

Faculty

Search and Selection Handbook

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# Initiating Steps

## Request to Fill

During the initiation step in the process, the Dean or Department Chair 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
* Dean
* Provost Office

#### SUPER System

1. Submit “Faculty Position”, via SUPER Requisition System in Gull Net: SU Custom > Human Resources > Personnel Requisitions > Staff Position Request. Set up the appropriate approvers and submit for approval. An e-mail will be generated to the Dean for approval which the submitter is copied on. *If you believe you submitted a 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 Dean, 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.
3. The Provost will review the position request, check and sign the approval box; an e=mail will be generated to Human Resources for approval.
4. Human Resources communicates the approval process is complete and begins the Recruitment Plan process or follows up with any outstanding items.

## Position Announcement

The Department Chair will draft an ad/position announcement and submit it to the Dean 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. Brief description of the open position
2. Primary job duties
3. Minimum qualifications and required knowledge/skills/abilities
4. Preferred qualifications
5. Application process information and instructions
6. Salisbury University’s diversity statement and institutional overview
7. Additional language 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.

## Developing a Recruitment Plan

The Department Chair will identify advertising sources and 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 Recruitment Plan form which will be submitted to the Dean and forwarded 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 Human Resource representative is available to assist departments with developing the recruitment plan, if necessary. The appropriate Dean 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 then forward pricing information to the Department Chair and Dean for approval.

## 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 doctorial 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 screening committee members 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. Take advantage of [SU’s Active Recruiting Resources](https://secureweb.salisbury.edu/hr/searchandselection/recruitingresources/Active%20Recruiting%20Resources.doc). Be creative and be aggressive!

NOTE: As part of SU’s diversity initiatives and in support of its Affirmative Action Plan, all faculty positions will be automatically posted (at no cost to the department) in Diverse Issues in Higher Ed.

## Composition of the Screening Committee (3-5 members)

The composition of the screening 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 on the screening committee. 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. Committee members will be responsible for helping to actively recruit applicants for the position. Although it is not encouraged to have the Hiring Manager be a part of the screening committee, it will be the Department Chair and Dean’s joint decision as to whether or not the circumstances are appropriate for inclusion.

## Responsibilities of the:

## Committee

The Committee is responsible for the selection through a fair and equitable search process. To this end, all Committee members will be required to complete online Search and Selection training modules prior to the commencement of the search process.

***Chairperson***

Some things that the Chairperson is responsible for are: coordinating administrative support; scheduling initial committee meeting including the Hiring Manager to discuss the committee charge, university diversity initiatives, and screening process; and, ensuring that the screening committee charge and process is understood and implemented. The Chairperson is also responsible for serving as a liaison between the committee and the Hiring Manager. Additional items include:

1. Ensuring all Screening Committee members complete their assigned Search and Selection online training.
2. Facilitating all committee meetings and assuring appropriate records and meeting minutes are maintained.
3. Performing all regular duties of a screening committee member.
4. Responding to inquiries from applicants and other external or internal sources.
5. Updating applicant status codes in PeopleSoft for appropriate recordkeeping.
6. Forwarding all search materials to Human Resources at the conclusion of the search process.

# Commencing Steps

## Search and Selection: Certification of Expectations

The screening committee members are expected to adhere to and ensure the search process follows the practices, rules, and procedures prescribed by Salisbury University.To this end, all members will be provided and must complete training prior to completing the Certification of Expectations form

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 Search Chairperson and Department Chair 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.

## Access to Applicant Pool

Upon posting the position, HR will grant the screening committee members access to the applicant database (*providing the Certification of Expectations has been received the all committee members have completed their online training*).

# Selection Steps

## Hiring Manager and/or Chairperson Charge of the Screening Committee

The screening committee is a group that 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 committee’s 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 screening 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.

## Review and Establish Selection Criteria

Prior to reviewing the applications/resumes, the screening committee should review the approved ad/job posting for the job related selection criteria and determine a consistent rater evaluation process (forms, checklists, etc.). Selection criteria would have been determined using the position announcement identifying the essential functions and competency requirements. The committee should also consult with the Hiring Manager regarding any additional desired evaluation criteria. 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 provided by Human Resources which documents the assessment of all applicants who are considered against the minimum and preferred qualifications for the position.

