

## Professional Recruitment Process

- I. Position Analysis - Responsibility for analyzing the vacant position rests primarily with the appointing vice president and/or department head.

A vacancy presents an opportunity to rethink a post and the character of the person needed to make it work, now and into the future.

1. The vice president and the department head affected should determine need for position to be filled. The Mount Council must approve the recruitment for budget purposes.
2. They should consider what larger developments in society, higher education, or within the position's special area prompt different ways of thinking about the post.
3. Upon reviewing the composition of the employee base as a whole, they may determine the need to bring forward minority and women candidates.
4. They should also consider the background and abilities needed to fulfill the requirements for the position.
5. An analysis of the past five years' experience with this post should determine if the objectives could be met.

### II. Search Committee Makeup (if applicable)

1. Chair chosen by the appointing VP. Together, they then pick a search committee (conscious of gender, minority representation, etc.)
2. At least five members, no more than nine.
3. Individuals of good judgment, personal integrity and independence of view.
4. At least one member of the affected department
5. Committee members should receive, prior to their first meeting, a formal, written "charge to the committee", a memorandum setting forth the institution's expectations for the position and the search committee's role in filling it. Once Human Resources receives notification of Search Chair, will send the following packet:
  - A) Search Procedures
  - B) Benefits Outline
  - C) Contract Request Form
6. The committee should follow the specific guidelines concerning regulations, requirements, record keeping, budget restraints, staff assistance, confidentiality and communications, under the direction of the Human Resources Department.

Note: The search committee is an instrument for identifying and recruiting talent. But it is the institution, not the search committee, which makes the appointment and lives with the consequences.

### III. Search Tasks

#### 1. Recruiting a Candidate Pool

##### A. Looking Inside:

- Consider possible internal candidates with an interest in the post.
- Determine if the position level requires an external search.

##### B. External Search:

###### - Advertising -

- brief position description
- minimum qualifications
- include information needed from candidate
  - i. a resume
  - ii. a letter from the candidate
  - iii. a concise work sample or essay (if applicable)
  - iv. names & phone #s of 3 references
- state length of response time
- ad placement (local, national, journals, etc.)
- emails or faxes accepted?

###### - Focused Contacts - person-to-person networking.

The object is to reach good candidates who are happily and productively employed elsewhere, but who may be open for a change.

The recommended position announcement for all positions must include a non-discrimination statement and be approved by divisional vice president and executive director of human resources. A line ad may be placed with:

- A) Chronicle of Higher Education
- B) area newspapers
- C) selected professional journals

and will be posted internally in accordance with established College policy to include our web links.. **Efforts should be made to target advertising to women and minorities.** (Maximum Cost: \$700)

Letters of application and vitae will be received by the search committee through the Department of Human Resources. A log of all applicants must be maintained and placed on file at the end of the search in the Human Resources office. **An EEO Data Form will be mailed to each applicant to acknowledge receipt of their application as well as to collect specific data for diversity analysis. When completed, this form remains separate from the candidate's application and is not available to the hiring manager or others involved in the search.**

### C. Screening Applicants:

- It should be decided if resumes should be screened -- or if a review of all resumes received for the position should be made. (Appendix A)
- Pre-Interview Screening Calls -Determine who will make screening phone calls and what questions will be asked. Be prepared with some detail on the position. (Appendix B)

## 2. Interview Process

### A. Schedule Short-List Candidates for Interviews

- Prior to inviting any candidates to campus for interviews, references must be checked and documented (Appendix C)
- Normally, no less than three candidates will be interviewed for an opening. (At least one female and/or minority candidate should be interviewed.)
- Prepare for the Interview (Appendix D)
- Send a Mount Information Packet in advance of the interview (Appendix E)
- Make arrangements for lodging, transportation, etc.
- Department head/vice president should decide if candidates are to be interviewed by the campus at large, by the affected department members only, etc. (Appendix F)
- Interview Questions/Evaluations (Appendix G)

The College will reimburse travel and interview expenses for candidates normally on the following basis:

- automobile mileage @ 34.5¢ per mile OR reimbursement for rental car fee
- airfare (coach rates only)
- meals (arrangements can be made to use the President dining room) **Meals off campus are discouraged.**
- lodging

All receipts for reimbursement should be submitted through the Department of Human Resources.

