

Search & Screen Training

Human Resources

Institutional Equity

Spring 2019

Objectives

- Understand roles
 - Responsibilities
 - Expectations
- Understand the University's search and screen procedures
 - Administrative Professional & Faculty
 - Classified staff
- Identify best practices for recruiting
 - High quality applicants
 - Diverse applicants

Search & Screen Statistics

AY 2017-2018

- Total searches initiated
– 101
- Applications received
– 4,383

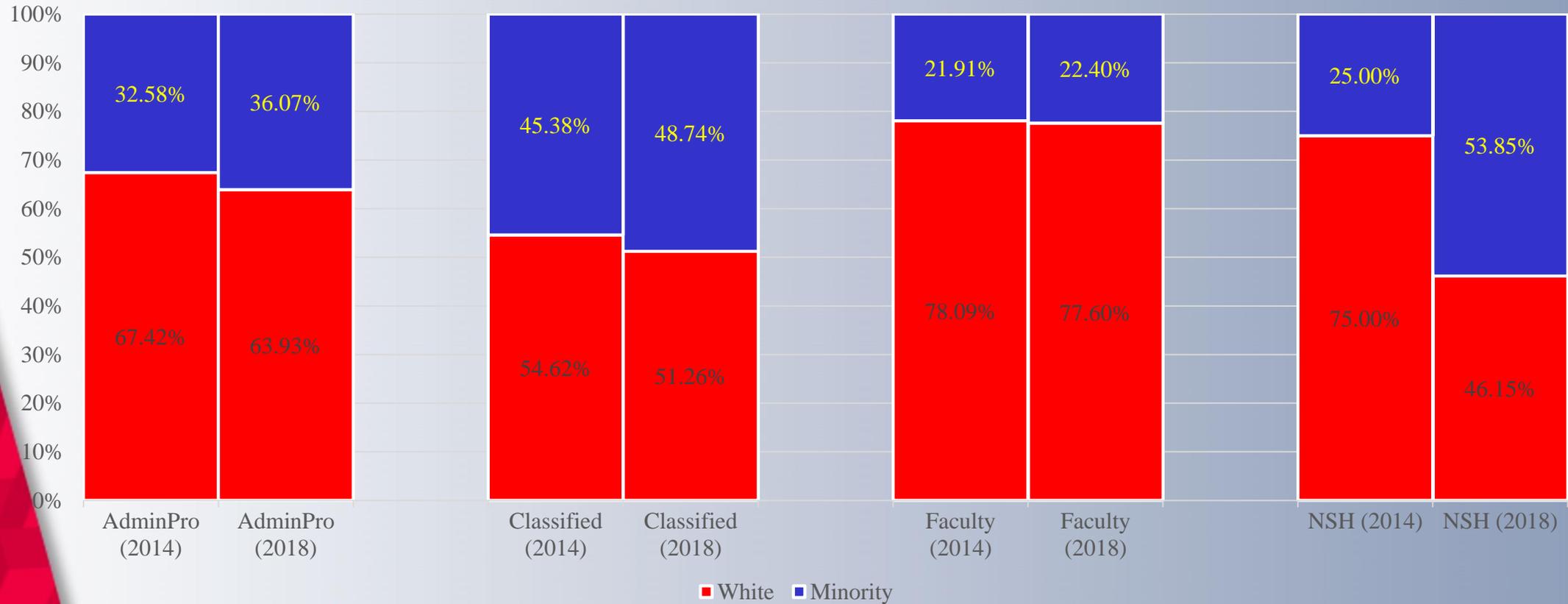
AY 2018-2019 (through Dec. 31)

- Total searches initiated
– 63
- Applications received
– 1,377

Why This Matters

- CSU-Pueblo is its people
- High quality employees →
 - Furthers our mission
 - Positions us to reach our vision and strategic goals
 - Reaffirms our values
- Turnover is costly
- The search is the first step in the retention process
- Strategic Plan & University Goals

Diversity Related Strategic Plan Goals



Terminology

Appointing Authority: President and the Vice-Presidents

Hiring Manager: Essentially the supervisor or individual who recommends an applicant to fill a vacancy

Diversity: Individual differences (e.g., personality, learning styles, educational background, and life experiences) and group/social differences (e.g., race/ethnicity, class, gender, sexual orientation, country of origin, and ability as well as cultural, political, religious, or other affiliations).

Equal Opportunity: The right to be evaluated on ability and potential to perform a job, regardless of protected class status.

Affirmative Action: A set of specific and results-oriented measures taken to bring about equal opportunity with respect to women, racial/ethnic minorities, veterans, and individuals with disabilities.

Protected Characteristics

- Age
- Citizenship
- Creed
- Color
- Disability
- Gender
- Gender Expression
- Gender Identity
- Genetic Information
- National Origin or Ancestry
- Pregnancy
- Race
- Religion
- Sex
- Sexual Orientation
- Veteran Status
- Because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant

Hiring Manager & Appointing Authority

- Ultimate decision makers
- Can be committee chair
- Select the committee
- Create/approve the position description

