

# MANAGEMENT SEARCH PROCEDURES

## Overview

Hiring people is one of the most important decisions we make at Slippery Rock. The people we hire determine who and what we are. These procedures are organized chronologically to assist search committees, department chairs, and deans in successfully navigating the search, selection and hiring process. Searches are complex, time-consuming tasks. These procedures are designed to take you step-by-step through the process. Each task is preceded by a dash for you to enter the completion date as part of your search file and to assist you in tracking your progress. Following each step listed in the procedures will improve your opportunities of attracting a strong faculty to Slippery Rock.

## Procedures

These procedures apply to all management positions, except for search waived positions. These positions require the use of a search committee.

**\_\_\_\_\_ 1. Hiring Manager (Supervisor/Manager)** begins process by creating a posting online at: <https://careers.sru.edu/hr>. The hiring manager (supervisor/manager) will log into the system with username and password. Initially it will be your first initial and last name (no spaces) for both username and password then you will be prompted to change your password and confirm. Under "Create Request to Fill and Posting" select Create from Scratch, or From Previous if available. All required information is indicated by an asterisk.

**Search Committee:** List a search committee of at least three members - attention should be given to achieving diverse representation (i.e. race, gender, ethnicity, etc.) of committee members.

**Required Documents** Require a cover letter and resume, a teaching philosophy, if desired. Only require the references if you want letters of reference, the online application already requires contact information for professional references.

**Minimum Requirements** Add, "Experience working with diverse populations. Successful performance in an on-campus interview is required."

### Special Instructions to Applicants

- Include name and address of where application materials not submitted online should be sent. (transcripts, certifications, etc.)
- The date for review of applications shall be a minimum of thirty (30) days from the date of the advertisement.

### Posting Specific Questions

- Specific questions can be added to the posting which can qualify/disqualify candidates.
- Pre-approved questions are listed under the "Add a Question" button and click on search tab.
- Hiring Manager can request additional questions be added to posting using the Comments Section tab near the end of the posting process.
- If the Diversity Office approves the questions, they will be added to the posting.

### Disqualifying Points/Questions

- The system enables you to disqualify and/or assign points to certain answers to closed-ended questions.
- Candidates can be ranked according to posting criteria.
- If an applicant answers "no" to a disqualifying question, the system will automatically send a message to an applicant indicating a "Fail Message" and the application will be considered "Inactive."

### Saving/Approving the Posting

- After completing the posting criteria, a posting is not saved until you press the "confirm" button on the final summary page.
- As supervisor/manager, you will select *Submit to Dean/Dept Head* for approval.

**NOTE:** Also requested on this form is a search plan, which includes recruitment strategies for women and persons of color that extend beyond advertising.

### Advertising Sources

- The publications in bold will be paid by the Diversity Office. (You may select either national or regional publications but not both.) If requesting additional advertising add the cost center to be charged.
- If you are requesting the Diversity Office place ads in "other advertising sources", please provide contact information, the web address, membership user ID and password. This will be charged to the cost center you provide.

**\_\_\_\_\_ 2. Meeting with Search Committee** The search chair and search committee will meet with the Diversity and Equal Opportunity Office (Diversity Office) to review the search procedures, answer any questions the committee may have and discuss what assistance the office may provide to the committee.

**\_\_\_\_\_ 3. Screening Instrument** The search committee prepares a screening instrument based on criteria from the posting and forwards a copy to the Diversity Office for review prior to reviewing resumes. The screening instrument should include a section to pre-screen candidates who do not meet the advertised minimum qualifications. The Search Chair can view and move applications through the system and has his/her own username and password. The committee will be assigned a Guest Username and Password and can only "view" applications. Pre-screen all applications to determine which applicants do not meet the minimum qualifications. Each committee member will then screen the resumes of all minimally qualified candidates using the screening instrument developed by the committee. When screening resumes, the search committee should keep the following in mind:

- The screening process should be completed in a timely manner.
- Objective documentation should be kept to assist in completion of the screening instrument.
- No comments should be written on the candidate's application materials.
- Personal notes should be taken down on a separate sheet of paper.

**TELEPHONE SCREENING:** Although telephone screenings are not required; they can be helpful in gathering more information upon which to make interview decisions; committee members must be present for all screenings or cannot participate in the screening process.

