



A Maryland University of National Distinction

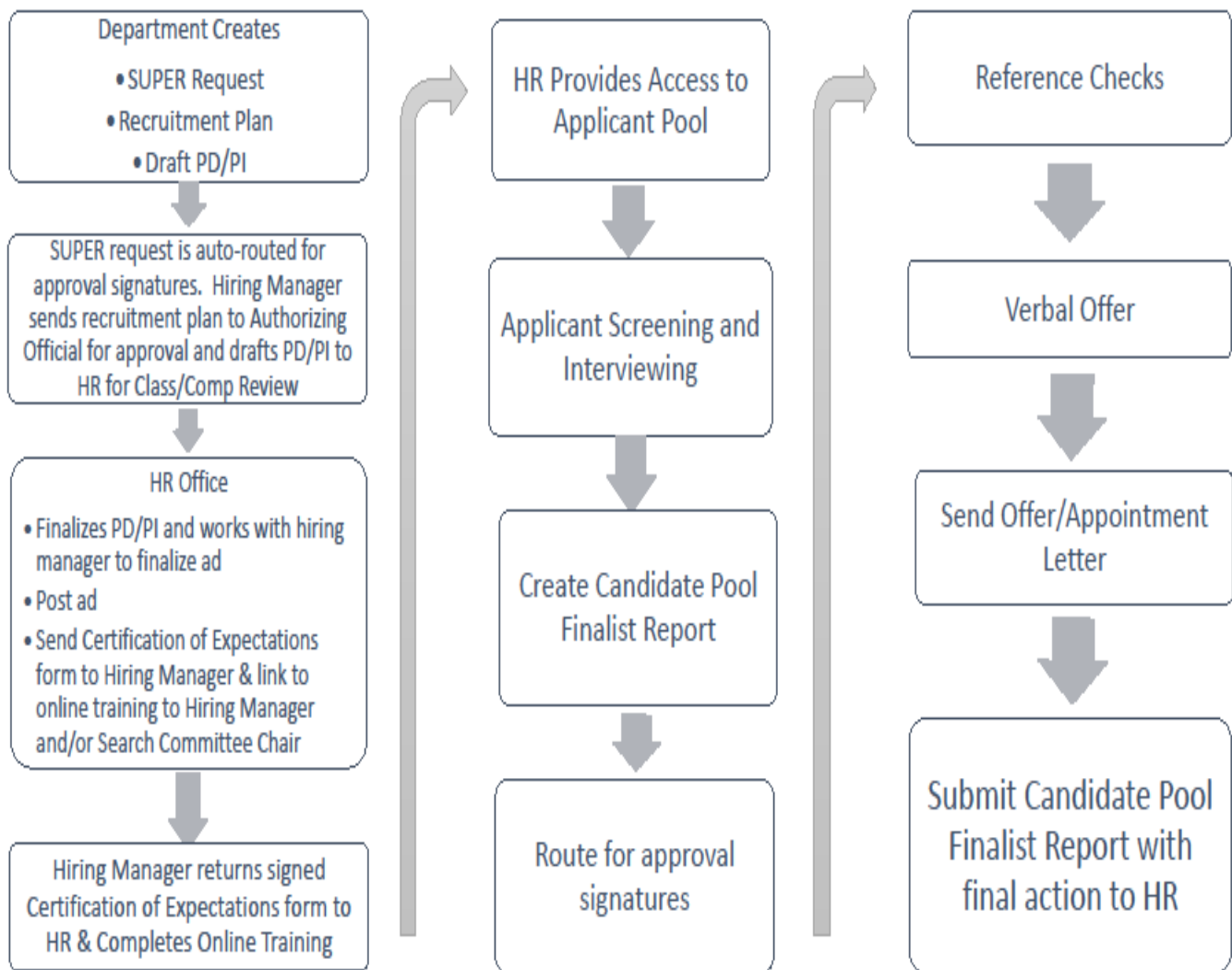
Exempt Staff

Search and Selection Handbook

Contents

Process Flowchart and Initiating Steps	3
1. Request to Fill.....	3
2. Position Description Form (PD)	4
3. Developing a Recruitment Plan	4
Commencing Steps	5
4. Position Announcement.....	5
5. Search and Selection: Certification of Expectations	6
6. Access to Applicant Pool.....	6
Selection Steps	6
7. Charge of the Hiring Manager and/or Chairperson of the Search Committee	6
8. Review & Establish Selection Criteria	6
9. Developing Interview Questions	6
10. Analyze Applicant Materials & Determine Candidate Pool for Initial Interviews.....	7
11. Conduct Candidate Interviews	7
12. Evaluating Candidates.....	7
13. Finalists/Finalist Interviews	8
14. Reference Checks	8
15. Offer of Employment	9
Post Selection Step	9
Retention of Search Materials	9

Search and Selection Process Redesign Flowchart - Staff (11/03/17)



Initiating Steps

1. Request to Fill

During the initiation step in the process, the Hiring Manager accesses the SUPER system and submits a request. You will need to enter your own credentials to access the document. The approval flow is as follows:

- Department Chair/Director
- AVP/PI (Optional)
- VP/Dean
- Provost on behalf of Executive Staff and/or the President

SUPER System

1. Submit "Staff Position", via SUPER Requisition System in Gull Net: SU Custom > Human Resources > Personnel Requisitions > Staff Position Request. Set up the appropriate approvers on the position approvals page and submit for approval. An e-mail will be generated to the Department Chair/Director for his/her approval which the submitter is

copied on. *If you believe you submitted a new SUPER request, but did not receive an email, please ensure you've entered all approvers and submitted for approval. Please contact HR for assistance.*

2. The AVP/PI (if applicable), upon receipt of the request for approval e-mail, will review the position request, enter any comments relevant to the position, check the box and sign the approval box; an email will be generated to the next level for approval.
3. The Vice President, upon receipt of the request for approval e-mail, will review the position request, enter any comments relevant to the position, check the box and sign the approval box; an e-mail will be generated to the next level for approval. If the Vice President checks the "one for one replacement" box, the Provost's approval will not be needed (step 3 below will be skipped) and the SUPER system will not send the Provost an email for approval.