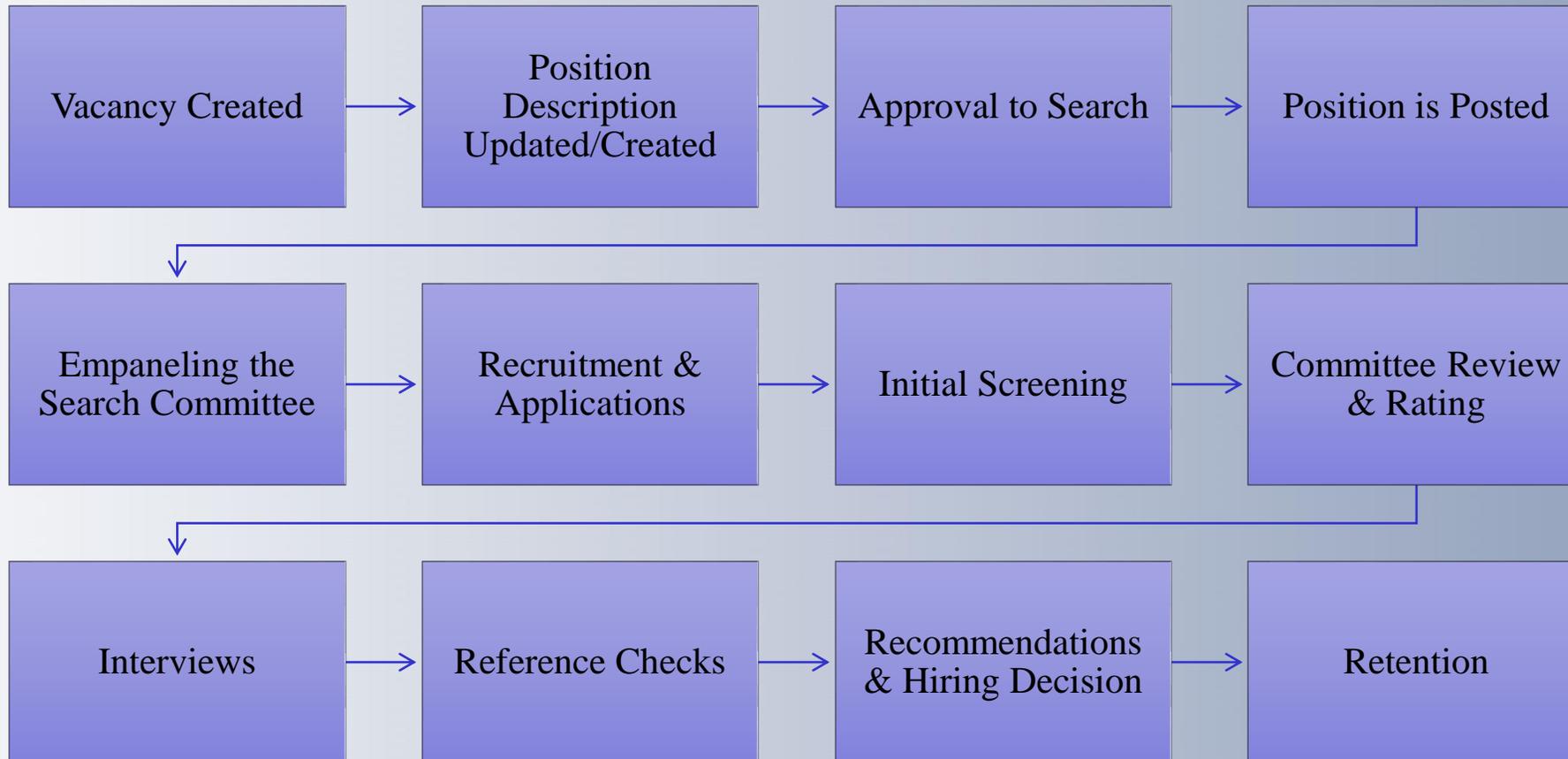
Search Committee Chair

- Ambassador in chief
- Liaison between hiring officer and committee and HR
- Often the liaison with applicants
- Screens for minimum qualifications

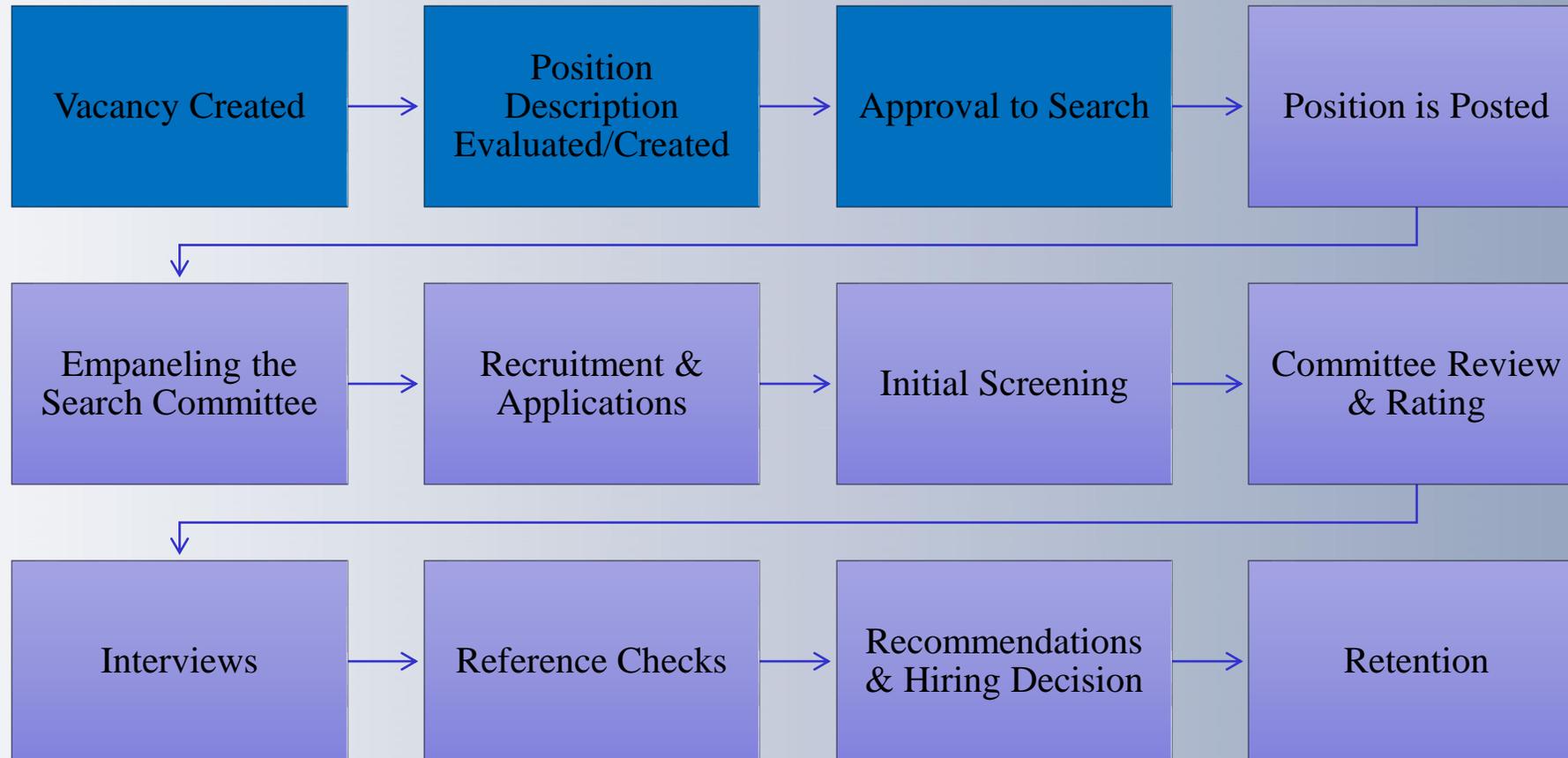
Committee Members

- Screen the candidates
- Interview candidates
- Provide requested feedback
- Campus ambassadors
- Adhere to realistic time frames

