Part One: Recruiting & Hiring Training Session

Please enjoy the light refreshments and find a seat of your choosing.

Certification Requirements

- Part One: Recruiting & Hiring Training Session
- Part Two: Best Practices of Staff Hiring (Legal Aspects) Online Course

Phased-In Approach

- July 1, 2014 – All search committee chairs must be certified
- July 1, 2015 – All search committee members must be certified
Today’s Agenda

1. Purpose of Recruiting and Hiring Workshop
2. 10 Steps for Staff Hiring (Union & Non-Union)
3. Effective Interviewing
4. Resources for Hiring

Why is this important?

Our Guiding Principles Include:
Hallmarks of this university will be the creativity and leadership of our graduates, the relevance and benefits of our research, and the value we place on ethics, sustainability, diversity, and quality of life.

Strategic Goals:
GOAL 1: A world-class and diverse faculty, staff, and student population.

1.1 Outstanding professional environment for all members of the Michigan Tech community.
   - Provide competitive compensation, recognition, and rewards to attract, retain, and support faculty and staff;
   - Support professional development and leadership opportunities for faculty, staff, graduate, and undergraduate students;
   - Recruit, retain, support, and recognize bright, motivated, and adventurous students.

1.2 A diverse, inclusive, and collegial environment.
   - Inspire an engaged community that actively seeks improvement through acceptance and understanding;
   - Develop and implement initiatives to increase diversity and opportunities for dual-career faculty and staff.
The Cost of Hiring

- Cost of a Good Hire
- Cost of a Bad Hire
- Intangible Costs
- Cost of an EEOC Audit

Staff Hiring Process:
http://www.mtu.edu/equity/hiring/staff-hiring/

Office of Institutional Equity:
http://www.mtu.edu/equity/
Staff Hiring Process

ES Responsibilities:
- Posting Worksheet/Job Description Approval
- FLSA Determination
- Ad Language Review
- Interview Questions Approval
- Reference Check Questions Approval
- Hiring Documentation Review & Approval
- Formal Offer Letter Correspondence

OIE Responsibilities:
- Ad Language Review – when appropriate
- Search Committee Membership Review
- Interview List Review
- Diversity of Hiring Pool Review
- Reasons for Non-Selection of Applicants Review
- Hiring Documentation Review

Relationship Between HR Employment Services (ES) & Office of Institutional Equity (OIE)
Step 1: Submit Position Authorization Form

• The Blue Position Authorization Form is completed, submitted, & approved.

• Prior to postings, the blue form should have 2 levels of approval authorizations.

• HR Employment Services will continue routing the form for final authorization & when approved will notify the department to discuss next steps.

Step 2: Design Job Description

Department works with HR Employment Services (ES) on posting worksheet (job description):

1. Essential Duties & Responsibilities
2. Education
   — Required vs. Desired
3. Experience
   — Required vs. Desired
4. Competencies
   — Safety
   — Continuous Improvement
   — Training
   — Others Being Developed
5. Classification
6. FLSA Status (Exempt vs. Non-Exempt)
### Step 2: Design Job Description

**Position Summary Information:**
To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

<table>
<thead>
<tr>
<th>Job Description Summary</th>
<th>The summary should include 3 to 5 sentences summarizing the Essential Functions of the position and how it fits into the overall strategic goals of the department and University.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential Duties and Responsibilities</td>
<td>(Other duties may be assigned)</td>
</tr>
<tr>
<td>Required Education and/or Experience</td>
<td>Required Experience</td>
</tr>
<tr>
<td>Desirable Education and/or Experience</td>
<td>This section may include the “nice to have” qualifications for education or experience but does <strong>not</strong> disqualify someone from the position.</td>
</tr>
<tr>
<td>Required Knowledge, Skills, and/or Abilities</td>
<td>Required Knowledge, Skills, and/or Abilities</td>
</tr>
<tr>
<td>Desirable Knowledge, Skills, and/or Abilities</td>
<td>Summary of Health Risks and/or Physical Demands</td>
</tr>
<tr>
<td>Work Environment</td>
<td></td>
</tr>
</tbody>
</table>

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### Step 2: Design Job Description

**O*Net OnLine**


**Tasks & Work Activities**
- Build action verb phrases that emphasize level of decision-making and input needed of the position, i.e., analyze vs. authorize, provide vs. present, etc.

**Knowledge, Skills, & Abilities**
- Separate the “musts” from the “nice to have.”

**Work Styles, Values, & Context**
- What aspects are important for job success? What fit is needed in your department?
Step 2: Design Job Description

Handout: The Broken Process

- The broken pieces of the hiring process result from inaccurate assumptions ("misemployed").
- Identify core strengths of the person you are looking to hire and match those traits to those required by the job you want to fill.

