

## Search Committee Guidelines

A practical training for search committee chairs

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## Benefits of Best Selection Techniques

Hiring the best performer/colleague ...

- Increases organizational productivity and reputation
- Improves morale & work group cohesion

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## Benefits of Best Selection Techniques

Hiring the best performer/colleague ..

- Saves money & time
  - Repeat searches and new hire training
  - Performance/quality issues
  - Colleague conflicts
  - Student dissatisfaction

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## Estimated Costs of Hiring the Wrong Person

Entry level FTE	\$5,000-\$7,000
For a \$20,000/yr. FTE	\$40,000
For a \$100,000/yr. FTE	\$300,000

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20 years ago, what was the least accurate selection technique in predicting future job performance?

- Resume/vita matching (experience to position requirements)
- Interviews
- References/background checks

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## Recent Research on Interview Validity

- Unstructured interviews—average of .38 (as low as .05 in some studies)
- Structured interviews—average of .51 (as high as .60 with multiple interviewers)

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### Selection Pitfalls and and Characteristics of Unstructured Interviews

- Questions Used
  - Non-job-related
  - Inconsistent among interviewers
  - Inconsistent among candidates
- Applicant Characteristics
  - Effect of personal liking
  - “Similar to me” effect

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### Selection Pitfalls and and Characteristics of Unstructured Interviews

- Nonverbal behaviors
  - Potential interviewee manipulation
- Weighting Information
  - More weight to negative vs. positive

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### Structured Interview Characteristics

- Factors evaluated are explicit, based on job analysis, and the same for each candidate
- Questions are job-related
  - Best/most predictive are experienced-based and behavioral

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## Structured Interview Characteristics

- Same questions asked of all candidates for same job
- Predefined rating system for evaluating interview results
- Interviewers are trained

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## Structured Interview & Selection Preparation

- 1) Analyze the Job
  - Identify essential duties and their related competencies, knowledge, skills and abilities (KSA's)
  - Identify characteristics that distinguish excellent from average performers

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## Structured Interview & Selection Preparation

- 2) Develop Effective Questions
  - Open-ended
  - Behavioral: asks candidates to describe behaviors ... responses, actions, accomplishments in actual situations

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## Structured Interview & Selection Preparation

### 2) Develop Effective Questions

- Situational/hypothetical: What would you do if ...
  - Can provide insight to candidate reasoning
  - Can give candidate job preview BUT
- Behavioral preferred because ...
  - More predictive of job success (.51 vs. .39)
  - Verifiable—more difficult to fabricate and can be confirmed in reference checking

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## Structured Interview & Selection Preparation

### 3) Develop Detailed Rating Scales

- Minimum
  - Levels— 1 – 2 – 3
  - Adjectives—Unacceptable, acceptable, excellent
- Preferred
  - Also has anchors: narrative descriptions with examples of behaviors & accomplishments representative of that level

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## Structured Interview & Selection Preparation

### 4) Train Interviewers

- Job analysis
- Question development
- Work sample development
- Resume/candidate pre-screening: chronology, gaps, reasons for leaving, credential issues

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## Structured Interview & Selection Preparation

### 4) Train Interviewers

- Building rapport with candidates
- Effective questioning (includes tailoring, probing, techniques for internal candidates)
- Evaluating answers and applying rating scales
- Avoiding common interviewer/rater errors

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## Structured Interview & Selection Preparation

### 4) Train Interviewers

- Documentation, including note-taking
- Effective reference techniques
- Decision-making

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## Selection Techniques with Correlation Coefficients Above .5

- General Mental Ability Tests
- Structured Interview
- Work Sample Tests

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## “Work Sample Tests” For Faculty Positions

- Structured teaching demonstration
- Presentation/review of research

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## Considerations in Reference Checking

- Academic courtesies vs. increased fraud
- Candidate-selected vs. interviewer-requested referees
- Managers on greater of last 3 positions or most recent 5 years

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## Considerations in Reference Checking

- Prepared, position/candidate-specific questions
- Expectations of process ... informative, neutral
- Facts before probing increases referee comfort and facilitates assessment of referee
- Rapport building for cooperation, detail
- Listen well ... use silence ... use empathy ... ask the direct question
- Written record

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## The Faculty /Administrative Search Process

Employment Manager—  
Cindi Wahl

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## The Faculty /Administrative Search Process

- Position need is identified through turnover or addition of a position. Requisition is sent for signatures.
- A search committee is formed and meets.
- Job analysis begins and advertising content determined.

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## The Faculty /Administrative Search Process

- Requisition arrives in HR. Job is posted on the University website and other pertinent media.
- Search committee completes job analysis, develops interview questions and rating/evaluation criteria.

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## The Faculty /Administrative Search Process

- Search committee conducts initial review of applications, identifying short-listed candidates.
- Search committee members review resumes and may telephone screen candidates as needed for chronology/gap/reasons for job changes. Short-list may be reduced.

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## The Faculty /Administrative Search Process

- Search Committee conducts reference checks on remaining short-list candidates. 3 references required– including current employer.
- Chair requests Provost permission to interview.

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## The Faculty /Administrative Search Process

- Full committee interviews candidates.
- Committee selects candidate (or selects top 2-3 candidates for Dean/hiring manager).
- Chair sends an intent to hire memo to Provost for approval.
- When approved, a verbal offer can be made, contingent upon the president's approval.

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## The Faculty /Administrative Search Process

- When the verbal offer is accepted, the college administrative associate sends the packet of materials to the Provost. Her signature, and others are obtained.
- The signed packet is sent to Human Resources for generation of offer letter.
- Chair sends notices to all candidates, prepares applicant flow report and sends complete search file to Human Resources.

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## What is needed for the packet for the Provost

- Resume/Vita
- Original Transcript of highest degree earned
- Original, signed faculty/administrative application for employment
- Intent to hire memo signed by the Provost
- Faculty/administrative payroll notification with signatures.

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## After the search is complete

- Complete the Recruitment and Search Report
- Complete the Affirmative Action Applicant Flow Report
- Send reject letters to non-selected candidates
- Send the above reports, along with the search materials, to HR as soon as the search is complete.

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## Topics to avoid during interviews

- Age
- Gender
- Citizenship
- Marital Status
- National Origin
- Race or Color
- Disabilities

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## Tips to ensure an efficient process

- Tell finalist candidates up front that if they are selected, their current employer will have to be contacted and original transcripts will have to be provided before an offer can be made.
- Be certain to submit a completed packet.
- Contact the current employer before the interview, with the candidate's permission.

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## Questions – call us for help!

- Cindi Wahl – 465-1115
- Donna Evinger – 465-7115
- Vicki Oshodi – 465-1066
- Sheree Seib – 461-5419
- Carey Franks – 465-1617

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