Process



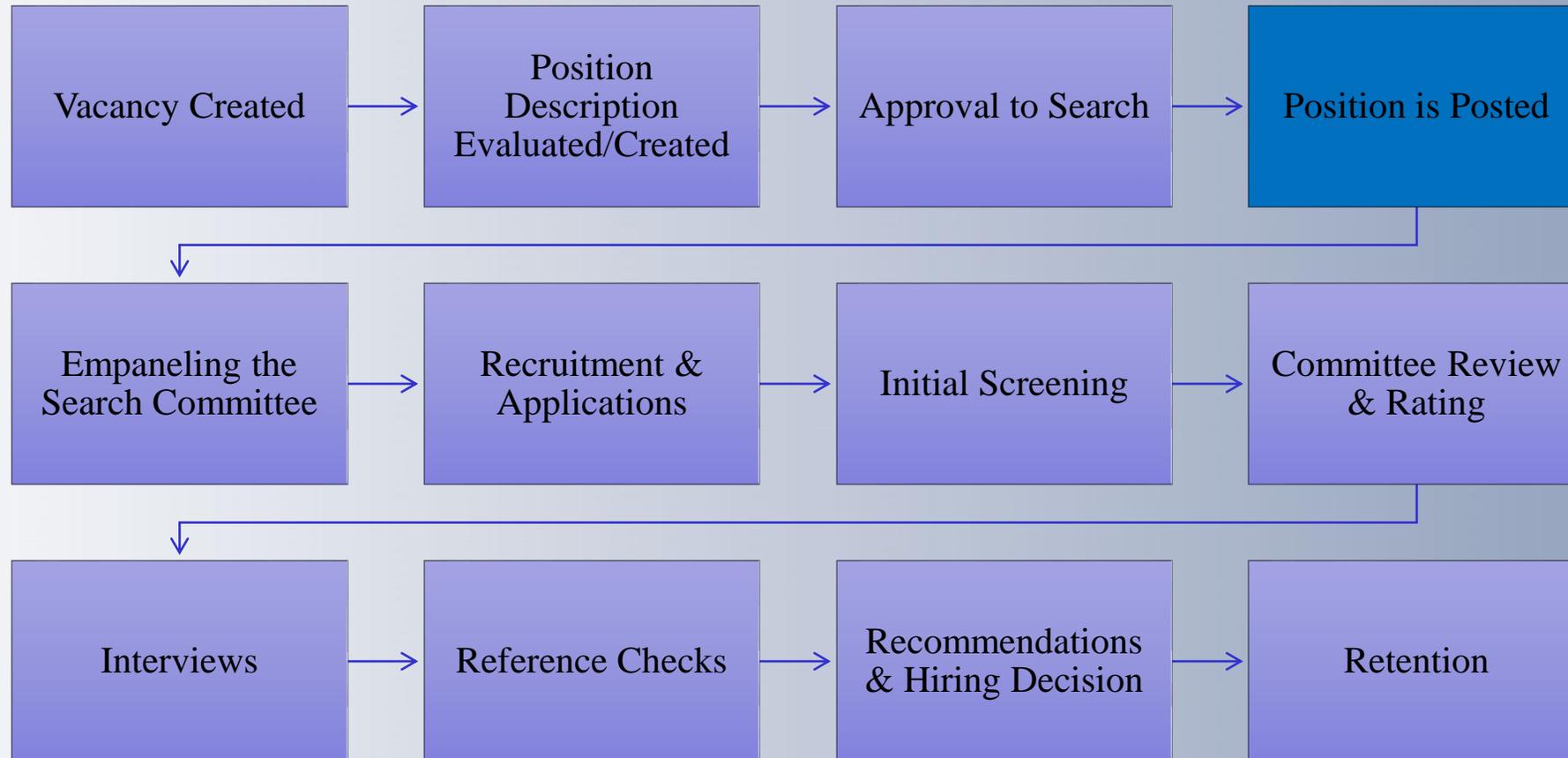
Initial Process Steps



Recruitment Plans

- Not required, but extremely helpful
- Serves as a roadmap
- HR/OIE can assist with creation
- Common Components
 - Timeline
 - Advertisement sources
 - Key considerations & decision points

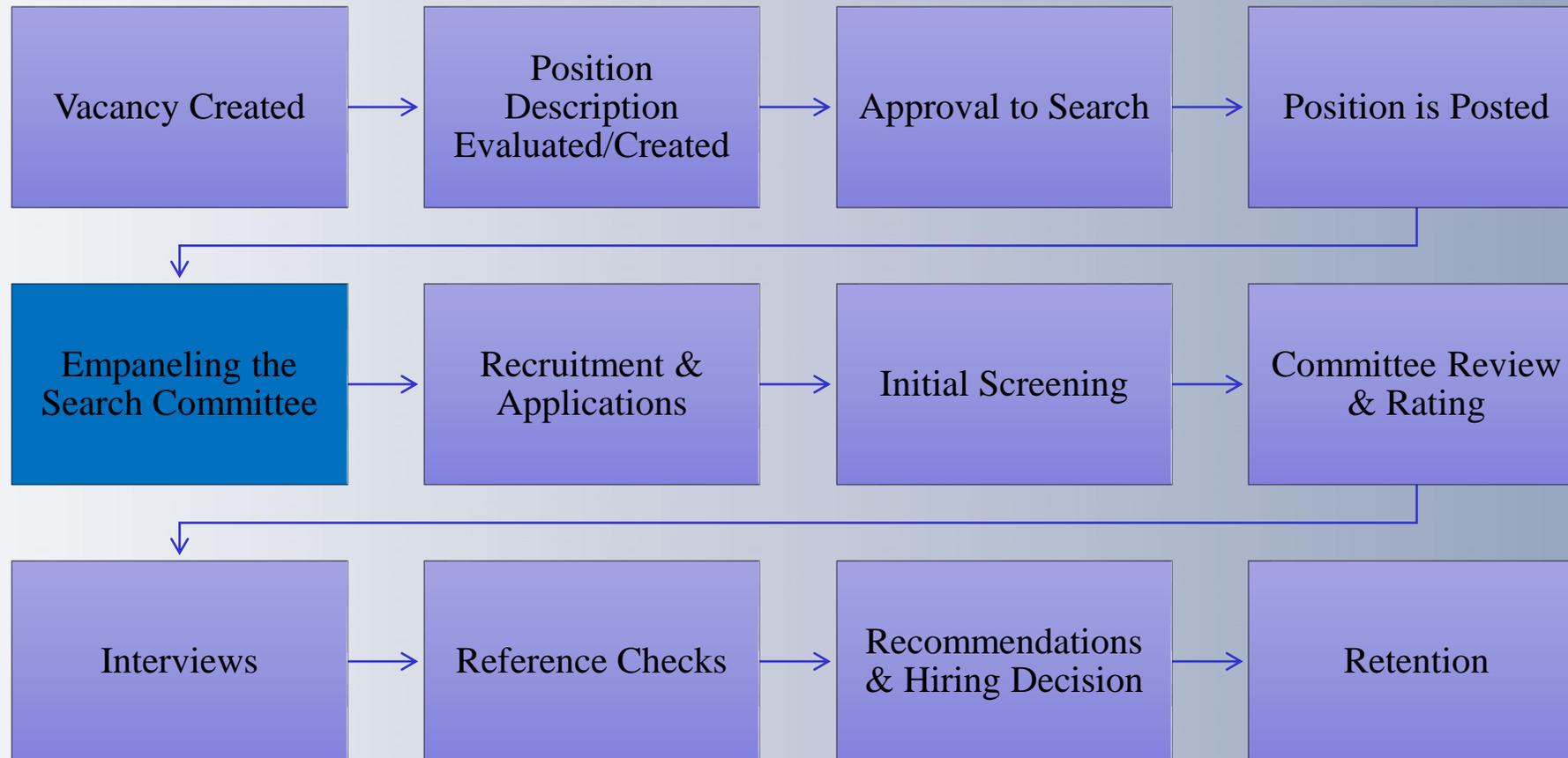
Initial Process Steps



Posting & Passive Advertising

- Wider the net, the better
- “Default” advertising/posting locations:
 - CSU-Pueblo’s homepage (HR)
 - governmentjobs.com
 - Higheredjobs
 - HACU
 - Chronicle of Higher Education
- Other sources
- General rule – vacancies posted for 30 days

