Staff Search Committee Certification

Part One: Recruiting & Hiring Training Session

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

Michigan Tech — Create the Future

1

Staff Search Committee Certification

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

Michigan Tech — Create the Future

2

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**

Michigan Tech
Create the Future

3

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.

Michigan Tech
Create the Future

4

The Cost of Hiring

- **Cost of a Good Hire**

- **Cost of a Bad Hire**

- **Intangible Costs**

- **Cost of an EEOC Audit**

CUPA-HR = College & University Professional Association for Human Resources

Michigan Tech
Create the Future

5

Hiring Process

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

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

Michigan Tech
Create the Future

6

Staff Hiring Process

Relationship Between *HR Employment Services* (ES) & *Office of Institutional Equity* (OIE)

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

Michigan Tech
Create the Future

8

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.

Michigan Tech Create the Future

9

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)

Michigan Tech Create the Future

Step 2: Design Job Description   PeopleAdmin

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.

Job Description Summary	The summary should included 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.
Essential Duties and **Responsibilities** (Other duties may be assigned)	
Required Education (minimum requirements)	
Required Experience (minimum requirements)	
Desirable Education and/or Experience	This section may include the "nice to have" qualifications for education or experience but does **not** disqualify someone from the position.
Required Knowledge, Skills, and/or Abilities (minimum requirements)	
Desirable Knowledge, Skills, and/or Abilities	This section may include the "nice to have" qualifications for knowledge, skills, or abilities but does **not** disqualify someone from the position.
Summary of Health Risks and/or Physical Demands	
Work Environment	

Step 2: Design Job Description

O*Net OnLine
http://www.onetonline.org/

Tasks & Work Activities
— Build action verb phrases that emphasis 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?

Michigan Tech Create the Future

12

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.

Michigan Tech
Create the Future

13

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.

Michigan Tech
Create the Future

14

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.

Michigan Tech
Create the Future

15

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.

Michigan Tech
Create the Future

16

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

Michigan Tech
Create the Future

17

Step 5: EEO Self-Disclosure Form

What is this form?

What does the Office of Institutional Equity do with this information?

Michigan Tech
Create the Future

18

PA Screenshot – EEO Self-Disclosure Form

In PeopleAdmin, this form pops up automatically as the last page of the application process.

Equal Opportunity Self Disclosure Form

Michigan Technological University is an equal opportunity employer. In order to meet this commitment, it is necessary to collect information concerning applicants. Your response to this request is voluntary, and choosing not to disclose any of this information will not subject you to any adverse treatment. Please be assured that information will be kept confidential, will be kept separately from your application form, and will be used only by the Affirmative Programs Office. Data is used to fulfill reporting requirements, in accordance with our Affirmative Action Program.

Date of Birth	
Gender	Please select ▾
Hispanic or Latino	▾
Ethnic Origins	☐ American Indian or Alaska Native ☐ Asian ☐ Black or African American ☐ Native Hawaiian or Other Pacific Islander ☐ White

Save changes

PA Screenshot – Diversity Report

In PeopleAdmin, the search committee can pull up the diversity report (without names) which shows the diversity of the hiring pool.

All Applicants

Gender	Hispanic / Latino	American Indian Or Alaska Native	Asian	Black Or African American	Native Hawaiian Or Other Pacific Islander	White	Choose Not To Disclose	Two Or More Races	Not Disclosed	Total
Female	3	2	0	2	0	24	0	3	1	**35**
Male	3	1	1	3	0	10	0	0	0	**18**
Choose Not To Disclose	0	0	0	0	0	0	0	0	0	**0**
No Answer	0	0	0	0	0	0	0	0	7	**7**
Total	**6**	**3**	**1**	**5**	**0**	**34**	**0**	**3**	**8**	**60**

Michigan Tech
Create the Future

20

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.

