



WKU FACULTY SEARCH WORKSHOP

Presented By:

Department of Human Resources
Office of Equal Employment Opportunity
Division of Academic Affairs

Fall 2020


OVERVIEW

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graph LR; A[Before the Search] --> B[During the Search]; B --> C[After the Search]
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Before the
Search

During the
Search

After the
Search



BEFORE THE SEARCH: SEARCH AND SCREEN COMMITTEE

- Appoint SSC Committee & Determine Roles
- Assess Training Opportunities & Resources
- Importance of A Diverse Committee
- Committee Roles
- Policy and Guidance

Before the
Search

During the
Search

After the
Search

■
**APPOINT SSC
COMMITTEE
MEMBERS**



◆
**Improve Your Chances of Hiring
Qualified, Diverse Candidates By:**

- Diversifying Search Committee
- Collecting a Diverse Applicant Pool



COMMITTEE ROLES



Hiring Official

- Hiring Authority/ Decision-maker
- Appoints SSC Chair
- Separate from Search & Screen Committee

Search and Screen Chair

- Serves as liaison between Hiring Official and Committee
- Assists in selection of SSC members
- Responsible for presenting committee's analysis of strengths/weaknesses to Hiring Official (no order ranking of candidates)
- Should be able to facilitate discussion among members
- Communicates with candidates

Search and Screen Committee Member

- Individuals, including Chair, who recruit for position and evaluate candidates against pre-determined criteria
- Comprised of a minimum of three individuals reflecting diversity of campus
- Does not provide order-ranking of candidates

POLICY & GUIDANCE



- **Policy 4.2204: Recruitment and Employment of Faculty & Staff**

<https://www.wku.edu/policies/docs/index.php?policy=264>

- **WKU Hiring Toolkit**

<https://www.wku.edu/hr/hiringofficials/resources.php>

- Overview of Process; Instructions
- Behavioral Interview Question Generator
- Interview Best Practices and Common Mistakes
- HERC Dual Career Search Tool – *Find two jobs within desired commutable distance*

Coming Soon

Faculty Hiring Webpage





BEFORE THE SEARCH: THE RECRUITMENT PLAN

- Crafting Job Ad
- Outreach & Advertising

Before the
Search

During the
Search

After the
Search

CRAFTING THE JOB AD



- **Common Pitfalls:**
 - Aged-Based Language
 - Max Values in Years of Experience
 - Equivalency Standards
 - Preferences vs. Required Qualification
- Give Thorough Consideration to Requests for Application Materials
- COREquisite Functionality in IE
- The WKU General Counsel should be consulted for guidance on position minimum requirement when there is a reasonable likelihood of hiring foreign national candidates

OUTREACH & ADVERTISING





Active & Passive Recruiting

- Do Not Rely on “Post and Pray”
- Seek Out Candidates
 - Ask for Referrals Among Minority and Women Scholars
 - Minority Serving Offices, Programs, Institutions
 - HBCUs
 - Affinity Groups
- Developing Pipeline is Continuous Activity
 - Conferences & Professional Associations
 - Speaking Events
 - Campus Visits

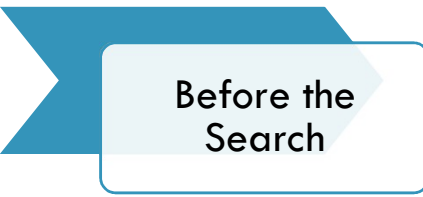
Advertising Outlets

- WKU Career Site (Automatic)
 - Google Jobs, Indeed
- HERC Job Board (Automatic, Paid Centrally)
- Higher Ed Jobs
- The Chronicle of Higher Ed



DURING THE SEARCH: PREPARING FOR APPLICANT REVIEWS; INITIAL SCREENING

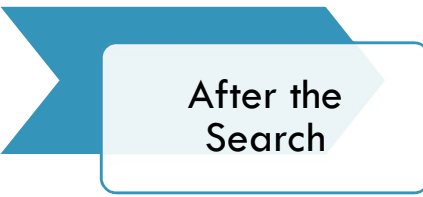
- Explore Expansion of Applicant Pool via Data Request to HR (*Optional*)
- Develop Rubric & Interview Questions
- Initial Screening of Applicants



Before the Search



During the Search

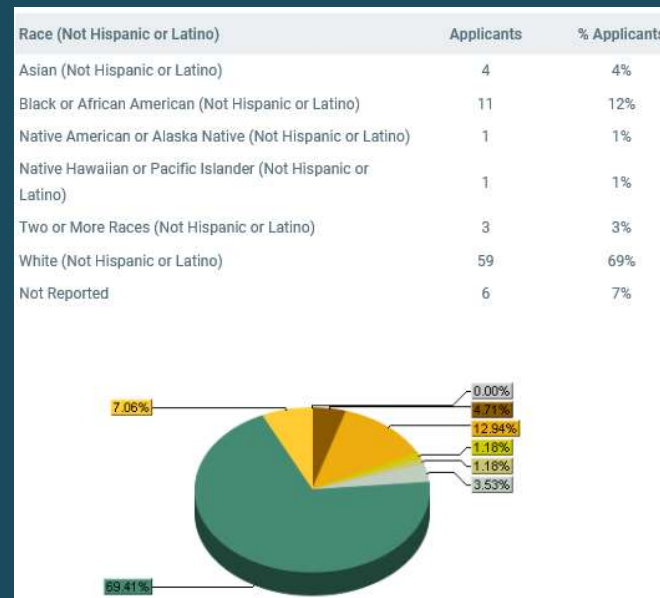


After the Search

EXPLORE EXPANSION OF APPLICANT POOL



- Aggregate demographic data of applicant pool can be requested from HR **prior to screening** (Optional Data Request to HR)