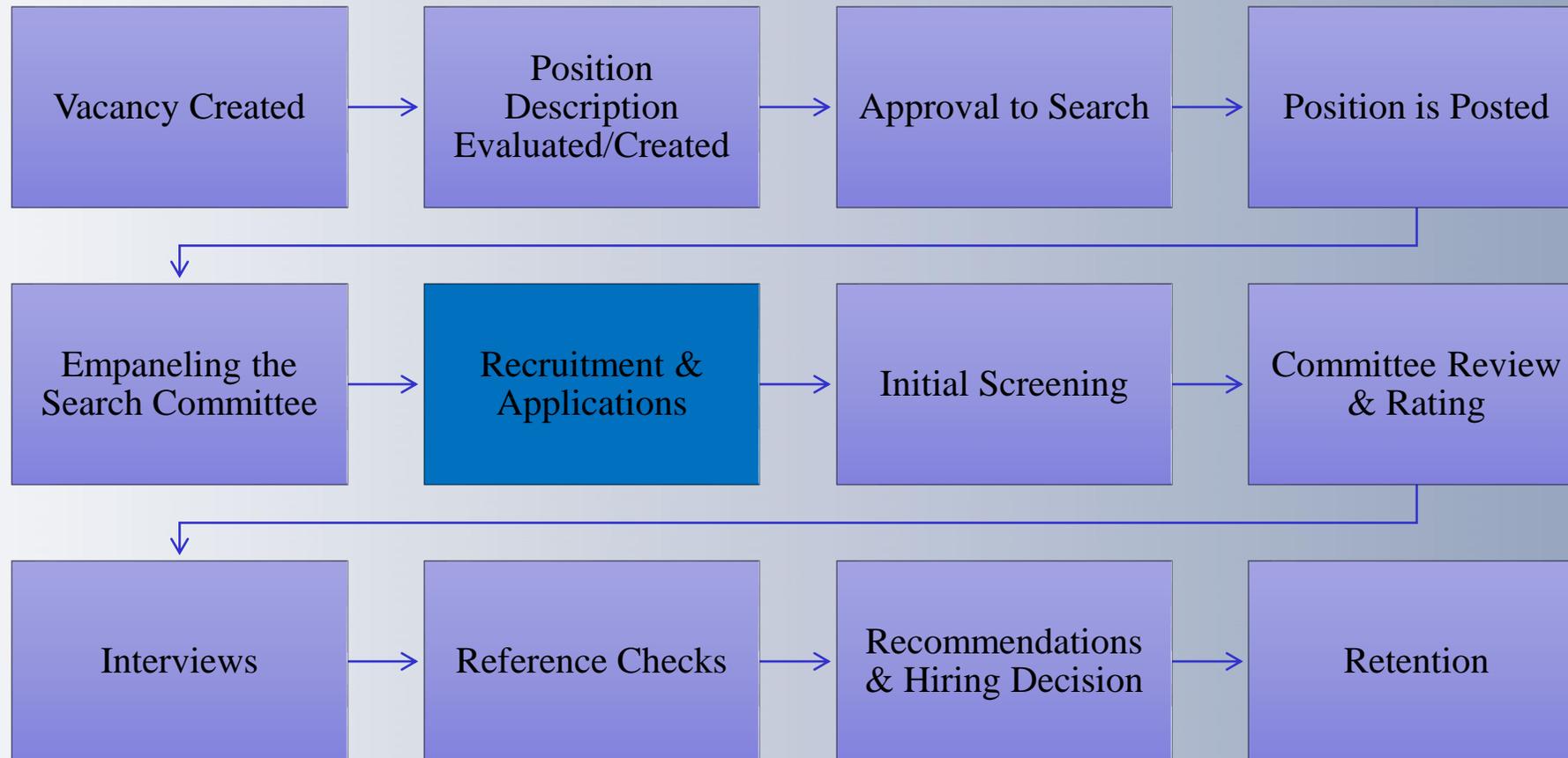
Process



Enpaneling the Search Committee

- Selected by the appointing authority, hiring manager, and potentially the chair
- Must be approved by HR
- A diverse search committee is most likely to identify a diverse array of candidates.
 - Diversity includes multiple dimensions
 - Demographically
 - Department/discipline
 - Homogeneous committees generally will not be approved

Process



Recruitment

- Active Process
- Creating the pool, not just letting it happen
 - Relies on the cultivation of relationships
 - Previous relationships lead to better acceptance rates
 - Diverse applicant pools do not happen by accident
- Outstanding candidates often require “courting”
- Active recruitment is not the same as tapping a “good ole boys’ network”
- Mutual endeavor

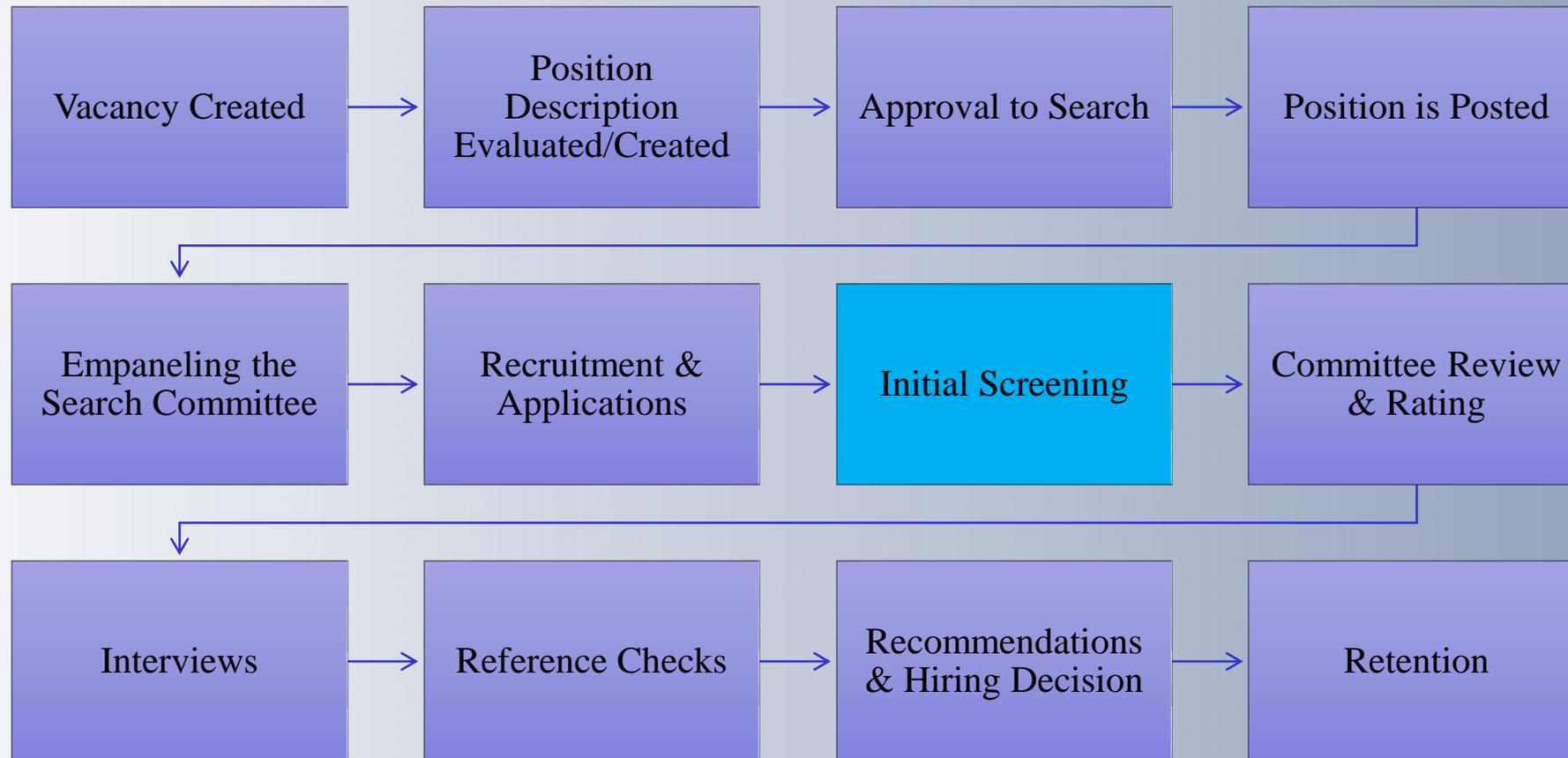
Recruitment Best Practices

- Keep a future candidates file
- Personal & professional referrals
- Connect with former or graduate students
- Tap professional networks & organizations
- Advertise through “non-traditional” avenues
- Cultivate relationships “off-cycle”