### B. Interview Results

- The top three candidates will be ranked in order by the search committee or hiring authority and the files shown to <for faculty> the Vice President/Provost; <for admin> the divisional vice president. Reasons for ranking must be in writing and included in the files. Only the strengths and weaknesses of each candidate should be listed. No one other than the hiring authority should be notified of the recommendations.
- A brief justification statement must be supplied as to why any "qualified" candidates were not offered the position. This must be maintained on file in the Department of Human Resources.
- The appointing officer can accept the recommendations, decide to interview further or not at all, to choose from the candidate list or reject it in favor of a reopened search.

#### IV. Search Conclusion

1. Prior to the offer and acceptance of a contract, the appointing officer and candidate need to accept a set of understandings that encompasses at least the following:
  - a title
  - b salary\*, fringe benefits, moving expense, etc.
  - c start and length of term
  - d reporting and supervisory responsibilities
  - e academic, social or other expectations and
  - f criteria for performance evaluation, including conditions of termination
2. A formal offer will be transmitted in writing to the top candidate by the Vice President/Provost, department head, or search chair, as it applies.
3. Once the offer has been accepted, the Contract Request Form is routed as follows:
  - Step 1: From Search Chair/Dept Head to Human Resources
  - Step 2: to Division Head
  - Step 3: (for faculty) to Provost
  - Step 4: VP and TreasurerA "Welcome Aboard" letter with necessary payroll forms (federal and state tax forms, I-9 verification, etc.) will be sent along with the contract to the new employee.
4. Letters of regret will be mailed to all applicants once the final candidate has accepted the offer of employment.
5. All resumes, letters of application, etc., must be returned to the Department of Human Resources once the search is concluded.
6. The College may provide a nominal reimbursement for moving expenses ranging from \$250 to \$1,500. Any and all offers to cover expenses must be approved by the divisional vice president and the Department of Human Resources.
7. Public Relations - should determine if an external announcement will be made in conjunction with the internal announcement.

APPENDIX A:

**SCREENING MATRIX:**

A screening matrix can help the search committee or other party quickly verify each candidate's possession of required qualifications. Such a matrix should reflect the qualifications specified in the classified ad or position announcement. The matrix below reflects the following classified ad for a career center director:

Master's degree in higher education, student personnel administration, or business required. Doctorate preferred. Minimum of five years' experience in career development and employer relations required. Budget and staff management experience required. Knowledge of business and industry employment issues desired.

NAME OF CANDIDATE	MASTER'S DEGREE OR PH.D. (PREFERRED) IN RELEVANT FIELD	FIVE YEARS' EXPERIENCE IN CAREER DEVELOPMENT AND EMPLOYER RELATIONS	BUDGET MANAGEMENT EXPERIENCE	STAFF MANAGEMENT EXPERIENCE	KNOWLEDGE OF BUSINESS AND INDUSTRY EMPLOYMENT ISSUES (DESIRED)	ADVANCE CANDIDATE TO THE NEXT ROUND OF SCREENING
	Degree & Field	Number of Years	Yes/No	Yes/No	Yes/No	Yes/No
Mary Smith	MBA	7 years	Yes	Yes	Yes	Yes
Patti Jones	Ph.D. psychology	7 years	Yes	Yes	No	Yes

## APPENDIX B:

### **TIPS ON TELEPHONE INTERVIEWS**

#### ***Planning and Arranging the Interview:***

- ❑ Schedule a call of no more than 30 minutes with interviewee and interviewers.
- ❑ Review interviewee's application materials.
- ❑ Prepare questions.
- ❑ Determine the order in which the interviewers will ask questions.
- ❑ Test speakerphone and teleconferencing equipment and procedures (available through Telecommunications at ext. 5200).

#### ***Conducting the Interview:***

- ❑ Introduce the individuals participating in the interview and describe how the interview will be conducted.
- ❑ Ask questions pertaining to the resume (for example, questions about gaps in employment, special training, or a change of professions).
- ❑ Ask why the person is interested in leaving his or her current position.
- ❑ Ask one or two technical questions about the job.
- ❑ Ask one or two questions that will help you determine the interviewee's "fit" to the Mount (for example, "What is your philosophy of \_\_\_\_\_?").
- ❑ Ask follow-up questions as appropriate.
- ❑ Ask the interviewee if he or she has any questions.
- ❑ Explain to the interviewee the next step in the selection process.
- ❑ Thank the candidate for his or her time.

APPENDIX C:

**FORM FOR CHECKING REFERENCES OVER THE PHONE**

Candidate's Name: \_\_\_\_\_

Person Called: \_\_\_\_\_

Person's Position: \_\_\_\_\_

Company's Name: \_\_\_\_\_

Identify yourself, your institution, your reason for calling, and the position for which the candidate is applying.