## MANAGEMENT SEARCH PROCEDURES (Continued)

**4. Reference Questions** The search committee will develop reference questions and forward them to the Diversity Office for review and approval. A standard form should be developed and used for all reference checks to assure consistency in the process. A sample form is available through the Diversity Office. Reference questions must be job related. After screening all applications, the search committee should conduct at least three reference checks on all candidates still under consideration for on-campus interview. Reference checks are usually divided among committee members and must be conducted before the recommended candidates for interview are forwarded to the Dean/Department head. Consistency and objectivity are extremely important when conducting reference checks. The person or persons who check references should record objectively the responses of each reference. Personal interpretation should be avoided.

**5. Interview Questions** The search committee will develop interview questions and forward them to the Diversity Office for review and approval. The interview questions must be based upon job related duties and the job description. Special care must be taken to ensure that all candidates are treated equally. All candidates should be asked the same questions in each interview. Any reference to race, religion, color, sex, national origin, age, handicap, veteran status, or other non-job related criterion must be avoided.

**6. Interview Approval** After the committee has screened all applicants and completed reference checks and **prior to contacting candidates for interview** the following steps must be completed using the online system:

- The search chair will change the status of each candidate selected for interview to *Approved by Search Committee for interview, sends to Dean/Dept Head*. If candidates who met minimum qualifications were not selected for interview the search chair must email [holly.mccoy@sru.edu](mailto:holly.mccoy@sru.edu) giving reasons for non-selection. It is good practice to contact your dean/department head via phone or email to alert him/her that the candidates are ready for approval.
- The appropriate dean/department head will change the status of candidates approved for interview to *Approved by Dean/Dept Head for interview, sends to HR/Diversity*; then the Diversity Office approves candidates and changes status to *Approved by HR/Diversity for interview, sends to Search Committee*. The candidates can now be contacted for interview.

The Diversity Office will send the Search Chair the background check forms in the mail so they can be given to the candidates during their interview. Please let them know that the form needs to be returned promptly to the Diversity Office in the self-addressed envelope provided. Questions related to travel costs should be directed to your dean.

**7. On-campus Interviews** After the Diversity Office approves candidates and changes status to *Approved by HR/Diversity for interview, sends to Search Committee* the search committee contacts candidates for interview. Candidates normally interview with the search committee, hiring manager, and dean or director, and Vice President. Candidates are not permitted to attend or participate in the interview process of another candidate, including open sessions.

**8. Recommendation for Appointment** The search chair changes the status of each recommended candidate to *Search Committee recommends candidate to Supervisor/Manager*. Supervisor/Manager will forward these acceptable candidates by changing the status to *Supervisor/Manager recommends candidate to Dean/Dept Head*. The Dean/Dept Head will select the recommended candidate and forward to Diversity Office by changing the status of the candidate to *Dean/Dept Head recommends candidate to HR/Diversity (Background Check)*. The Diversity Office orders the background check and when cleared will forward the name to the appropriate Vice President by changing the status of the candidate to *HR/Diversity sends recommended candidate to VP for hire*. The Vice President forwards the candidate to the President by changing the status to *VP approves recommended candidate – send to President for hire*. The President approves the candidate by changing the status to *President approves candidate for hire – send to HR/Diversity*. The Human Resources Office will contact the hiring manager so an offer can be made. An appointment letter along with a contract will be sent to the appointee for signature. Upon receipt of signed contract, the Human Resources Office will send copies to the appropriate dean and department chair.

**Search Chair is to send transcript of person recommended to Human Resources.**

**9. Closing the Search** When you receive a copy of the signed contract it is time to change the status and choose a non-selection reason for all applicants then contact the Diversity Office so we can close the search. Email notification to all applicants will automatically be sent when the position is closed/filled.

**10. Retention of Recruitment Records** All original records related to the search are subject to review by federal and state compliance agencies and must be maintained for three years. There is no need to print and store online materials such as cover letters, resumes, applications, etc. as they are maintained electronically. Search files should be sent to the Human Resources Office for storage.

Files should be prepared as follows:

- Each folder is to be labeled as (1) Title of Position & Position Number; (2) Department; (3) Position start date, (4) Person hired.
- All documentation and evaluation material must be kept (including all completed screening instruments, interview questions, reference questions, transcripts, and any other search records).

**11. Exceptions** Any exceptions to the above procedures, including search waivers, must be requested in writing and must be approved by both the Diversity Office and the appropriate Vice President.