Step 3: Form Diverse Search Committee

Forming a Search Committee:
- 3 members with 2 members from outside your department.
- The 2 external committee members should not be in the same reporting structure as the hiring department.
- Search committee membership should be reviewed by the Office of Institutional Equity.

Search Committee Responsibilities:
- All inquiries should be directed to Search Chair.
- Confidentiality in the process is key.
  - Confidentiality Form
- Stay focused on the required and desirable functions of the position.
Step 3: Form Diverse Search Committee

Your Role as a Search Committee Member:

- Complete Online Certification.
- Sign the confidentiality statement.
- Be aware of EEO/AA laws, requirements, & obligations.
- Don't take old practices for granted. Practices that were once acceptable and traditional may not be acceptable.
- Avoid stereotypes or preconceptions; realize & understand our biases.
- Speak out if you sense discriminatory attitudes.
- Help recruit. Tell friends and people of protected groups about the job opening.

Step 4: Advertise/Recruit

*Federal regulations require that all advertisements contain the EEO statement.*

EEO Statement:

Michigan Technological University is an Equal Opportunity Educational Institution/Equal Opportunity Employer, which includes providing equal opportunity for protected veterans and individuals with disabilities.
Step 4: Advertise/Recruit

External Ad Sign-Off
1. Review by HR Employment Services
2. Review by Office of Institutional Equity

Recruiting & Sourcing
- Networking
- Conferences
- Reaching Out to Colleagues

What about Social Media?
- Facebook
- Twitter
- LinkedIn
- Craigslist
- HuskyLink

Step 5: EEO Self-Disclosure Form

What is this form?

What does the Office of Institutional Equity do with this information?
In PeopleAdmin, this form pops up automatically as the last page of the application process.

In PeopleAdmin, the search committee can pull up the diversity report (without names) which shows the diversity of the hiring pool.
Step 6: Pre-Screen Applicants

Pre-Screening / Posting-Specific Questions

- Created based on the minimum requirements of the position.
- May include education, experience, knowledge, skills, and/or abilities.
- May also screen based on desirable qualifications.

Step 6: Pre-Screen Applicants

PeopleAdmin

This is the view a search committee would see (not an applicant)

Postion Specific Questions Edit

Required fields are indicated with an asterisk (*)

1. * Do you have a bachelor's degree or an equivalent combination of education and experience from which comparable knowledge and abilities can be acquired?
   - Yes
   - No - (disqualifying)

2. * Do you have two (2) years of experience in accounting, financial management and planning, and budget and data analysis?
   - Yes
   - No - (disqualifying)

3. * Do you have advanced computer and software competency including word processing, spreadsheets, databases, and presentation applications?
   - Yes
   - No - (disqualifying)
Video – Bias in the Hiring Process

Video Clip

http://www.youtube.com/watch?v=r62Atzr3RK0

Video Debrief

Bias in the Hiring Process

Bias – An inclination or preference that influences judgment from being balanced or even-handed.
Bias in the Hiring Process

Often we’re more comfortable with similarities and know more about people we have been exposed to based on where and when we grew up and other personal influences such as parents, teachers, media, etc.

How does this relate to the hiring process?

- Development of the Job Description
- Advertising / Recruiting Strategies
- Pre-Screening
- Interviewing and Selection

BREAK – 10 MINUTES
Step 6: Review/Evaluate Applicants

Search Committee will be able to evaluate candidates in PeopleAdmin

Evaluative Criteria
- Ratings
- Rankings
- Weighting
- Comments

Request Approval to Interview

Must receive approval to interview candidates
- Requested within PeopleAdmin
- Job Aids are available online for this action

What does OIE do at this point?
- Reviews all cover letters, applications, and resumes
- Reviews reasons for disqualification
- Reviews the candidates being requested for interview
Reviewing of Applicant Materials

• All new candidate applications must be reviewed until the date of the first interview.

• Please notify HR Employment Services of the date of the first interview.

Step 7: Conduct Interviews

Purpose of Interviews

Interviewer – Assess candidate’s competency and motivation
  – Can the candidate do the job? Knowledge, skills, abilities...
  – Will the candidate do the job? Attitude, motivation...
  – Is this the best candidate?

Interviewee – Communicate skills and experience and seek further information about the position and organization
  – Do I want this job?
  – Can I do this job?
  – Does it offer me opportunities I want for advancement or experience

Is this the best fit for you (the employer), the job, and the candidate?
Step 7: Conduct Interviews

The Best Fit

• Tangible, demonstrated knowledge, skills, & abilities
• Aligned with the requirements of the job
• Intangible Qualities:
  – Fit with organizational culture
  – Degree of flexibility
  – Willingness and ability to function effectively in a different work environment and as an integral member of the team

Types of Interviews

- Phone Screening - Qualifying, Scope of Responsibility
- Panel - Full Search Committee
- Skype

Must be Consistent
Step 7: Conduct Interviews

Interview Role Play – Take 1

Step 7: Conduct Interviews

Ask Probing Follow-up Questions
- Obtain the information you need to find the right fit.
- Past performance is the best indicator of future performance.

