Best Practices for Conducting a Search

SEARCH COMMITTEE FORMATION

The Hiring Manager should consider the following when forming a search committee for a vacant position:

Search committee members should be from diverse backgrounds, be able to evaluate the candidate's skill set, and understand the role/responsibilities of the position including but not limited to position requirements as described in the PD and job announcement and the hiring manager charge.

Search committee members might include:

a. Someone from the department
b. Someone from campus that has a similar role
c. Someone that the vacant position would interact with on a regular basis

Pro Tip: Ideal size for a search committee is 3-5 individuals

The ideal search chair:

- ✓ Has a vested interest with the position
- ✓ Understands the role and responsibilities of the position
- ✓ May perform similar job functions (possibly in a different department)
- ✓ Has completed mandatory OED orientation
- ✓ Has completed STRIDE training (recommended annually)
- ✓ Can commit to the search timeline
- ✓ Follows UT core values

HOW TO ENSURE A STREAMLINED SEARCH

1. Be cognizant of individuals who are asked to serve frequently and consider other options where appropriate.
2. Keep committee small and nimble when possible.
3. Ensure that committee members can commit to the timeline, allot sufficient time for candidate screening/evaluation, and be active participants throughout the search process.
4. Provide the timeline and set committee expectations at beginning of search.
5. Encourage search committee to leverage their networks to recruit candidates.
6. Identify alternate search committee members that could be invited to serve on the committee in the event someone is unable to serve on the committee during initial set up.
   Important Note: *In the event of an emergency or in instances where a member is unable to continue serving mid-process, please contact OED for guidance.*
7. During the "kickoff" meeting, create calendar holds for each meeting to streamline the process.

WHAT TO KNOW DURING A SEARCH

1. A candidate can opt out of a search based on the communicated salary range for the role, but the search committee cannot disqualify a candidate based on their salary expectations.
2. A satisfactory pool is a diverse pool of candidates that meet or exceed minimum qualifications.
3. All approved primary pool candidates must be interviewed.
4. All candidates must be asked the same questions during initial screening and the committee's on campus session.
5. All candidates must be treated equitably.

OTHER TIPS

- ✓ Log interviews in Taleo in the step/status changes when moving candidates forward.
- ✓ Reach out to your Recruitment Business Partner to:
    a. Remove the position from the active job list
    b. Determine if additional advertising is appropriate
    c. Discuss if the pool is satisfactory
    d. Determine if additional recruiting (active recruiting) is necessary
    e. Repost the position on the active job list
    f. Initiate the background check
    g. Discuss any questions at the verbal offer stage
- ✓ Do not enter formal offer in Taleo until verbal offer has been made and accepted, and references have been checked.

REFERENCES

- Speak with a minimum of 3 professional references
- Contact the most recent supervisor
- Ask the same questions for each reference contacted
- Ask questions that are specific, skill related, and relevant to the role
- Should be conducted by the hiring manager or a search committee member

Pro Tip: Reach out to the finalist before contacting references as a courtesy to the finalist

SEARCH PROCESS DEFINITIONS

<u>Applicant Contact:</u> Email or phone call to candidates to determine a candidate's interest in continuing in search process.

<u>Initial Screening:</u> Interview conducted via phone or Zoom to further narrow pool. Initial screening sessions typically last 20-40 minutes (depending upon the position) and are considered a best practice. This screening would include a small number of high level questions that evaluate candidate's competencies as related to the position.

<u>On Campus interview:</u> Interview conducted in person and on campus but can be conducted via Zoom. On campus interviews may include interviews with campus stakeholders. The search committee's session should include a set of predetermined questions. The hiring manager must have a one-on-one session with each candidate. On campus interviews may also include a presentation by the candidate, a panel discussion, and meals. For exempt positions, on campus interviews may not be conducted until OED has approved strengths and weaknesses statements.

<u>Strengths and weaknesses statements:</u> For exempt positions, OED must approve strengths and weaknesses statements for each primary/secondary candidate before on campus interviews may be scheduled. Strengths and weaknesses should objectively speak to minimum and preferred requirements. Additionally, they should distinguish top-tier or exceptional candidates from the others. Weaknesses may also be characterized as opportunities for improvement, growth, or development.

<u>Screening matrix/rubric:</u> A matrix/rubric is an evaluation tool used to measure an applicant's abilities and achievements against the stated set of minimum and preferred qualifications (experience, education, knowledge, skills, abilities, and items identified by the hiring manager in the charge).