4. The Provost will review the position request check and sign the approval box; an e-mail will be generated to Human Resources for approval.
5. Human Resources communicates the approval process is complete and begins the Recruitment Plan process or follows up with any outstanding items.

2. Position Description Form (PD)

The first step in the process is to complete a draft Position Description Form (PD) (no signatures, yet) and submit to Human Resources in Word version to be properly classified. If this is a new position, a hiring range, grade and job code will be assigned. This document will then be used by Human Resources to draft the position announcement.

3. Developing a Recruitment Plan

NOTE: A search committee is optional for exempt positions below the Director level. Please consider the role of the position and how many "touchpoints" the position has on campus when determining whether a search committee will be used for a position below a Director level. For positions below the Director level, there is an option for either a two-level interview process (two rounds-usually Skype and then on-campus) or a one-level interview process. For the Director level and above, there should be two rounds of interviews even if the Hiring Manager is on the search committee. Another option for searches for exempt positions below the Director level is for the Hiring Manager to involve other constituents in the interview process which does not constitute a committee or a two level interview process. It is also acceptable to involve another supervisor or colleague in the application review process so long as everyone is using the same assessment criteria and applying it consistently.

The Hiring Manager will identify advertising sources and if necessary select a search committee (see below for information on strategies for attracting applicants and composing a screening committee). This information will be documented on a completed Recruitment Plan form which will be submitted along with the draft PD form to the HR Office.

NOTE: Each department is responsible for developing an effective recruitment plan and seeking the necessary approvals before any recruitment effort can begin. A draft Position Description (PD) and Recruitment Plan must be completed and forwarded to the appropriate Authorizing Official (AVP/VP/Dean). Human Resources is available to assist departments with developing the recruitment plan, if necessary. The appropriate Authorizing Official will review the recruitment plan and upon approval, forward the recruitment plan to the HR Office who will then secure quotes from the advertising sources identified on the recruitment plan, forward pricing information to the Hiring Manager for approval.