CAR Technique
Context/Circumstance/Challenge
- What did the candidate do?

Action
- What did the candidate do to address the situation?

Result
- What was achieved or resolved? What was the outcome?
Step 7: Conduct Interviews

Interview Role Play – Take 2

Common Rating Errors –

- First Impression Effect – Evaluation of candidate is based on first impressions (positive or negative) that are weighted too heavily and carry in the entire interview.
- Halo Effect – Seeing a candidate who is strong in one dimension as being strong in all dimensions.
- Contrast Effect – Interviewer sees a very weak candidate first, then rates second (average) candidate higher than warranted due to the contrast between the first and second candidates.

http://www.youtube.com/watch?v=PIE1jLPAYus
Step 7: Conduct Interviews

Common Rating Errors –

- **Blind-Spot Effect** – Interviewer may not see certain types of deficits because they are just like his/her own.
- **High-Potential Effect** – Interviewer judges the candidate’s credentials rather than his/her past performance, experience, and other behaviors.
- **Dramatic-Incident Effect** – Interviewer places too much emphasis on one specific behavior area. One problem may wipe out years of good work in the eyes of the interviewer.

Legal vs. Discriminatory Questions

- Family Status
- Race
- Religion
- Gender
- Age
- Arrests vs. Criminal Convictions
- Citizenship or Nationality
- Disability

All settings, including informal gatherings with department members who are not members of the search committee, are considered to be part of the interview process.

Everyone who will have contact with candidates should be made aware of areas of inquiry that are not appropriate, or illegal questions that should not be asked, in order to avoid future complaints.
**Step 8: Check References**

In PeopleAdmin, follow the process outlined on the job aid when checking references.

- As you develop questions, review position requirements, candidate’s application, and notes from interview process.
- Reference check questions must be reviewed by HR Employment Services.
- Be aware that many companies have a policy to ONLY verify title and dates of employment.

**Step 9: Candidate Selection (A+B+C)**

**Automated Process in People Admin**

A. Selecting the Finalist = Move to “Recommended for Hire” in PeopleAdmin.
   — Remember to code a close second choice as CF.

B. Flow all applicants in sequence through the workflow states in PeopleAdmin (formerly AFL).

C. In PeopleAdmin, follow the process outlined on the job aid to recommend a finalist for hire.

D. Record reasons for non-selection for all candidates interviewed but not advancing further in the process (formerly SHAR).
Step 9: Complete SHAR & AFL (AFSCME)

Required Hiring Documentation

SHAR = Staff Hiring Activity Record
Form used to obtain final approvals and signatures before any job offer is made.

AFL = Applicant Flow Log
Spreadsheet used to track applicants through the hiring process; not a form. Send via email to the Office of Institutional Equity at equity@mtu.edu.

Step 9: Obtain Approvals & Offer Job

Question of the Day:

“We’ve completed all the hiring process, so when can we make a verbal offer? We don’t want to lose our top candidate.”

We don’t either! Here’s the the workflow of what happens during the final approval process.
Step 9: Approval Process & Job Offer

Hiring Department

1.) Make recommendation for hire

2.) Reviews Hiring Recommendation (may request additional info)

3.) Final Review, Approval, & Hiring Sign-Off (may request additional info)

HR Employment Services

4.) Receives Notification for Verbal Offer

5.) Submits 3 S’s (Salary, Start Date, & Supervisor)

Office of Institutional Equity

6.) Sends Official Job Offer Letter w/ Benefits Info

7.) Sends Rejection Emails

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Step 10: Ensure Legal Paperwork Compliance

Human Resources New Employees Orientation

- Completes New Hire Paperwork
- Provided a Benefits Orientation

*The new employee or department need to call HR to schedule. Must occur on or before employee’s 1st day of work.*
Online Resources

- Federal & State Non-Discrimination Laws & Regulations:
  http://www.mtu.edu/equity/definitions/laws/laws.html
- Interview Questions for Basic Competencies:
  http://hr.umich.edu/empserv/department/emp sel/basiccomp.html
- Chart of Legal Questions:
  http://hr.umich.edu/empserv/department/emp sel/legalchart.html
  — Position Authorization Form: Step 1
  — Job Posting Worksheet: Step 2
  — Purchase Requisition Form for Advertising: Step 4
  — Checking References: Step 8
- Office of Institutional Equity: www.mtu.edu/equity/
- Michigan Tech Jobs: http://www.mtu.edu/hr/job-postings/
- Human Resources: www.mtu.edu/hr
- This Presentation: http://www.mtu.edu/hr/training-event-services/training-event-services/

Questions & Answers

Please complete an online evaluation of this session.
An evaluation link will be emailed to you soon.