recruitment Reporting Matrix. (1st after screen date & weekly thereafter)
- This is important so HR can email EEO information to all applicants.
- Please include the search number, (ex: 13-XXX) when you submit this information.

- **Confidentiality:** The names of the applicants must remain confidential. Committee members, department heads, deans, hiring authorities and HR should be the only people who know who has applied. Confidentiality is lifted at the "finalist" stage, but not before.

Search Procedures

□ Screening of applications

- Screening of applications by each search committee member may begin upon meeting the screening date. Preliminary screening prior to screening date may be approved by HR based on extenuating circumstances.
 - * A sample screening matrix is available at the HR website. The screening matrix must include:
 - ❖ A scoring range assigned to each required and preferred qualification. Qualifications with more impact may be weighted differently by expanding the scoring range (0 – 10 versus 0 – 5).
 - ❖ Averaging of the scores is not necessary.
 - ❖ A section for Veterans Preference points.
 - HR will notify the search chair/search support if an applicant has claimed the preference. Do not apply a preference unless a written notice from HR is received.
 - ♦ Veterans Preference will be 5% or 10% of the total points possible on the screening matrix. HR will advise you of the appropriate percentage to apply.
 - * Veteran's preference is only applied to candidates who meet the required qualifications.
- If a candidate does not meet a required qualification, they are out of the pool and there is no need to continue screening that candidate.
- Document all "on the record" comments, reasons, etc, on your screening matrix or add as an additional page.

- Once screening is completed and the committee has identified an unranked list of candidates for further consideration, obtain approval from hiring authority and notify HR the names of these candidates.

- **Questions/Interviews:** When formulating the questions, think about: What are you going to do with the information and how will you apply it? All questions need to be valid to the job duties and qualifications. Seeking personal protected or related information or usage of is not permissible.
 - Telephone and On-site Interview and Reference questions need to be pre-approved by HR.
 - All steps of the process – telephone interview, reference calls, campus interviews and others – need to have standard questions asked to all applicants.
 - If follow up questions are necessary, these must be documented on the form: “Diane asked applicant to clarify XYZ”
 - HR can provide assistance developing or editing questions.

- Notify HR of the status of the search as you move through the process. Indicate candidates who will have a phone interview, reference call and if they are finalists.
 - HR should concur with the list prior to invites being extended or calls made.
 - Notify/update HR on the names of the candidates at each stage.
 - HR should be notified of applicants that withdraw from the process.

- **Phone Interviews:** A minimum of 2 committee members must be present for phone interviews. Phone interviews should be “technical” and knowledge based. Avoid questions that address interpersonal skills, as it is difficult to assess these skills over the phone. Interpersonal skills can be reviewed via campus/person to person interviews and via references.
 - Please note: If you elect to do phone interviews, all candidates have a phone interview. We do not phone interview some and not all. Each candidate experiences the same treatment.
 - Phone interviews should be reasonable in length. Approximately 5-7 questions are recommended.
 - Make sure applicants are not being asked about things we already know from the application. (i.e. “tell us about your experience working with ...” If the resume covers the information, don’t ask the candidate to repeat it)
 - The questions will be scripted and handed out to each committee member.
 - Document all follow-up or clarification questions.

- Notify HR of the candidates moving on to the next stage of the process. An explanation for those candidates who are considered backups, are eliminated or no longer being considered is encouraged.

- **Reference Questions:** A minimum of 2 committee members must be present for reference calls. It is recommended that the link to the job announcement be sent to the referee prior to the call so that the referee can get an understanding of the job requirements.
 - A great resource for generating reference questions is by referring to the Successful Candidate Will language on the job announcement. This language is typically created around the skills and abilities that are desired in the hire, and the referee is the best resource to see if the candidate possesses these skills and abilities.
 - Questions should average 5-7 and each reference is asked the same questions.

- Notify HR of the candidates moving on to the next stage of the process. An explanation for those candidates who are considered backups, are eliminated or no longer being considered is encouraged.

□ **Campus Visits & Finalist Interviews:**

- Once a candidate becomes a finalist and is asked to come for a personal interview, their name is no longer confidential. It is critical that the candidate be told this when an offer to campus is extended.
- Each candidate must be asked the same questions, treated in the same or similar way and have the same or similar activities on their visit.
- At the conclusion of the process, a written summary of the finalists is presented to the hiring authority. This summary should be placed in the search file and also forwarded to HR. This written summary is in addition to any verbal discussion that may take place. It is critical that the summary document be placed in the search file!

Recordkeeping

- **Records/Search Files:** The search files stays within the hiring department/college for three years from the hire date of the candidate(s).
 - Working copies, personal notes, etc, should be shredded upon hiring someone.
 - All screening matrices, interviews, references, correspondence, etc. should be given to the search chair for placement in search file. Do not shred or toss anything unless you are directed to do so.

For additional information, questions or concerns, please contact me at:

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