

Administrator, Faculty, and Professional Recruitment Process



Search Committee
Training

Starting a Successful Recruitment

- **Makeup of search committee**
 - It is important to have a search committee made up of representatives from various sectors of the campus who will be impacted by the individual hired into the position, e.g., students, faculty and staff. It is important to have primarily subject matter experts on the committee.

Starting a Successful Recruitment

- **Accurately articulate the role description—**
Verify that the role description is accurate.
 - Do not focus on the ideal candidate profile
 - What are the essential functions of the position
 - What is the minimum level of skill, education, experience
 - What are the preferred qualifications
 - Are there some duties that are more important than others

Starting a Successful Recruitment

- **Recruit widely and creatively**
 - Use professional networks- listservs, word of mouth, conferences
 - Advertise for diversity
 - HRS will inform you of specific advertising requirements necessary to comply with Department of Labor regulations regarding hiring foreign nationals.

Candidates and Qualifications

- **Merit and Qualifications**
 - Screening of candidates and ultimately the recommendation and decision to hire must be based on the relative merit and qualifications of the candidates.
- **Screen based on qualifications that match the role description**
 - The role of the search committee is to find a candidate that is the best match for the qualifications of the position
 - Match the applicants' qualifications to the items in the role description
 - Write justifications every time you narrow the pool—at every point, be able to explain to each candidate why they were not moved forward in the recruitment.
 - The written justifications must be provided to HRS before the next stage of the recruitment.
 - Probe for important information related to the qualifications
 - Specific experiences
 - Detailed descriptions of experience
 - Quality and quantity of experience
 - Do not consider factors that do not matter
 - Insignificant gaps in resume
 - Ability to see; climb
 - Gender or cultural based perceptions

Screening Applications and Interviewing

- **Confidentiality**
 - Information should flow only to and from the Chair
 - Avoid any discussions about the recruitment with people outside the search committee, hiring authority, and HRS
 - At the end, information is not disclosed- questions directed to HRS
- **Interviews**
 - Consistency matters
 - Avoid non-relevant inquiries
 - Elicit precise information
 - Written notes are your record
 - Verify and probe what candidate provided on paper
 - Be prepared to answer questions from the candidates
 - It may be appropriate to refer questions outside of the committee (e.g., HRS)
 - Give candidates an opportunity to respond to concerns

Reference Checking

- Conduct before bringing candidates to campus for interview
- Elicit only relevant information
- Disregard irrelevant information
- Corroborate information provided by candidate
- Ask permission before contacting “off list” references
 - Ask references “is there anybody who might have a different perspective?”

Recordkeeping

- **Keep copies of interview notes and reference check notes to provide to Recruitment Manager**
 - HRS is the official record-keeper, maintaining files for a minimum of 3 years. If a complaint is filed, immediately preserve all information, including emails and other electronic information.
- When recruitment is complete, provide all recruitment information, including notes, correspondence, etc. to HRS.

No Discrimination Based on Protected Class

- No consideration may be made in the hiring process to an individual's race, color, religion, national origin, creed, service in the uniformed services (as defined in state and federal law), veteran status, political ideas, sexual orientation, sex, age, marital or family status, or physical or mental disability, when the reasonable demands of the position do not require an age, physical or mental disability, marital status or sex distinction.
- Screening of candidates and ultimately the recommendation and decision to hire must be based on the relative merit and qualifications of the candidates.

Diversity

- **Conscious effort to meet the objectives of the University's institutional diversity plan**
 - The diversity plan provides that the University “Create avenues for access to the academy and for success within the academy for all individuals, and particularly populations historically underrepresented in the academy. “ The specific goal in the plan is to: ‘Recruit and hire faculty and staff from historically underrepresented populations to achieve meaningful representation.’”
 - The action item designed to achieve this objective is to: “Create incentive plans for recruiting and hiring faculty and staff from historically underrepresented populations at UM.” What are you going to do to achieve the goal of recruiting for diversity?

Veteran or Disability Preference

- UM recognizes two preferences – Veteran and Disability
 - If an applicant provides a form asserting a preference, check with HRS to be certain to apply the preference correctly.
- Preference is used as a tie-breaker when candidates are substantially equal based on qualifications.
- Provide reasonable accommodations for interview process

Maintain a positive relationship with applicants

- Make sure applicants will want to apply again and will spread the word about how wonderful UM is.
- Show respect and courtesy to all applicants.
- Provide applicants with accurate and timely information.
 - Contact Recruitment Manager for sample decline to hire and hire letters
 - Refer applicants to other campus resources when appropriate

Adapted from “Recipe for a Successful Recruitment” available at

http://www.umt.edu/hrs/Personnel%20Resources/Recruitment%20and%20Hiring/diversity/successful_recruitment.php.

Conscious and Unconscious Bias

- Bias - prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.
- Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing. (UCSF, Office of Diversity and Outreach)

Proactive Steps to Reduce Bias

- Recognize and accept that we have biases.
 - Do not suppress biases
 - Project Implicit – Implicit Attitude Tests (IAT)
 - Gender – Science
 - Gender – Career
 - Age ('Young - Old' IAT)
- Define and discuss criteria prior to reviewing applicants.
 - Refine throughout the process and continue to refer back to the criteria.
- Engage in counterstereotyping imaging
- Occasionally review criteria
- Be able to defend every decision

Proactive Steps to Reduce Bias

- Take steps to reduce reviewer fatigue
 - Allow plenty of time to review candidates (15-20 minutes)
 - Take breaks and limit distractions (no multitasking)
 - Eat, drink, and review
- Review with focus on including rather than excluding
- After the interviews, meet quickly after the candidates visit to minimize bias and maximize recall
- Challenge judgements of candidate to ensure assumptions and biases are not influencing the evaluations of candidates

Source: Searching for Excellence & Diversity: A Guide for Search Committees (University of Wisconsin-Madison)

Thank you!

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