The Search Process
The Search Process Steps

- Search Committee
- Search Committee Charge
- Job/Position Description
- Experience – Quantity v. Quality
- Writing a Job Description
- Red Flags
- Advertising/Recruitment
- The Interview
- Selection Decision
The Search Committee

- **Diversify the search committee**
  - Seek out women and people of color campus-wide, constituent groups, stakeholders, other departments

- **Understand the search process**
  - Search and Screen Procedures
  - Recruiting resources/tools
  - Demonstrate a good-faith effort to include women, people of color, individuals with a disability, as well as veterans in the application process
Search Committee Charge

- Evaluate the job description
- Draft the “Position Vacancy Announcement”
- Determine recruiting sources
- Advocate for a diverse pool of candidates
- Establish job-related criteria and procedures for screening
- Review and evaluate all candidates, including reference checks and interviews for those under serious consideration
- Maintain all relevant search documents for two years
- Recommend candidate(s)
Job/Position Description

Should not restrict or disenfranchise – criteria or qualifications should not inadvertently screen out women and/or minorities

• Make sure requirements are still relevant
• Rethink job functions and experience
• Research why turnover
• Is EEO/AA language/tagline included
• Provisions for disabled to interview
Experience – Quantity v. Quality

Challenges

- Products, processes, and information change rapidly
- Old ways lose value
- Antiquated tools, materials, processes have “zero” applicability today
- Some soft skills have marginal value
- 10 years experience using new methods do not exist

Strategies

- Cutting “ancient history” experience increases candidate pool
- Substitute the “level of difficulty” of the problem with years of experience
  - Describe a process
  - Analyze a problem
  - Draw a conclusion
  - Apply the law or regulations
  - Outcome of a project
  - Applicant role on a team
  - Complexity of a task performed
Writing a Job Description

• Focus on the minimum needed to be successful
• What are the educational requirements for the job?
• What experience is needed for the job?
• What are the preferred qualifications?
• Understand the skills/competencies needed to do the job
• Use “action” words
• Avoid Red Flags when writing a job description
Red Flags

- Language that is not “gender neutral”
- Language that screens out based on age
  - Maturity
  - High energy
- Language that contributes to the exclusion of women, minorities, individuals with a disability or veterans
Advertising/Recruitment

- Networking #1 source for increasing an applicant pool
- Directly contact potential applicants
- Use effective publications in exploring candidate market
- Subscribe to diverse publications/periodicals
- Broad scale advertising for faculty and staff positions
  - PAE1-2 (Local) – FL2-5, UAS, RS1-3, RSS (Local/Regional)
  - PAE3-4 (Regional) – FC1-5 (Regional)
  - PAE5-6 (National) – FT1-3, LT1-3 (National)
- Utilize diversity databases
- Utilize professional colleagues
Advertising/Recruitment (Cont’d)

• Utilize educational and advocacy groups
• Develop a pipeline initiative to look to the future
• Establish feeder programs with HBCUs, HSIs and Tribal Colleges
• Establish regular liaison with targeted groups
• Develop relationships with minority academic and professional associations
• Faculty and Professional Recruitment Sources

The Interview

Questions

• Standard preplanned
• Relevant
• Appropriate

Settings

• Formal
  • Employers facility in a conference room
  • Other office/meeting room/facility
• Informal
  • Social gatherings are an extension of the interview process
  • Be careful introducing alcohol into the process
Selection Decision

Applicant Screening

• Peruse applicants thoroughly
• Reduce “Rater Errors”
• Understand “Cultural Norms”
• Verify credentials
• Early and thorough check of references
  • Unsolicited use of references
  • Avoid “fishing expeditions”
• When pool is depleted, bottom of the barrel, not your strongest, crash the search and start over

Challenge the Process – Push Back
Checklist for Bias-Free Hiring

• All applicants are provided the same information
• Interview site and process is accessible
• Interview questions tailored to job criteria
• Use same basic set of questions for all applicants
• Uniform reference checks for all applicants
• Use comparable information at each step of the process
• Interviewers examine their own personal biases

Create a Level Playing Field
Document Retention

- Search Committee Chair must collect and keep all hiring documentation for 2 years.
- Keep written records of meetings, procedural decisions, departmental and committee votes, search and screen forms, advertising information, budget, selection criteria, dossiers, correspondence, phone conversations with candidates, references, candidate rosters and rankings, interview questions and schedules.
Office of Equal Opportunity

The Office of Equal Opportunity provides leadership and support toward developing a comprehensive and institutional-wide approach to achieving and sustaining a diverse and pluralist community of students, faculty and staff.
Contacts & Verification

Office of Equal Opportunity
(317) 274-2306
www.iupui.edu/~oee

or

Faculty Appointments & Advancement
(317) 274-4627
http://faa.iupui.edu/

or

Human Resources Administration
(317) 274-8932
http://www.hra.iupui.edu/hra/default.asp