1. What is/was your relationship to \_\_\_\_\_?
2. From what month and year until what month and year did you work with \_\_\_\_\_?
3. Can you verify the position(s) that he or she held?
4. Can you provide a general sketch of \_\_\_\_\_'s character?
5. Did you have the opportunity to observe \_\_\_\_\_ in his/her position as \_\_\_\_\_?
6. How would you describe his/her performance in this position?
7. What do you consider \_\_\_\_\_'s strengths to be?
8. In what areas does \_\_\_\_\_ need additional development?
9. How would you compare the performance of \_\_\_\_\_ with that of others who have held the same job?
10. Please describe \_\_\_\_\_'s work ethic in the context of tardiness, absenteeism, attitude, abuse of sick or vacation time, dependability, trustworthiness, or completion of assigned tasks.
11. In what sort of environment do you think that \_\_\_\_\_ would work best.
12. Why did \_\_\_\_\_ leave (or why is \_\_\_\_\_ interested in leaving) your organization?
13. Would you hesitate to re-employ or work with \_\_\_\_\_ if you had the opportunity?
14. Is there any additional information that you feel we should have in considering \_\_\_\_\_ for employment?

Interviewer: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX D:

### **PREPARING FOR THE INTERVIEW**

Two major factors must be taken into account in the scheduling of interviews. The first is the many people who may meet each candidate one on one, in open forums, or during presentations.

The second major factor that must be taken into account is the potential need for the search committee to arrange or provide meals and other quasi-social events as well as transportation and lodging. The committee chair is usually the chief host but will often seek volunteers for or assign committee members to the task of hosting. As a host, a committee member may be responsible for picking a candidate up from the airport, taking him or her on a tour of the campus, having dinner with him or her, and answering questions about the position and the selection process. The committee chair may ask the hiring department to assist with the many administrative and logistical requirements of arranging and holding on-site interviews.

When on-campus interviews will involve meetings with many people and various meals and other functions, the search committee should send candidates a schedule of events in advance. The schedule should note the names and titles of the individuals with whom the candidate will meet. Copies of the schedule should be given to these individuals and should identify the individuals responsible for escorting the candidate to and from meetings. This information can accompany the welcome package that should be sent to all interviewees.

#### ***Making Travel Arrangements and Accommodations:***

The search committee should notify each candidate in writing of the institution's travel and accommodation policies. Candidates should know before they visit the campus which expenses the institution will reimburse.

### **INTERVIEW PREPARATION CHECKLIST**

- Send Mount Information Package to interviewee.
- Confirm travel and lodging arrangements.
- Arrange transportation from airport or other location.
- Arrange tour of local community (if appropriate).
- Arrange campus tour.
- Arrange meeting with hiring authority.
- Arrange meeting with chief executive, provost, vice president as appropriate.
- Arrange meeting with any appropriate standing committee or group.
- Arrange meeting with HR representative who will discuss benefits.
- Arrange interview by search committee.
- Schedule candidate's presentation (if applicable).
- Schedule meals and breaks as appropriate.

## APPENDIX E:

### **WELCOME PACKAGE FOR INTERVIEWEES**

Here is a brief list of information that you should send to all candidates invited to campus for an interview.

- ❑ Benefits synopsis
- ❑ College catalog
- ❑ Department brochure (if available)
- ❑ Organizational chart (department and institution)
- ❑ History of institution
- ❑ Mount Plan
- ❑ Statement of mission, goals, objectives, and initiatives (often found in promotional materials)
- ❑ Information from local Chamber of Commerce

APPENDIX F:

**SAMPLE INTERVIEW DAY SCHEDULE**

8:30 - 9:00  
Meet with Search Committee Chair or other host

9:00 – 9:30  
Campus tour

9:30 – 10:30  
Meet with Hiring Authority

10:30 - 10:45  
Break

10:45 – 11:45  
Interview with Search Committee

11:45 – 12:45  
Lunch (*with hiring authority and department or peers*)

12:45 – 1:00  
Break and Preparation for Presentation

1:00 – 2:00  
Presentation

2:00 – 2:30  
Meet with Other Stakeholders

2:30 – 3:30  
Meet with Other Stakeholders or Participate in Campus Drop-in Session