## Developing Interview Questions

The screening committee will develop and document a set of telephone, skype and/or in-person interview questions that are based on job related criteria. Utilizing the Interview Question form 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 panel interview process in which screening committee members ask 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 the committee with gaining useful information from the applicants.

## Analyze Applicant Materials & Determine Candidate Pool for Initial Interviews

Utilize the applicant tracking minimum qualification spreadsheet provided by Human Resources to compare the qualifications of each applicant with those required (and desired) for the position. Determine if a sufficient pool of qualified and diverse candidates exists and then identify a short list of the most qualified candidates for initial interviews. Maintain a record of those who fail to meet the minimum qualifications and update the applicant status in the applicant system in PeopleSoft. Non-select letters may be sent to non-qualified applicants at the end of the search and selection process. 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.

## Conduct Initial Candidate Interviews to Determine a Finalist Pool

The next step in the search and selection process is to conduct first round interviews. Consider using either telephone, skype, on-site, or off-site (conferences, airport, etc.) 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 conducting initial interviews and 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 search committee to assess 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 an employment offer. Screening Committee members should plan to be present for all interviews, 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.

## 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 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.

## Finalists/Finalist Interviews

Upon completion of the initial interviews, the Screening committee should identify final candidates and update the Applicant Status in the applicant system (if not previously updated). Prior to selecting or inviting finalists for campus interviews, assess the qualifications of the candidates interviewed and forward a completed Candidate Pool/Finalist Report along with an explanation of the decision making process to the Hiring Manager. Discuss the process to-date with the Dean and determine if there was an equitable process with a sufficient pool of qualified and diverse candidates before proceeding.

Should a screening committee determine that it does not wish to move forward final candidates from the interview pool, the Chairperson shall consult the Hiring Manager and Dean 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.

Once the Hiring Manager and Dean are satisfied with the screening process and have approved the Candidate Finalist Report, the report is forwarded to the HR Office. Upon confirmation of receipt of the Candidate Finalist Report, each finalist identified for on-campus interviews shall be contacted to schedule a day and time. Although the initial contact may be made by telephone, each person should also be sent a letter or email confirming the date, time and location of the interview as well as provided any additional pertinent information. The Hiring Manager should hold separate individual interviews, but may only hire from the pool of recommended candidates identified by the screening committee, to include alternate finalists, if necessary. If travel reimbursement will be involved, please include an explanation of the terms under which travel expenses will be paid. All searches are required to adhere to university guidelines concerning reimbursement. Please visit the following Accounts Payable web site for details: <http://www.salisbury.edu/accountspayable/caninterview.html>

*NOTE: Please keep in mind that all meals and expenses related to search and selection are subject to the State of Maryland reimbursement policies and procedures.  If you have any questions, please contact the Accounts Payable department or visit their website.*

## Reference Checks

All candidates are required to provide contact information for 3 (three) professional references. 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 may be conducted by the screening committee or Hiring Manager 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.

## Offer of Employment

After all interviews have been conducted, evaluation forms completed, references checked, and top candidates identified by the screening committee; the Hiring Manager will present to the Dean an [Appointment Request E-mail/Memo](https://secureweb.salisbury.edu/hr/searchandselection/samplelettersandforms/Appointment%20Request%20E-mail%20or%20Memo.doc) 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 Dean and Provost, a verbal offer may be extended to the successful candidate. If accepted, an official written offer of employment will be sent by the Hiring Manager.

If all candidates refuse University offers or for some reason the pool of acceptable candidates is exhausted, the screening committee shall 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 Screening Committee Chairperson must see to it that all remaining candidates receive a letter 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.

# Post Selection Step

## Retention of Search Materials

Screening committee members must turn over all of their notes and files to the committee Chairperson at the end of the search. The hiring department will be responsible for forwarding all related documents to the Human Resources Office where they will be kept on file in compliance with Federal and State recordkeeping regulations.

The documents should include but may not be limited to:

1. Candidate Pool/Finalist EEO Report
2. “Appointment Request” recommendation
3. Original application materials
4. Selection criteria
5. Interview questions and candidate responses
6. Individual committee member rating and evaluation forms
7. Screening committee meeting minutes
8. Completed reference check forms
9. Copy of the Offer Letter
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, Director of Fair Practices & EEO/AA, Title IX Coordinator, 131 Holloway Hall; Tel. (410)548-3508.*