a. Strategies for Attracting Applicants

Cast a wide net by recruiting from a wide range of sources and using a variety of methods including print and electronic ads in select publications and on web sites, word of mouth, networking opportunities, HBCU's, Hispanic serving institutions, Women's Colleges and Universities, Tribal Colleges and Universities, and doctoral programs. Use publications that target specific populations – relying exclusively on typical mainstream publications will result in typical mainstream applicant pools. Utilize a pro-active search process in which search committee members (if applicable) actively recruit for the position through networking opportunities. Contact other institutions for the purpose of recruiting candidates from programs for areas where there are underrepresented minorities. Use "people" contacts such as professional networks, colleagues and contacts – call and write colleagues to inform them of the vacancy and ask them to distribute and forward the position announcement. Consider professional conferences, meetings and associations as the ideal opportunity to network. Enhance departmental web sites to include departmental mission statements, vision statements, and core values that capture the attention of potential applicants by including information that explains and demonstrates the commitment to student centeredness, diversity and quality education.

NOTE: As part of SU's diversity initiatives and in support of its Affirmative Action Plan, all exempt staff positions will be automatically posted (at no cost to the department) on Diversejobs.net and Higherjobs.com websites.

b. Composition of the Screening Committee (3-5 members)

When a search committee is used, the composition of the committee is an integral part of ensuring a fair and unbiased selection process. Please consider members that represent a variety of perspectives on the role and function of the vacant position, and represent the diversity of the campus. To achieve this goal, committees should include members from other departments and areas of campus. Ideally, committee members should have relevant knowledge of the responsibilities and requirements of the vacant position; however, this is not required. Always recognize that some committee members may bring additional and unique perspectives to the search. The Hiring Manager may opt to be on the search committee where appropriate.

c. Responsibilities of the Committee Chairperson

The Chairperson is responsible for leading the search committee through, or a Hiring Manager is responsible for, ensuring a fair and equitable search process. Some things that the Chairperson/Hiring Manager is responsible for are: coordinating administrative support, scheduling initial committee meeting (if applicable) including the Hiring Manager to discuss the committee charge, university diversity initiatives, and screening process, ensuring that the search committee (if applicable) charge and process is understood and implemented. To this end, the Chairperson, and/or the Hiring Manager, will be required to acknowledge and sign the Search and Selection: Certification of Expectations form prior to the commencement of the search process. If applicable, the Chairperson is also responsible for serving as a liaison between the committee and the Hiring Manager. Additional items include:

1. Facilitating all committee meetings and assuring appropriate records and meeting minutes are maintained.
2. Performing all regular duties of a screening committee member.
3. Communicating with candidates interviewed informing them of their status throughout the search.
4. Updating applicant status codes in PeopleSoft for appropriate record keeping.

Commencing Steps

4. Position Announcement

Once the draft PD submitted by the Hiring Manager is reviewed and finalized by the HR Office, HR will draft an ad/position announcement and submit it to the Hiring Manager for review and approval. The Hiring Manager and Human Resources will partner to complete the finalized ad/position announcement.

Ad templates typically consist of the following sections:

1. Introduction/overview,
2. Primary job duties,
3. Minimum qualifications, and
4. Required knowledge/skills/abilities

Additional language will be contained in the advertisement that complies with current employment laws. Consider broadening the pool of potential candidates by eliminating unnecessary minimum qualifications and including preferred or desired qualifications. Using broad language can attract a diverse range of candidates whereas rigid or restrictive language may exclude potential candidates from consideration. Also, please keep in mind it is important that the Hiring Manager can assign parameters around what each qualification means and how the criteria will be applied to the applicant pool. For example, if a requirement of three years of "related" experience is used, the Hiring Manager should be prepared to define what is considered related and consistently apply the standards to all applicants during the applicant assessments.

5. Search and Selection: Certification of Expectations

To empower a Hiring Manager and Search Committee Chairperson (if applicable) engaged in a search and selection, this document is provided with respect to accountability in these decision making roles. To this end, the Hiring Manager and Search Committee Chairperson (if applicable) will be provided and must complete training prior to completing the forms. Both are expected to adhere to and ensure the search committee and any persons involved in the process follow the practices, rules and procedures as prescribed therein.

