BEST PRACTICES IN HIRING

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SOUTH DAKOTA
BOARD of
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RECRUITMENT PROCESS

Keys to Legal and Successful Faculty and Staff Searches

Step 1: Contact your department of human resources for information on your university's process for seeking approval to fill a position.

Step 3: Assess position requirements

- **For Non-Faculty Exempt and CSA positions, review and make updates to the position description, as needed.**
- **For faculty roles, review the rank you will need to recruit.**
- **Check with campus HR for any campus specific requirements in the request to recruit.**

Step 3: Initiate request to fill the position and get approval via the University process.

Step 4: Develop position advertisements with human resources.

Step 5: Develop recruitment strategy and timeline.

Step 6: Establish a search committee, if needed.

POSTING FOR RECRUITMENT

The position description and advertisements for position vacancies provide a legal foundation for candidate selection.

Posting and Advertising

- Determine recruitment scope – National, regional, local, or internal.
- Where will you advertise – Publications, websites, social media, etc.
- Who is the point of contact for the position?
- What is your advertising budget?
- What is the search timeline?

Minimum Qualifications

- Required qualifications to determine whether a candidate meets the minimum requirements for the position.
  - Required degrees, credentials, certifications, experience levels.

Preferred Qualifications

- Qualifications and experience that is desired, but not required to complete the essential functions of the position.

Things to Consider

- Any minimum or preferred qualifications should be related to the essential functions of the position.
- The posting should be specific enough to address the needs of the position, but broad enough to not inadvertently eliminate good candidates.

HIRING MANAGER ROLE

- Selects the search chair and search committee members
- The hiring manager and/or human resources will set expectations for the search committee
  - Desired qualifications
  - Address key responsibilities for the position
  - Number of candidates to interview – both phone and in-person
  - Provides salary range and timeline
- Develop screening tools and rating tools based on the needs of the department and position
- Maintains all recruitment materials on file for 3 years
- Available for questions from the search chair, but should NOT influence the search committee deliberations

ESTABLSHING A SEARCH AND SCREEN COMMITTEE

Committee Makeup

- The committee brings varying perspectives, consistency in reviewing candidates and improves the candidate experience.

- Typically made up of 3-5 members – Sometimes larger, sometimes smaller.
  - Be Mindful: Larger committees often result in longer search processes.

- Select committee members who have valued knowledge about the position being filled AND the time to dedicate to the search.

- Check with your campus HR office for any required search committee training.

- Ideally this will be a diverse set of individuals who can offer varying perspectives.

- HR Representation to ensure compliance and be a resource for search committee members.
  - Not all campuses have HR resources available to be on the committee, but will provide training to each committee.

ROLE OF THE SEARCH CHAIR

- The hiring manager will identify a search chair

- An ideal Search Chair is someone who is:
  - Highly regarded as a faculty member, professional, or administrator
  - Has had experience with search committees
  - Skilled at conducting meetings

Search Chair Responsibilities

- Coordinates with the department to schedule meetings and interviews

- Runs the search committee meetings

- Record Keeping
  - Report the summary of names with pros/cons or strengths/weaknesses supporting the ratings applied to HR and the hiring manager with recommendations as requested by the hiring manager
    - For example – The hiring manager may ask for the top five candidates and why they are selected.
  - Provides summary documentation to the hiring manager and human resources after interviews, reference checks, etc.

ROLE OF THE SEARCH COMMITTEE

- Reviews, rates, and provides recommendations on candidates to be selected for interviews
- Participates in the interview process
- ADVISES the hiring manager but does not make decisions
- MAINTAINS CONFIDENTIALITY – Nothing from the committee meetings should be shared with others

Things to Consider

- Schedule **ALL** meetings at the initial meeting – this will significantly impact meeting deadlines
- Search committee members need to be **ACTIVE** members
- Documenting who is being **eliminated** and **why** is as critical as what candidates move forward in the process
- **Don’t Settle** – it is ok to fail a search if you don’t find a qualified candidate

REVIEWING CANDIDATES

- Ratings/rankings should be based SOLELY on the information provided in the application materials

- HR will notify the committee if there is anyone with a preference (veteran's, disability or reemployment)

- Candidates will need to be evaluated to identify whether they are:
  - Not Qualified – Does not meet the minimum requirements for the position
  - Qualified but Not Interviewed – Meet the minimum requirements but not rank high on the preferred criteria.
  - Recommend for Interview – Candidates that will move forward

- All evaluative criteria and rankings should be kept by the search chair and provided to human resources and the hiring manager

- Committee members should NOT contact candidates without permission of the search chair and/or human resources

INTERVIEWS

Past performance is the greatest predictor of future performance.

JOB RELATED

Interview questions should be job related and designed to evaluate the candidate's ability to perform the duties of the position.

INTRODUCTION

Avoid asking "Tell me about yourself"….

INSTEAD

"Tell me about how your education and experience have prepared you for this position?"

THE CANDIDATE EXPERIENCE

Interviews are a two-way street - we want to ensure the candidate has a positive experience while on campus

BEHAVIORAL INTERVIEW QUESTIONS

The questions require the candidate to connect their answers to specific past experience and outcomes vs hypothetical situations.

"Tell us about a time that you…"

CONSISTENCY IS KEY

Ask the same questions to each candidate – And, yes, you can still ask follow-up questions to clarify or draw information from the candidate on an answer.

KEEP IT LEGAL
INTERVIEW DO'S AND DON'TS

- Don't ask about race, marital status, children, age, arrests, pregnancy, religion, sexual orientation, national origin
- Do not ask questions that could elicit such information, and discourage candidates from volunteering personal details.
- Don't mislead the candidate about the nature of the job by embellishing the duties or level of responsibility
- Do promote the positive aspects of the job, working for the university, and for the state
- Steer conversations toward job-related information that can help you understand the candidate's knowledge, experience and abilities

10

REFERENCE CHECKING

- Do reference checking BEFORE the offer is made
- Be prepared with questions prior to calling
- Call the references provided by the candidate– current or prior supervisors are the best resources
- Take Notes – Document the name, how they know the applicant, questions asked and their responses
- Ask questions that will confirm the candidate gave accurate information in the search process

SELECTION PROCESS

- GOAL – Hire the most qualified and best candidate for the job
- Search committees provide recommendations – the FINAL decision is left to the hiring manager
- Make sure you know your institution’s process for approval to make an offer and establishing the salary offered
- ONLY the hiring manager or a designated individual will contact the candidate and negotiate the offer.
- MOST job offers are contingent upon successful background check – it is important to note this
- HR will provide guidance or assistance in offer letters, onboarding materials, etc…
- **Again – Don’t be afraid to fail a search instead of make a bad hire.**

FINALIZING THE PROCESS

- Contact human resources to identify the process to notify candidates that were interviewed but not selected
- The Applicant Tracking System (ATS) will notify all candidates once a position is filled

Background Checks

- HR handles the background check
- Results are reviewed by HR staff
- Details will only be revealed to the supervisor if HR determines there may be a job-related concern
- The supervisor, HR, VP and/or President will make a determination on how to proceed if a job-related concern is identified

DOCUMENTATION

Candidate's status in YourFuture

- The following is automatically stored in the YourFuture system:
  - Recruitment timeframes
  - Hiring approval, date and salary
  - Application materials and applicant status'
  - EEO Review – campus specific process

Department should maintain records of searches

Search committee members and charge

- Screening criteria and/or rubrics
- Interview questions & notes
- Reference check questions & responses
- Advertisements
- Copies of correspondence sent to applicants

*Some of these documents may be attached electronically into YourFuture, the hiring manager and/or search chair should get direction from human resources.