Michigan Tech
Create the Future

21

Step 6: Pre-Screen Applicants

PeopleAdmin

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

✓ Posting 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)

Michigan Tech
Create the Future

22

Video – Bias in the Hiring Process

Video Clip

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

Michigan Tech
Create the Future

23

Video Debrief

Bias in the Hiring Process

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

Michigan Tech
Create the Future

24

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

Michigan Tech
Create the Future

25

BREAK – 10 MINUTES

Michigan Tech
Create the Future

26

Step 6: Review/Evaluate Applicants

Search Committee will be able to evaluate candidates in

PeopleAdmin

Evaluative Criteria
- Ratings
- Rankings
- Weighting
- Comments

Search Committee Rankings Edit

1. PhD / Field - SFRES

   State: Review by Department/ Committee

   Weight: N/A

   - Yes (1.0 points)
   - No (0.0 points)

2. Fiscal - Budget Experience

   State: Review by Department/ Committee

   Weight: N/A

   - Yes (1.0 points)
   - No (0.0 points)

3. Leadership - Management - Supervisory

   State: Review by Department/ Committee

   Weight: N/A

   - Yes (1.0 points)
   - No (0.0 points)

Michigan Tech Create the Future

27

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

Michigan Tech Create the Future

28

Reviewing of Applicant Materials

- All new candidate applications must be reviewed until the <u>date</u> of the first interview.

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

Michigan Tech
Create the Future

29

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?

Michigan Tech
Create the Future

30

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

Michigan Tech
Create the Future
31

Step 7: Conduct Interviews

Types of Interviews

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

Must be Consistent

Michigan Tech
Create the Future
32

Step 7: Conduct Interviews

Interview Role Play – Take 1

Michigan Tech
Create the Future

33

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?

Michigan Tech
Create the Future

34

Step 7: Conduct Interviews

Interview Role Play – Take 2

Michigan Tech
Create the Future
35

Step 7: Conduct Interviews

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

Michigan Tech
Create the Future
36

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.

Michigan Tech
Create the Future

37

Step 7: Conduct Interviews

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.

Michigan Tech
Create the Future

38

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.

Michigan Tech
Create the Future

39

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).**

Michigan Tech
Create the Future

40

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 .

Michigan Tech
Create the Future
41

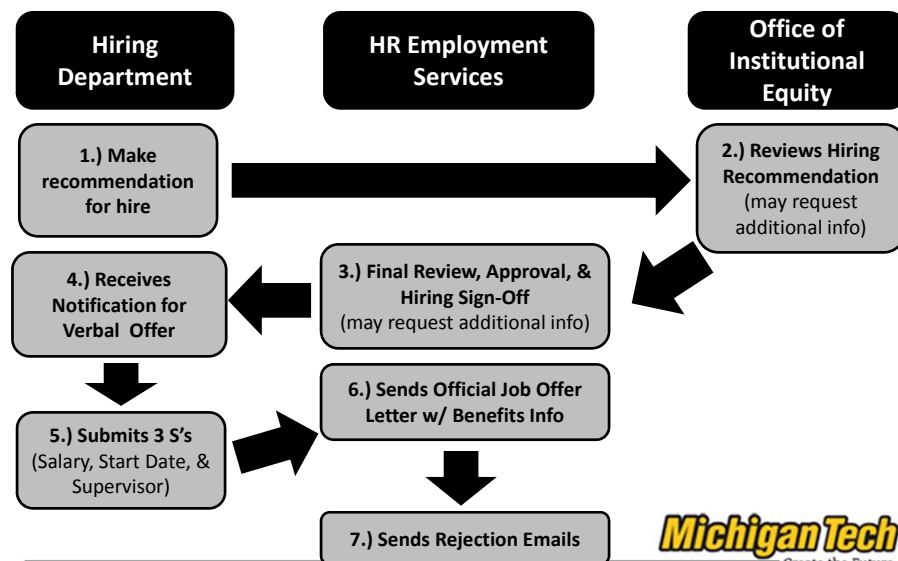## Step 9: Obtain Approvals & Offer Job

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.**

Michigan Tech
Create the Future
42

Step 9: Approval Process & Job Offer

Hiring Department	HR Employment Services	Office of Institutional Equity
1.) Make recommendation for hire		**2.) Reviews Hiring Recommendation** (may request additional info)
4.) Receives Notification for Verbal Offer	**3.) Final Review, Approval, & Hiring Sign-Off** (may request additional info)	
5.) Submits 3 S's (Salary, Start Date, & Supervisor)	**6.) Sends Official Job Offer Letter w/ Benefits Info**	
	7.) Sends Rejection Emails	

Michigan Tech
Create the Future
43

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.

Michigan Tech
Create the Future
44

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/empsel/basiccomp.html
- Chart of Legal Questions:
  http://hr.umich.edu/empserv/department/empsel/legalchart.html
- Michigan Tech Hiring Process: http://www.mtu.edu/equity/hiring/staff-hiring/
  — 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/

Michigan Tech
Create the Future
45

Questions & Answers

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

Michigan Tech
Create the Future
46