Once all parties approve the ad/job posting and approval to fill the vacancy has been granted per the appropriate approval process, HR will request the Hiring Manager and Search Chairperson complete and submit the Certification of Expectations form after which HR will coordinate the placement of the ad/job posting based on the Recruitment Plan.

6. Access to Applicant Pool

Upon posting the position, HR will grant the Hiring Manager, Chairperson, and search committee members (if applicable) access to the applicant database.

Selection Steps

7. Charge of the Hiring Manager and/or Chairperson of the Search Committee

The screening committee and/or Hiring Manager is acting on behalf of the University without regard to individual interests, and is responsible for identifying the most qualified applicants for a position on the basis of job related criteria.

The search committee's (if applicable) charge generally is to recommend the top candidates as ***Finalists*** to the Hiring Manager. The committee should also be knowledgeable of and adhere to Federal and State Equal Opportunity guidelines, the University's Equal Opportunity and Non-Discrimination policy, as well as support the President's commitment to diversity. The committee should discuss and assist with outreach efforts to ensure a diverse and competitive pool of applicants and ensure that the screening process is based upon job related criteria. The committee is responsible for applying all related processes and procedures consistently to all applicants. All applicants should be evaluated fairly based on the qualifications advertised for the position. The search committee must be cognizant of unintentional bias that may overshadow the perceptions of candidates and create an open and welcoming environment with candidates during the interview. Most importantly, all committee members must maintain confidentiality about committee proceedings throughout the entire process.

8. Review & Establish Selection Criteria

Prior to reviewing the applications/resumes, the Hiring Manager or Search Committee (if applicable) should review the approved PD form and job advertisement and utilize the qualification spreadsheet provided by HR for the evaluation process. Selection criteria must be based on the job related and job success factors which are necessary to perform the job. The selection criteria/factors are then to be recorded on the qualifications spreadsheet which documents assessments of all applicants who are considered against the minimum and preferred qualifications for the position.

9. Developing Interview Questions

The search committee (if applicable) or the Hiring Manager will develop and document a set of telephone, virtual (Skype) and/or in-person interview questions that are based on job related criteria. Utilizing the Interview Question form provided by HR they will ensure consistency with notes on interviewee responses. Be prepared to:

- ask open, probing questions that encourage candidates to open up and tell you as much as possible about their qualifications
- include questions that allow you to evaluate candidates against the established selection criteria
- consider including questions focused on discovering the potential the candidate can bring to the long-term objectives of the department
- ask questions specifically aimed at assessing the candidate's job related qualifications
- include questions that assess a candidate's commitment to diversity principles and whether they foster an inclusive workplace (see the competency question document on the HR website for examples)

Determine the sequence of questioning and utilize a structured interview process in which the same questions of every applicant - this type of interviewing ensures that similar information is gathered from all candidates, thereby making it possible to compare qualifications and reduce equity concerns. Follow up questions for clarification purposes are permitted. Utilizing Behavioral Based Interview Questions will assist with gaining useful information from the applicants.

10. Analyze Applicant Materials & Determine Candidate Pool for Initial Interviews

Utilize the applicant qualification spreadsheet to compare the qualifications of each applicant with those required (and desired) for the position. Determine if a sufficient pool of qualified candidates exists and then identify a short list of the most qualified candidates for interviews. Maintain a record of those who fail to meet the minimum qualifications and update the applicant status in the applicant system in PeopleSoft. Once the applicant status is updated, please notify Human Resources that non-select letters should be sent to non-qualified applicants at this time. All applicants who are not eliminated in this preliminary screening shall be included in the candidate pool.

While not necessary at this time, members of the candidate pool who are not chosen for the finalist pool may be notified that interviews are being conducted and that they are not in the finalist pool; however, they should not be notified of rejection at this stage.

11. Conduct Candidate Interviews

The next step in the search and selection process is to conduct interviews. Consider using either telephone, virtual (Skype), or on-site interviews to determine or clarify whether applicants meet the requisite and preferred qualifications. The same process should be utilized for each candidate (see below for information on evaluating candidates). A set of common job related questions should be used for this purpose. The interview process serves two primary purposes:

1. Allows the assessment of candidates' qualifications for the position.
2. Allows candidates to assess their interest in employment at Salisbury University.