Recruitment Pitfalls

- Don't promise someone an interview or the position
- Don't lie about your relationship with an applicant
- Don't be disorganized or unprofessional
- Don't pander to applicants
- Don't share "inside information"
- Don't advertise with organizations contrary to our mission, vision, and values

Process



Qualifications

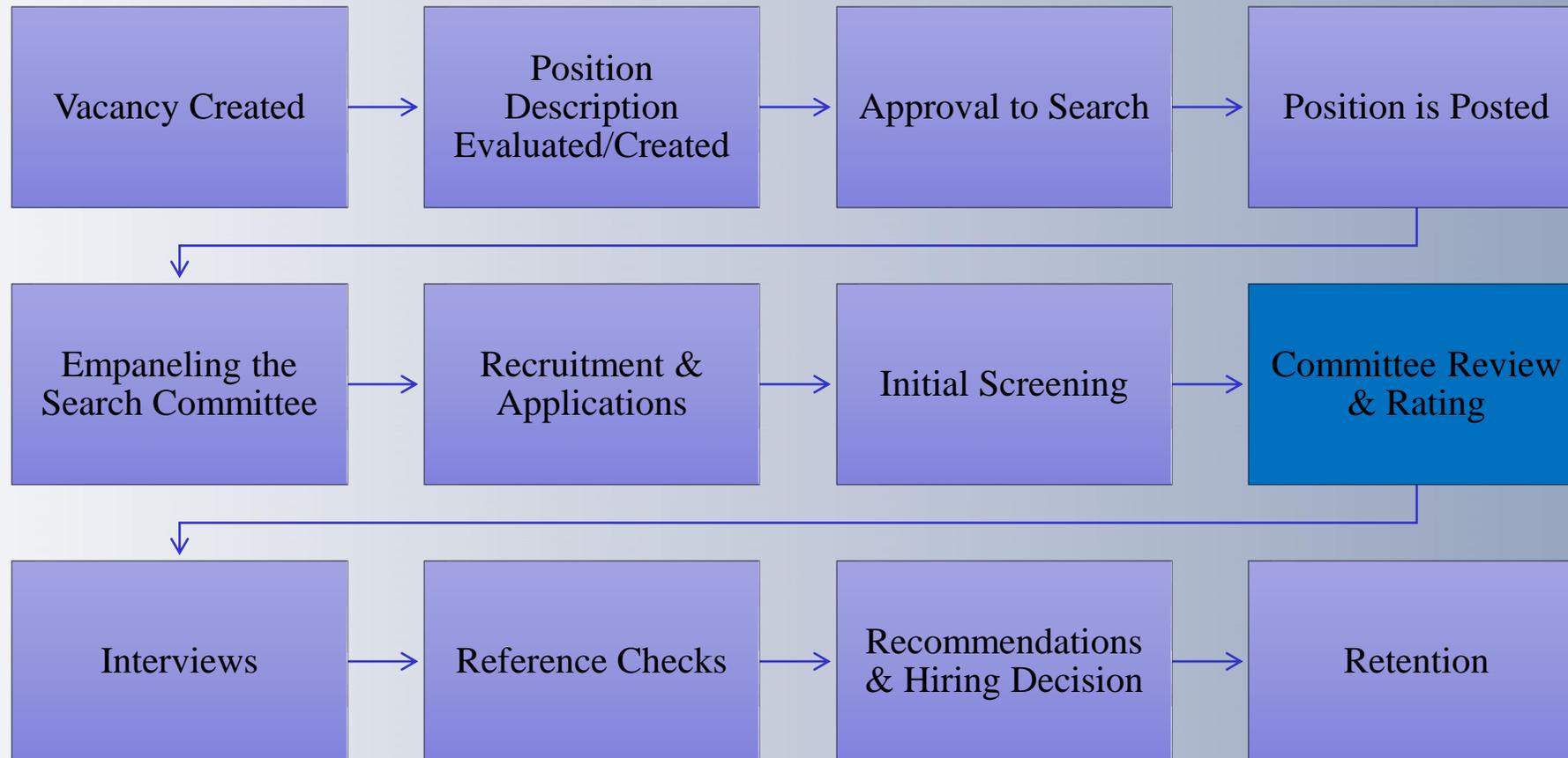
Minimum Qualifications

- “Basic” skills, experiences, and knowledge necessary to carry out the job
- Cannot consider “applicant” without **ALL** of them

Preferred Qualifications

- Not required to perform the job
- Used to compare or distinguish applicants

Process



Rating Basics

Definition/Rating	Numerical Rating
<p>Exceptional</p> <ul style="list-style-type: none"> • Meets/exceeds all preferred qualifications • “Rock star” or “perfect” applicant 	4.00
<p>Good</p> <ul style="list-style-type: none"> • Meets/exceeds most preferred qualifications • Strong potential for success in the position 	3.00 to 3.99
<p>Marginal</p> <ul style="list-style-type: none"> • Meets/exceeds few preferred qualifications • Average potential for success in the position 	2.00 to 2.99
<p>Poor</p> <ul style="list-style-type: none"> • Meets/exceeds no preferred qualifications • “Minimally qualified” applicants 	1.00 to 1.99

Screening Applicants

- Reaffirm consensus on selection criteria (e.g. scoring grid)
- Apply criteria consistently
- Must be based on the submitted materials
- Personal versus professional relationships
- Be aware of subtle biases that may inadvertently screen out otherwise competitive candidates
 - Non-traditional career paths
 - Educational elitism
 - Institutional elitism

Barriers to Recruiting Diverse Employees

- Campus climate
- Perceived value of certain areas and types of research
- Stereotyping
- Unconscious bias
- Institutionalized/Structure –isms & –phobias
- Limited options for networking or mentorship

Unconscious, Subtle, & Overt Bias

- “Cognitive shortcuts”
- Unconscious beliefs that operate below threshold of consciousness
- Not related to conscious beliefs
- Normal part of cognitive development
- Operate regardless of intent
- Tend to favor in-group

Unconscious, Subtle, & Overt Bias

- Positive and negative stereotypes
- Raising or lowering the bar
- Educational elitism
- Geographical elitism
- Seizing pretext
- Relying on perceived “fit”

Screening Applicants Best Practices

- Seek candidates with
 - Non-traditional backgrounds
 - Different backgrounds
- Use a multiple step process
- Don't grade applications on the first pass through
- Take your time
- Use a scoring rubric or grid
- Be aware of own biases

Discussing Applicants

- Consider the candidates individually before convening the search committee
- Discussing candidates
 - Be open
 - Be honest
 - Be direct
 - Provide/request the evidence or support
- Consider dissenting opinions