3:30 – 3:45  
Benefits Brief with Human Resources

3:45  
Exit Interview

## APPENDIX G:

### **TIPS FOR CONDUCTING THE INTERVIEW**

#### ***Before the Interview:***

- ❑ Book an appropriate location
- ❑ Review the job description (if appropriate)
- ❑ Draft and agree upon the interview questions to be asked
- ❑ Review the candidate's resume/application
- ❑ Agree on the format for the interview
- ❑ Ensure that you know and can identify the indicators of the candidate's ability to perform the job

#### ***During the Interview:***

- ❑ Introduce committee members
- ❑ Describe the format of the interview
- ❑ Ask open-ended informational, situational, and behavioral questions
- ❑ Let the applicant do most of the talking
- ❑ Keep the interview on track
- ❑ Observe nonverbal behavior
- ❑ Take notes
- ❑ Leave time for the candidate to ask questions
- ❑ Describe the remainder of the search process and the time it will take
- ❑ Thank candidate for his or her time.

#### ***After the Interview:***

- ❑ Evaluate the candidate
- ❑ Document the interview

## **GOOD INTERVIEW QUESTIONS**

- 1) Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
- 2) Why are you interested in leaving your current assignment and why do you feel that this assignment would be better for you?
- 3) Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
- 4) How does this position fit into your overall career goals?
- 5) Describe the duties of your current job.
- 6) What do you dislike most about your current job?
- 7) What is your favorite part of your current job and why is it your favorite part?
- 8) What are the three college courses that best prepared you for your current job?
- 9) What is the best method of creating a \_\_\_\_\_ ? [a relevant product]
- 10) What qualities or experiences make you the best candidate for this position?
- 11) Describe two or three major trends in your profession today.
- 12) On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
- 13) Describe a situation in which you did “all the right things” and were still unsuccessful. What did you learn from the experience.
- 14) Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
- 15) Why did you choose this profession/field?
- 16) What new skills have you learned over the past year?
- 17) Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish this assignment?
- 18) Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
- 19) Describe the best boss and the worse boss you have ever had.
- 20) Describe your ideal job.
- 21) What would your coworkers or your supervisor say about you?
- 22) Can you describe how you go about solving problems? Please give us some examples.
- 23) What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
- 24) What new programs or services would you start if offered the position?
- 25) Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views.
- 26) Tell us how you would learn your new job in the absence of a formal training program.
- 27) How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
- 28) Think about a coworker from the present or past whom you admire. Why?
- 29) What are the characteristics that you prize most in an employee? What behaviors or characteristics do you find intolerable?
- 30) Can you share with us your ideas about professional development?
- 31) Describe some basic steps that you would take in implementing a new program.
- 32) What are one or two of your proudest professional accomplishments?
- 33) Do you have any knowledge of the unique role of a liberal arts college?
- 34) How do you feel about diversity in the workplace? Give us some examples of your efforts to promote diversity.
- 35) Tell us how you go about organizing your work. Also, describe any experience you have had with computers or other tools as they relate to organization.

- 36) Please tell us what you think are the most important elements of a good \_\_\_\_\_. (*service, activity, product, class, etc.*)
- 37) Describe your volunteer experiences in community-based organizations.
- 38) What professional associations do you belong to and how involved in them are you?
- 39) Tell us about your preferred work environment.
- 40) What experiences or skills will help you manage projects?
- 41) Tell us how you would use technology in your day-to-day job.
- 42) In what professional development activities have you been involved over the past few years?
- 43) What volunteer or social activities have helped you develop professional skills?
- 44) What things have you done on your own initiative to help you prepare for your next job?
- 45) Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?
- 46) What do you think most uniquely qualifies you for this position?
- 47) Do you have any additional information that you would like to share?
- 48) Do you have any questions for us?

## **GOOD INTERVIEW QUESTIONS FOR FACULTY**

- 1) Describe your teaching style.
- 2) Describe your teaching philosophy.
- 3) What technology applications have you utilized in the classroom?
- 4) How do you engage students, particularly in a course for non-majors?
- 5) Share your ideas about professional development.
- 6) In your opinion, how should the workload of a faculty member be split and into what areas?
- 7) What changes have you brought to the teaching of \_\_\_\_\_?
- 8) How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
- 9) What courses have you created or proposed in the past five years?
- 10) What do you think are the most important attributes of a good instructor?
- 11) Where would this position fit into your career development goals?
- 12) How do you define good teaching?
- 13) What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
- 14) How do you feel your teaching style can serve our student populations?
- 15) In what professional development activities have you been involved over the past few years?
- 16) What pedagogical changes do you see on the horizon in your discipline?
- 17) How would your background and experiences strengthen this academic department?
- 18) How do you adjust your style to the less-motivated or under-prepared student?
- 19) Have you involved your students in your research?
- 20) What are your current research interests?
- 21) What are the most recent books and articles that you've read?