The goal of an interview is to obtain sufficient job-related information in order to make an informed recommendation for finalists if there is a search committee (and a two-step interview process) or an employment offer if a one-step interview process is being used without a search committee. Search Committee members (if applicable) should plan to be present for all interviews, and all interviewers should utilize the interview question form to take notes on responses to interview questions, and complete candidate interview evaluation forms.

Ask only for information that can legally serve as a basis for the hiring decision. Use the same questions, setting, time allotment, and interviewers. Allow time for the candidate to ask any questions they may have. Be sure to provide complete and frank answers to all inquiries and conclude by explaining what will happen next. Provide a realistic job preview to the candidates.

12. Evaluating Candidates

Evaluation of candidate interviews should focus on the candidate's possession of the knowledge, skills, and abilities required for the job as well as the candidate's work ethic, professional character, interpersonal skills, and match with the position and organization. Priority ranking, although not required, may be made at the Hiring Manager's discretion.

Avoid exclusionary thinking – when evaluating candidates for “best fit” keep in mind that this does not necessarily mean screening for individuals who are “like us” in terms of having the same experiences, philosophies, values, and perspectives as the screening committee. Rather, look for those candidates who will serve in the best interests of the university. Use diversity related experience and expertise as selection criteria where appropriate. This can be valid criteria if it is required to successfully perform the functions of the job, also, consider what affect diverse experiences and expertise may have on the ability to meet organizational objectives. Consider unconventional career paths such as someone whose background includes employment in industry, service organizations, charitable organizations, or government agencies. Each search committee member should give his/her honest documented input on each candidate interviewed. Recommend the best-qualified candidates to the Hiring Manager based on advertised position requirements and substantive qualifications.

Avoid falling victim to the following interviewer biases:

Stereotyping involves forming generalized opinions about how people of a given gender, religion, or race appear, think, act, feel, or respond. EXAMPLE: Presuming that a woman would prefer a desk job over working outdoors.

First-impression error occurs when the interviewer makes snap judgments and lets his or her first impression cloud the entire interview. EXAMPLE: Giving more credence to the fact that the candidate graduated from the interviewer's alma mater than to the applicant's knowledge, skills, or abilities.

Negative emphasis involves rejecting a candidate on the basis of a small amount of negative information. Research indicates that interviewers give unfavorable information roughly twice the weight of favorable information. Negative emphasis often happens when subjective factors like dress or nonverbal communication taint the interviewer's judgment.

Halo/horn effect occurs when the interviewer allows one strong point that he or she values highly to overshadow all other information.

Nonverbal bias is undue emphasis placed on nonverbal cues that are unrelated to job performance. EXAMPLE: Hair length or distracting mannerisms.

Contrast effect takes place when strong candidates who interview after weak ones appear even more qualified than they actually are because of the contrast.

Similar-to-me involves picking candidates based on personal characteristics that they share with the interviewer rather than job-related criteria.

13. Finalists/Finalist Interviews

Once the Search Committee Chair (if applicable) or the Hiring Manager are satisfied with the screening process, prior to inviting finalists for campus interviews (if a two-step interview process is being used), the Hiring Manager determines the qualifications of candidates interviewed and forwards a completed Candidate Pool/Finalist Report along with an explanation of the decision making process to the Authorizing Official (AVP/VP/Dean) for approval. If a one-step interview process is being used than the Candidate Pool/Finalist Report should be completed with an explanation of the decision making process and the finalist (s) listed are identified as the individual (s) who may be made a job offer. The Authorizing Official will forward the approved form to Human Resources.

Once the Hiring Manager and Authorizing Official are satisfied with the screening process, each finalist identified for on-campus interviews (if applicable) shall be contacted to schedule a day and time. Although the initial contact may be made by telephone, each person should also be sent an email confirming the date, time and location of the interview as well as provided any additional pertinent information. If travel reimbursement will be involved with the interview process, please include an explanation to each candidate of the terms under which travel expenses will be paid.