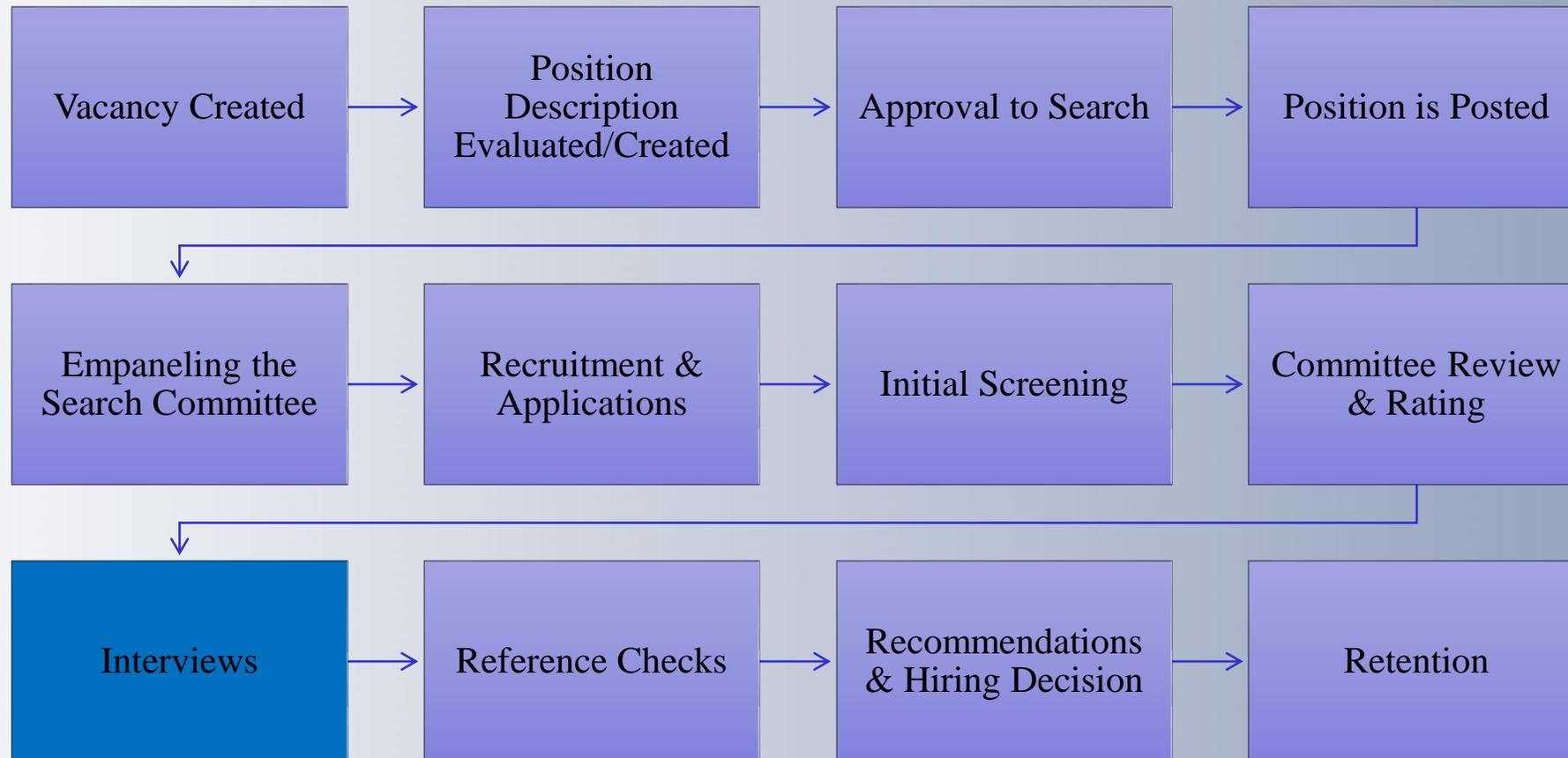
Deciding on Interviewees

- Searching for the “best qualified” candidate
- Decisions may not be made because of the protected class status of the candidates
- Document and articulate the criteria used to screen/evaluate applicants
- Clearly articulate the reasons for the selection decisions made throughout the recruitment process

Screening Applicants Common Pitfalls

- Snap judgment
- Elitism
- Premature ranking
- Groupthink or unwillingness to dissent
- Looking for homogeneity or a “clone”

Process



Interviews

- Everyone must be offered the same manner of interview
- Classified Staff Positions
 - Must interview the top six
- Multiple rounds not required
- Better to interview more candidates in the first round
- Share the same information with all candidates
- Requests for accommodations

Interviews

- All questions must be job related
- All questions must be approved in advance by HR
- Questions should be related to
 - Ability to do the job
 - Ability to further our mission, vision, values, and strategic goals
- Follow-up questions versus initial questions
- Questions should be behavior based
- Missing committee members

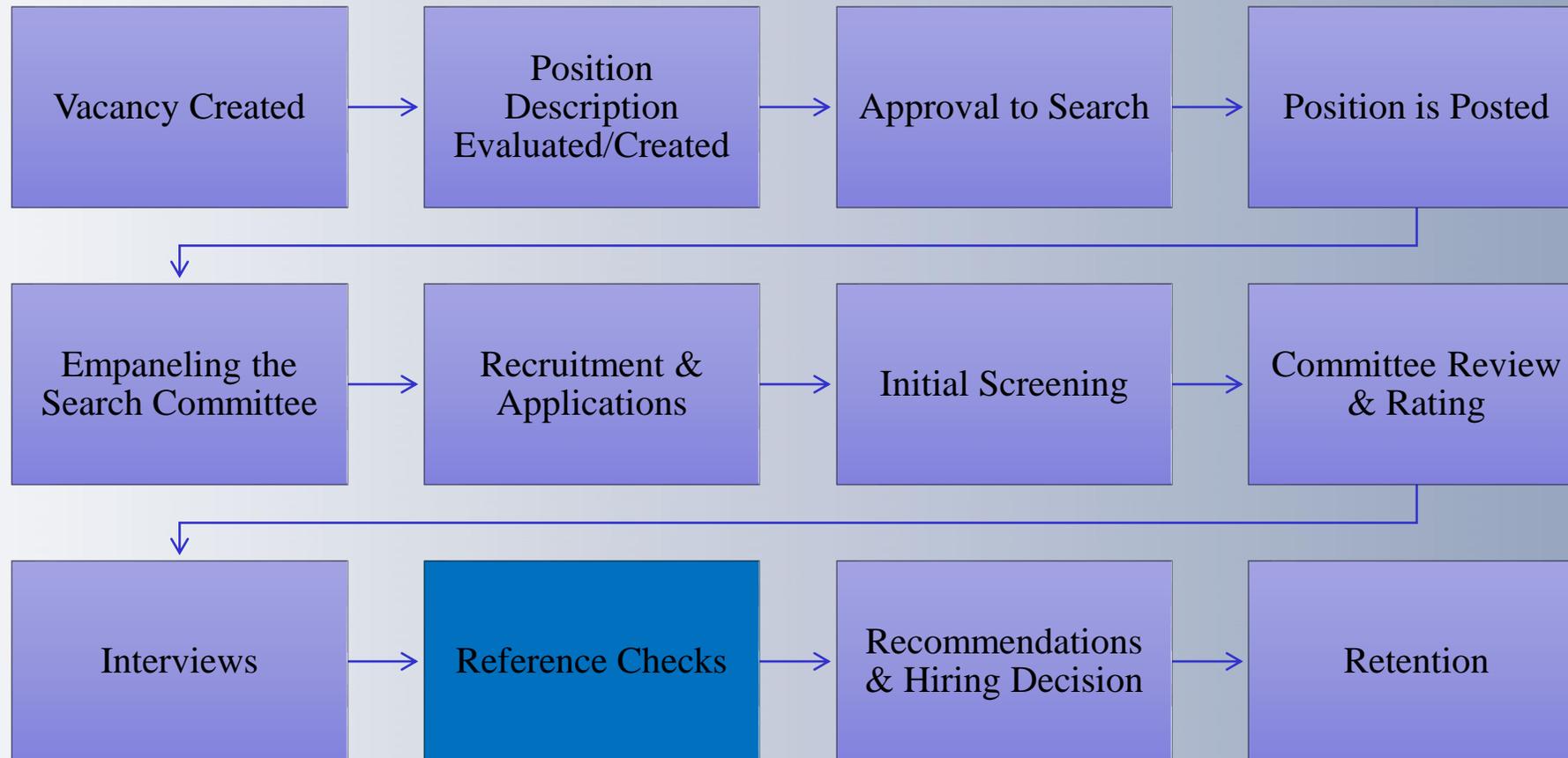
Interviews

- Questions related to protected classes status (e.g. race, gender, religion, age, disability, etc.) are not permitted
 - Often occur during down time
 - Often appear innocent
- Redirect to HR as appropriate
- Be prepared to talk about issues of interest or concern for all candidates so as not to single out any group
- Always “on”
 - Applicant
 - Search committee members

