Supervisor Success Series
“3S”

Session 2: Executing and Completing the Search
- **Job description & posting**
- **Search**
  - Forming search teams
  - Utilizing your network
  - Pre-screening
  - Hiring legally
  - Interview Dos and Don’ts
- **Success**
  - Completing the search
Toolbox

- Job description template
- Implicit biases information
- Pre-screening questions
- Interview questions
- Reference check questions
- PeopleAdmin instructions

Let us know what else you would like to see in your toolbox!
KEEP CALM
ITS
QUIZ TIME
Job Description & Posting

• Every position
• Focus on qualifications
• Specify essential job functions that describe physical demands
  – ADA
  – Stand, sit, lift, etc.
• Set reasonable education and experience requirements
• The job description is your posting
Forming the Search Team

• Utilize best practices in recruiting and evaluating diverse applicant pools
  ▪ Build in checkpoints along the way to ensure you are satisfied with the pool of candidates you have generated
  ▪ Implicit Biases in the Workplace

• Wide representation of perspectives and experiences

• Consistent interview procedures and questions

• Provide similar opportunities for each candidate
Utilizing Your Networks

• Proactive instead of reactive
• Create an active search
  – Personal contacts with colleagues
  – Professional organizations in the discipline
  – Contact Department heads/chairs at institutions whose graduates represent diverse populations
  – Use LinkedIn
Pre-Screening

• Review the applications
  — Do they meet minimum qualifications?
  — Are they a “true applicant”?
• Cover letter
• Relevant experience
• Location
• Salary requirements
• Phone / email screening prior to in-person interview
Hiring Legally

Goal is to hire the best candidate for each job solely on the basis of qualifications.
Major Fair Employment Laws

• Title VII
• Age Discrimination
• Equal Pay Act
• Americans with Disabilities Act
• Pregnancy Discrimination
Interview Dos and Don’ts

- Prepare for the interview = Get better results
- Ask similar questions of all applicants
  - Prepare a list of job-related questions
- Focus on job requirements and university policies
- Avoid stereotyping and implicit biases
- Take notes of conversation
- HR should be involved in the interview process
Interview Notes

• Factual
  – Document questions and key elements
• No opinions or personal biases
  – Could support potential discrimination
• Job-related information only
TMI

• Candidate offers illegal information during the interview process
  – Talking about an injury
  – Talking about being pregnant
  – Talking about hearing about the job from a friend at church
    ▪ How would you respond?

• Red flags
Off Limits

- **Age** - When did you graduate from school?
- **Marital Status** – Will your spouse mind you working long hours or over the weekend?
- **Family / Children**
- **Sexual Orientation**
- **Health** - Do you have a chronic illness?
- **National Origin** - Where were you born, what language do you speak at home, what kind of accent do you have?
- **Citizenship**
- **Disability** – Will you need an accommodation?
- **Religion** - Do you need to take time off in observance of religious holiday?
Acceptable Questions

- Citizenship - To verify legal right to work in the United States
- Language – Must be relevant to the job
- Family
  - Example: Discuss the nepotism policy
- Disability - Perform the essential duties of the job
- Religion
  - Example: Discuss the attendance policy
Completing the Search

- Inform the top candidate that references will be checked
- They will be hearing from Human Resources to extend the official offer
- The last step will be to complete the hiring proposal and close out your search in PeopleAdmin
Reference Checks

- References must be checked prior to an offer
- Contact each reference
- Document information received
  - Names / titles
  - How were they contacted?
  - Notes from conversations
  - Unsuccessful attempts
- Upload this documentation to the hiring proposal
Can I Use Social Media?

• It can be used as a tool
  — Consistent
  — Job Related

• It can lead to a discrimination suit
  — Only consider job related information
Closing Out a Search

- Use the workflow actions!
- Utilizing the workflow helps to identify the status of the open position
- Excellent record-keeping tool
Closing Out a Search

Minimum requirements listed on posting

Specified on posting
Closing Out a Search

Must be stated in the posting
Success!

• The hiring proposal will be approved upon verbal acceptance of the offer
• The position will be updated to “Filled” when the candidate starts
• The next session will cover onboarding and training for your new employee
Questions?