NOTE: All searches are required to adhere to University guidelines and the State of Maryland reimbursement policies and procedures concerning reimbursement for meals, travel or any expense related to search and selection. If you have any questions, please contact the Accounts Payable department or visit their website for details: <http://www.salisbury.edu/accounts payable/caninterview.html>.

Should a search committee or Hiring Manager determine that it does not wish to move forward final candidates from the interview pool; the Chairperson shall consult the Hiring Manager and the Authorizing Official presenting reasons for wishing to reject all interviewees and request to conduct further interviews with the current candidate pool, re-advertise the position, or fail the current search.

14. Reference Checks

All candidates are required to provide contact information for at least (3) three professional references before the final stages of the search. It is not unusual for a candidate to request that you do not contact his or her references unless you are seriously considering making an offer. Such requests should be respected and candidates notified in advance that references are about to be contacted. Also seek candidate approval to contact persons not on his/her contact list. Reference checks should not be based on second-hand information. References should be conducted by the Hiring Manager or the Search

Committee Chair using a set of reference questions that focus on the candidate's job-related experience, qualifications, and accomplishments. Ask the same basic questions about each candidate so that all candidates can be evaluated fairly. Please utilize the Human Resources reference check form and ensure you've obtained three professional references including at least one former or current supervisor before making an offer of employment.

15. Offer of Employment

After all interviews have been conducted, evaluation forms completed, references checked, and top candidates identified; the Hiring Manager will present to the Authorizing Official (AVP/VP/Dean) an Appointment Request E-mail/Memo which shall include a brief narrative of the qualifications of all finalist candidates and an explanation of the rationale for a recommended offer of employment. Upon approval by the Authorizing Official, a verbal offer may be extended to the successful candidate after the Hiring Manager confirms the approved salary and other details (e.g. start date, probationary period) with Human Resources. If the verbal offer is accepted, an official written offer of employment will be drafted by Human Resources and sent to the Hiring Manager for them to send to the new hire. If all candidates refuse University offers, or for some reason the pool of acceptable candidates is exhausted, the Hiring Manager shall discuss with the search committee (if applicable) and request permission to either conduct further interviews with the current applicant pool or leave the position unfilled until a "new" search can be conducted.

The Hiring Manager and/or Search Committee Chair (if applicable) should coordinate with Human Resources to ensure that all remaining candidates receive a letter/email thanking them for their interest in employment with the University and informing them that either the University has decided not to fill the position or that it was filled by another qualified candidate. The Hiring Manager or Search Committee Chair (if applicable) is responsible for notifying any remaining finalists of non-selection. Human Resources will provide verbiage that should be used and guidelines that should be followed.

Post Selection Step

Retention of Search Materials

Hiring Managers and Search Committee Chairs (if applicable) must promptly turn over all of their notes and files to the HR Office at the end of the search. They should also collect and turn in notes and all search documentation from anyone else who was involved in the screening (including the search committee if there was one) and/or decision making process. The Human Resources Office will retain all search documentation in compliance with Federal and State recordkeeping regulations.

The documents should include but may not be limited to:

1. Candidate Pool/Finalist Report
2. "Appointment Request" recommendation with documented approval
3. Original application materials that may have been printed out
4. Applicant qualification spreadsheet
5. Interview questions and candidate responses
6. Rating and evaluation forms
7. Meeting minutes
8. Completed reference check forms
9. Offer Letter signed and dated by the successful candidate
10. All other pertinent information and correspondence relative to the search

On behalf of the Human Resource Office and Executive Staff, thank you for your time and effort helping to ensure the hiring process at Salisbury University is understood and fully adhered to insuring all applicants are provided fair and equal consideration for employment opportunities.

Salisbury University (SU) has a strong institutional commitment to diversity and equal employment opportunities to all qualified people. To that end, the University prohibits discrimination on the basis of sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, genetic information, religion, sexual orientation, gender identity or expression, veteran status or other legally protected characteristics. Direct all inquiries regarding the nondiscrimination policy to: Humberto Aristizabal, Associate Vice President, Institutional Equity, Title IX Coordinator, 100 Holloway Hall, Tel. (410) 548-3508.