Campus Visit

- Marketing tool
- Share itineraries well in advance
- Multiple interview/meeting styles yields higher quality results
- Allow applicants to meet with multiple stakeholders and constituencies
- Coordinate benefits briefing with HR
- Consider
 - Tour of Pueblo
 - Meeting with real estate agent

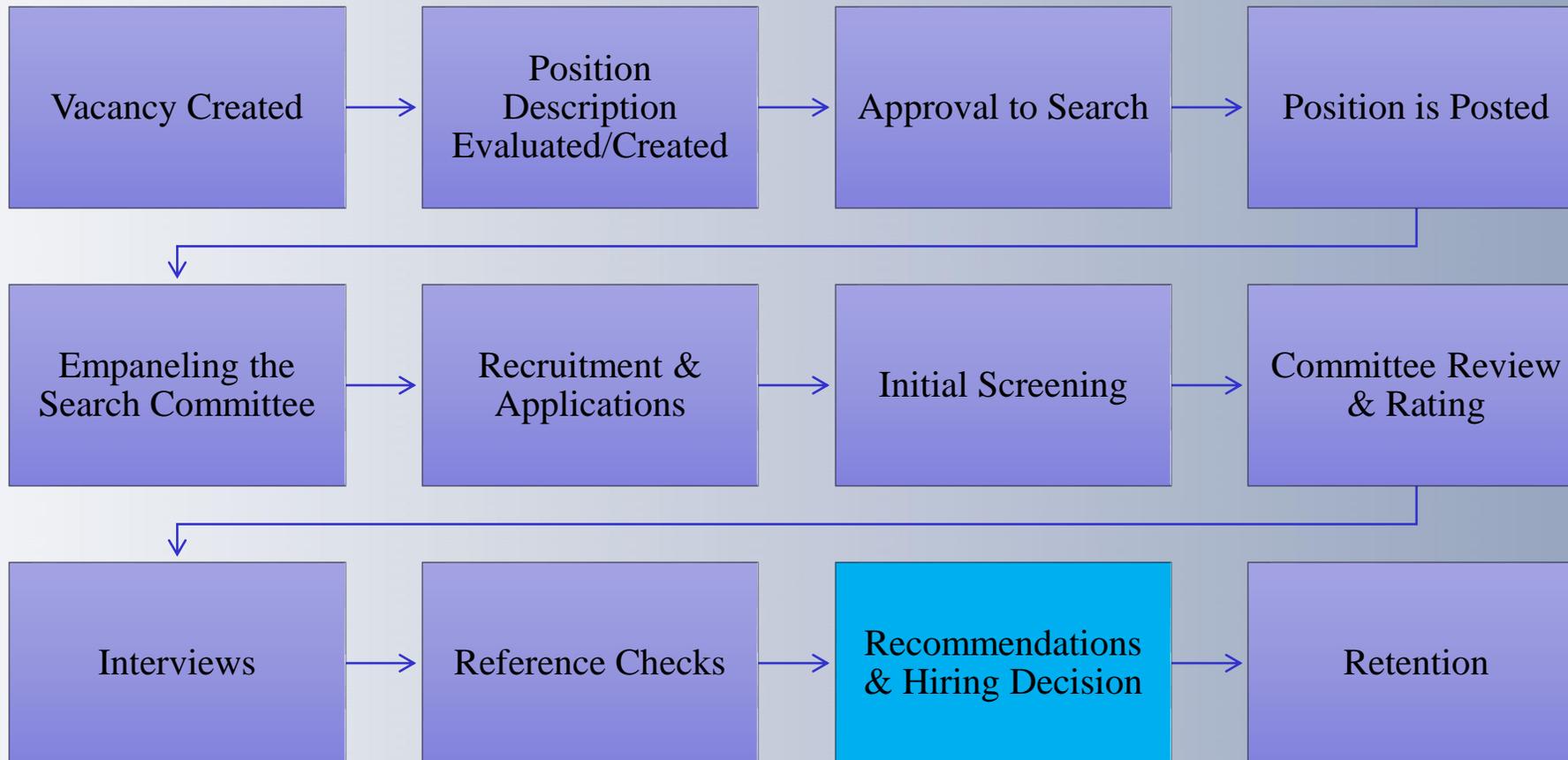
Process



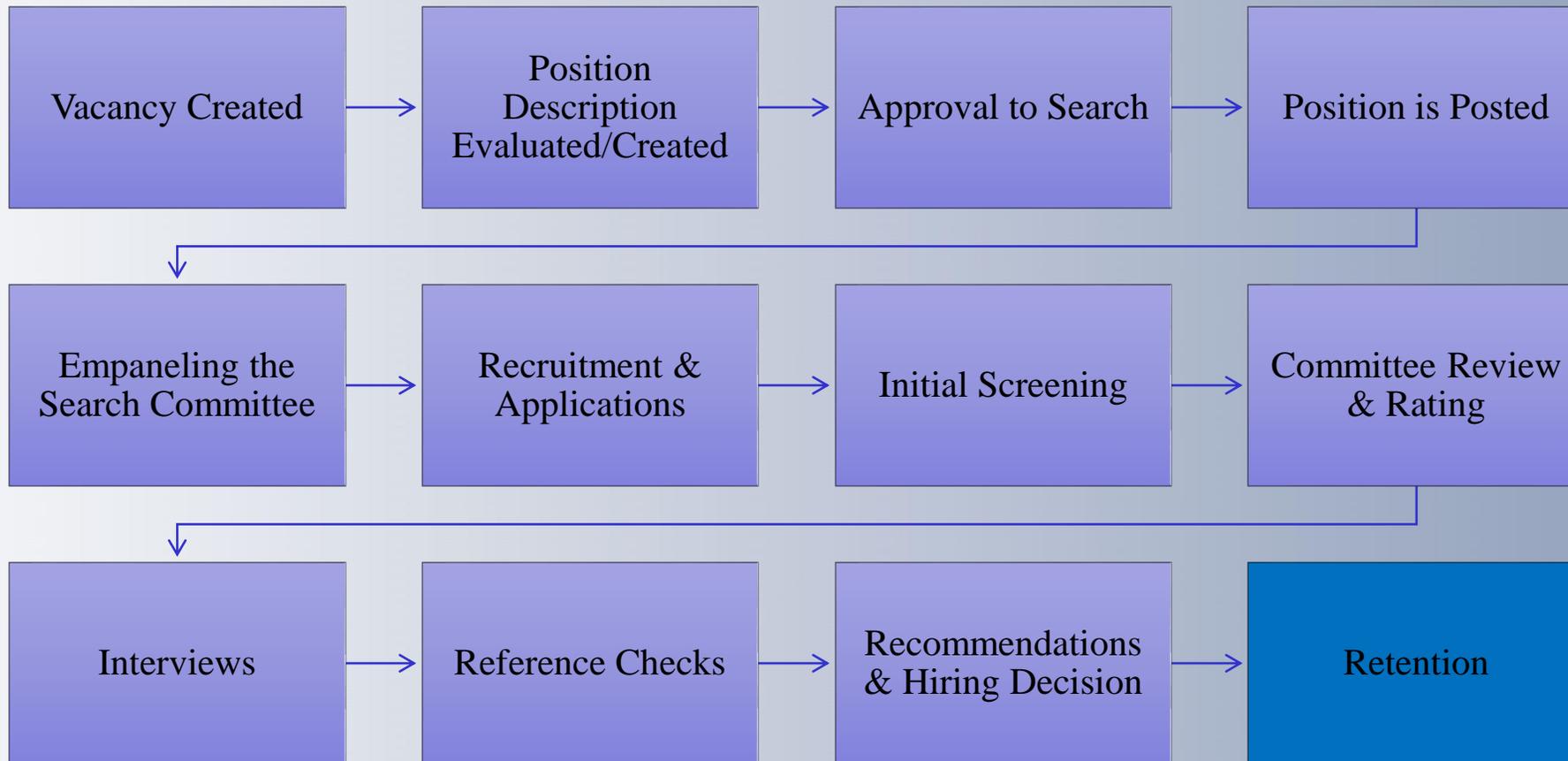
Checking References

- Ask/advise in advance
- Remember the source
- Going “off list”
- Reference questions must be approved in advance by HR
- Can “ping” areas of concern
- Background checks conducted by HR after selection
- Keep notes

Process



Process



After the Search (i.e. Retention)

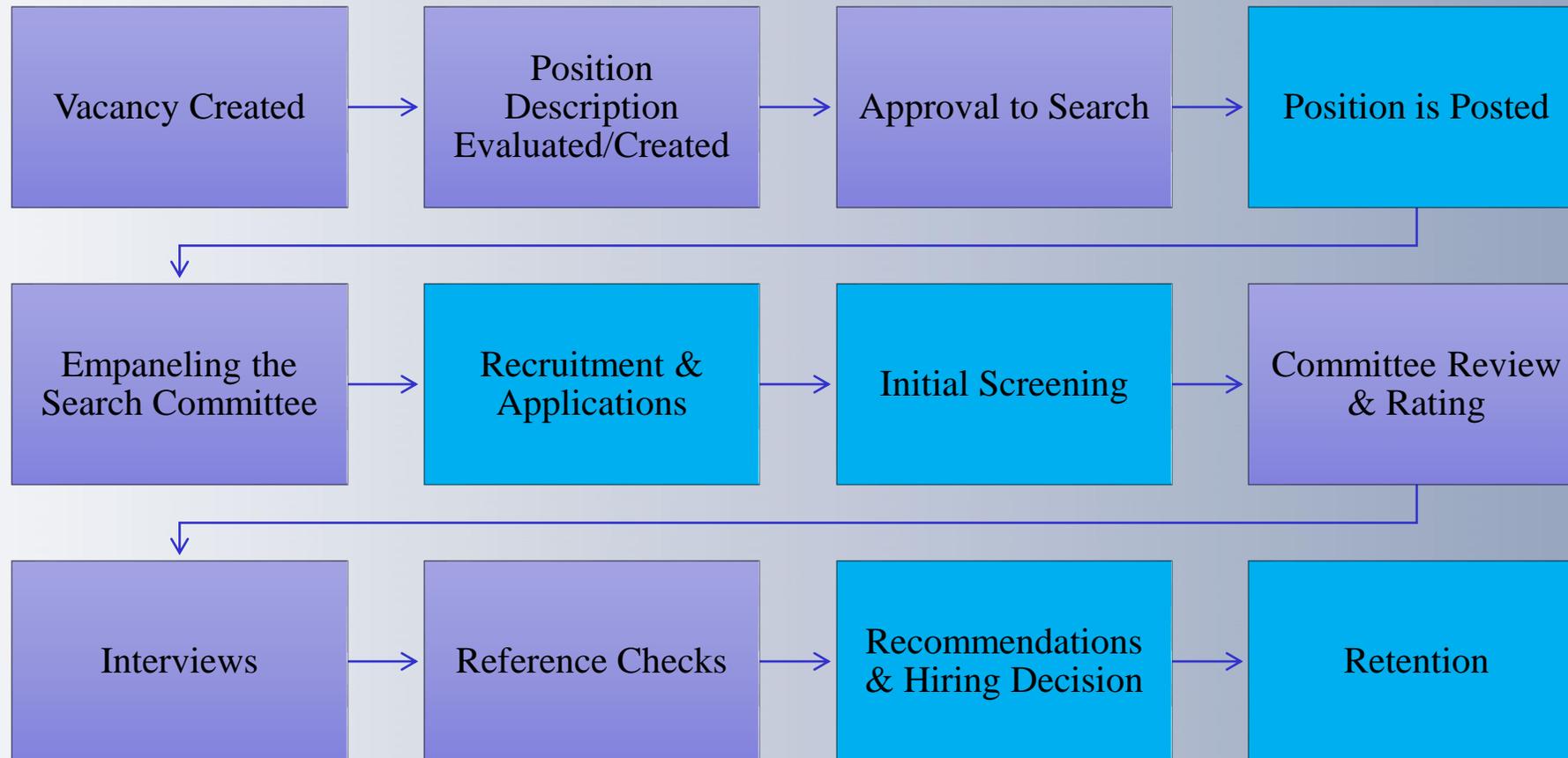
- Affirmative Action is an ongoing process
- Focus on retention and mentoring
- Address collegiality issues as they arise
- Little things that matter
 - Pre-arrival onboarding
 - First day logistics and assimilation
 - Keep in contact once hired
- Note potential future applicants

Questions?



Committee Chairs

Process



Special Duties of the Chair

- Responsible for record keeping & document creation
- Determines committee processes
 - Voting versus consensus
 - Who checks references
 - How interviews occur
- Reviewing for minimum qualifications

Working with the Supervisory Chain

- Understand
 - Position duties and role
 - Minimum qualifications
 - Preferred qualifications
 - Key qualities, challenges, and opportunities
- Establish committee support
- Confirm the search time-frame and budget
- Preferred number of finalists
- Preferred manner of feedback

Working with (Potential) Applicants

- Recruit/advertise far and wide
- Every interaction is part of the interview
- Handling applicant questions
 - Accommodations
 - Thank you cards/notes
 - Interview offers
- Unsolicited feedback

Initial Screening

- Binary choice
 - Is each minimum qualification met? Yes or No?
- Establish standards before beginning review
 - Related fields
 - Experience in lieu of degrees
 - What constitutes “demonstration”
- Must state the “why not”

Crafting the Committee Recommendation

- Confirm what the hiring manager and appointing authority want in a recommendation from the committee:
 - Rank order
 - Strengths/weaknesses
 - Tiers
- Everything should be supported by evidence elsewhere
- “Exhibit #1”
- Collecting documentation & returning it to HR

Questions?