## **INTERVIEW QUESTIONS TO AVOID**

You cannot ask any question during the interview that relates to an applicant's race, color, religion, age, gender, national origin, or disability. In some states, inquiries about a candidate's sexual orientation are illegal. The following questions are merely a few of the questions that should not be asked:

### ***Questions to Avoid:***

- Are you a U.S. citizen?
- Where were you born?
- What is your birth date?
- How old are you?
- Do you have a disability?
- Are you married?
- What is your spouse's name?
- What is your maiden name?
- Do you have any children?
- Do you have child care arrangements?
- What is your race or ethnic origin?
- Which church do you attend?
- What is your religion?

The following questions should be asked only when there is a bona fide, job-specific reason to ask them. If asked of one candidate, they should be asked of all candidates for the same position.

### ***Acceptable Alternative Questions:***

- Do you have any responsibilities that conflict with the job's attendance or travel requirements?
- Are you able to work in the United States on an unrestricted basis?
- Are you able to perform the duties on the job description with or without reasonable accommodations?
- Have you ever been convicted of a felony crime?
- If hired, can you provide proof that you are at least 18 years of age?
- Do you have any conflicts that would prevent you from working the schedule discussed?
- What languages do you speak or write fluently?
- Have you worked under any other professional name or nickname?
- Do you have any relatives currently working for this institution?
- Would you have any problem working overtime, if required?
- Would anything prohibit you from making a long-term commitment to the position and the institution?

**INTERVIEW EVALUATION BASED**  
**ON ESSENTIAL KNOWLEDGE, SKILLS & ABILITIES**

Candidate's Name: \_\_\_\_\_ Date: \_\_\_\_\_

***Mastery of a Body of Knowledge***

1. In your opinion, did the candidate have sufficient mastery of a body of knowledge in \_\_\_\_\_?
2. Was the candidate's area of professional emphasis evident and was his or her level of knowledge in this area sufficient to be considered expert?

***Teaching Ability***

1. Was the candidate's teaching philosophy consistent with the needs and expectations of our institution's students and faculty?
2. How would you evaluate the candidate's presentation?

***Scholarship***

1. Did the candidate have a well thought out and planned research agenda?
2. Has the candidate been published? Presented papers? Where and how often?

***Service Related to the Profession***

1. Has the candidate worked on any college committees?
2. Is the candidate a member of a professional association in the field of \_\_\_\_\_?

\_\_\_\_\_ Excellent Candidate

\_\_\_\_\_ Good Candidate

\_\_\_\_\_ Unacceptable Candidate

**INTERVIEW EVALUATION BASED ON RESPONSES TO QUESTIONS**

<b>CANDIDATE'S NAME:</b>		<b>DATE:</b>	
<b>Name of Search Committee Member:</b>			
<b>Question</b>	<b>Response Score: 10 = Excellent Response 5 = Good Response 2 = Poor Response</b>	<b>Importance: 1 = Low 2 = Medium 3 = High</b>	<b>Total Score:</b>
1. Why are you interested in leaving your current assignment and why do you feel that this position is a good position for you?			
2. Describe how your past school and work experiences have prepared you for the job for which you are applying.			
3. Tell us about your preferred work environment.			
4. Have you ever been told that you could not implement a great idea that you had? How did you react? What did you do?			
5. Describe your level of computer proficiency and the programs with which you are familiar.			
6. What would you do if you accidentally hung up the telephone on a customer who had been waiting for a long period of time and the customer called back and used loud and offensive language to tell you that you were incompetent?			
7. How do you go about organizing your work each day?			
8. What do you dislike most about your current job?			
9. Where would this position fit into your career development goals?			
10. Why are you the best candidate for this position?			
<b>Total Score:</b>			

## **INTERVIEW EVALUATION BASED ON GENERAL OBSERVATIONS**

1. Candidate's strengths:
  
2. Candidate's weaknesses:
  
3. Did the candidate answer all questions to your satisfaction? If not, which questions were left unanswered?
  
4. Does the candidate appear to be able to perform the job?
  
5. Do you have any reservations about this candidate's ability to succeed at this institution?
  
6. Other comments:
  
7. How would you rank this candidate in relation to the other candidates who have come to campus?