- Use data to determine if additional recruitment and/or advertising may be necessary

DEVELOP RUBRIC & INTERVIEW QUESTIONS



Developing Rubric

- Develop criteria PRIOR to any search activity
- Should include criteria from job advertisement
- Without explicit criteria up-front, evaluators may 'back into' criteria that support favored applicants
- Rubric samples obtained through HERC, WKU HR

Developing Interview Questions

- Develop interview questions based on pre-determined job criteria
- Use behavior-based interview questions; best predictor of future success, behavior and performance
- Utilize [Behavior-Based Interview Generator](#) on Hiring Toolkit's Resource page

INITIAL SCREENING OF APPLICANTS



- No HR/EEO Approvals Required at Phone Screen Stage; However, 2nd Optional Data Request Can Be Made to HR Once Candidates Selected

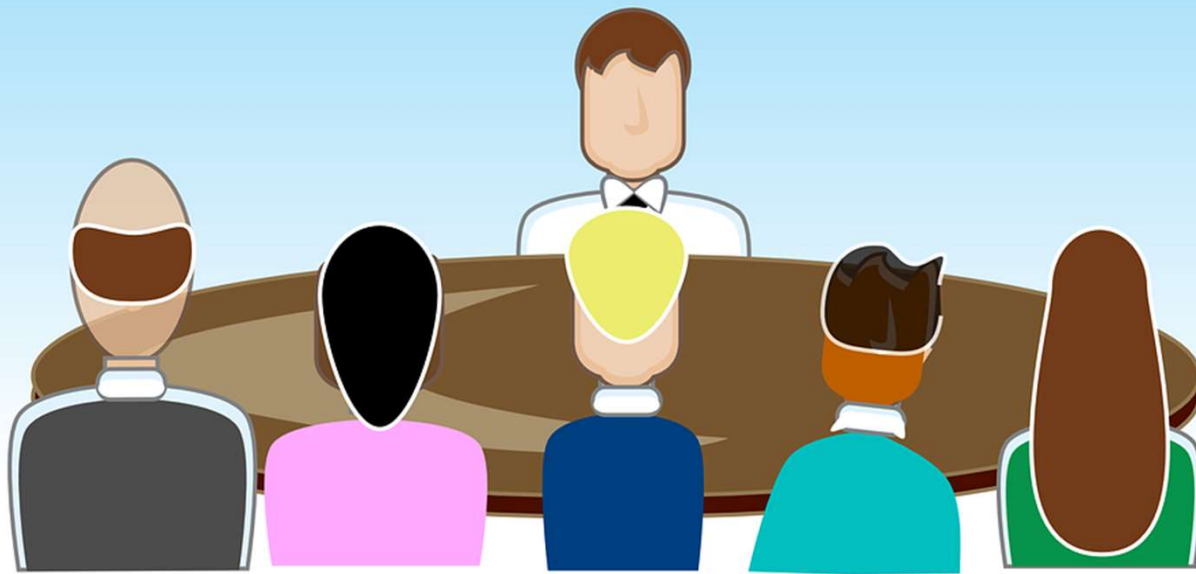
Initial Candidates Selected To Be Phone Screened

Search Chair Can Request Demographic Snapshot of Phone Screen List Candidates from HR

HR Provides Data; Search Chair Reviews for Diverse Representation

Search Chair Contacts EEO Regarding Further Assessment of Qualified Applicants That Could Be added to Initial Screening List

Discuss Next Options Available to Chair



Before the
Search

During the
Search

After the
Search

SELECTION: CAMPUS VISITS AND IN-PERSON INTERVIEWING

- Candidate Experience
- Candidate Feedback; Checking References
- Documenting Strengths & Weaknesses

CANDIDATE EXPERIENCE



Interview Preparation

- Candidate Communication
- Itineraries
- Interviewee Resources
 - ✓ WKU Promotional Materials
 - ✓ Departmental Brochure
 - ✓ WKU Benefits Guide
 - ✓ Relocation Resources:
<https://www.wku.edu/hr/careers/relocation.php>
 - ✓ HERC Dual Career Search Tool:
<https://main.hercjobs.org/jobs/dualsearch>

SOLICITING FEEDBACK & CHECKING REFERENCES



Candidate Feedback

- Feedback should be given based on specific job-related criteria
- Be cautious when soliciting feedback from non-committee members
 - Avoid asking for open-ended feedback
 - Invite feedback focused on topics related to search criteria
 - Beware of conclusions vs. evidence-based feedback
 - Invite feedback focused on topics related to search criteria

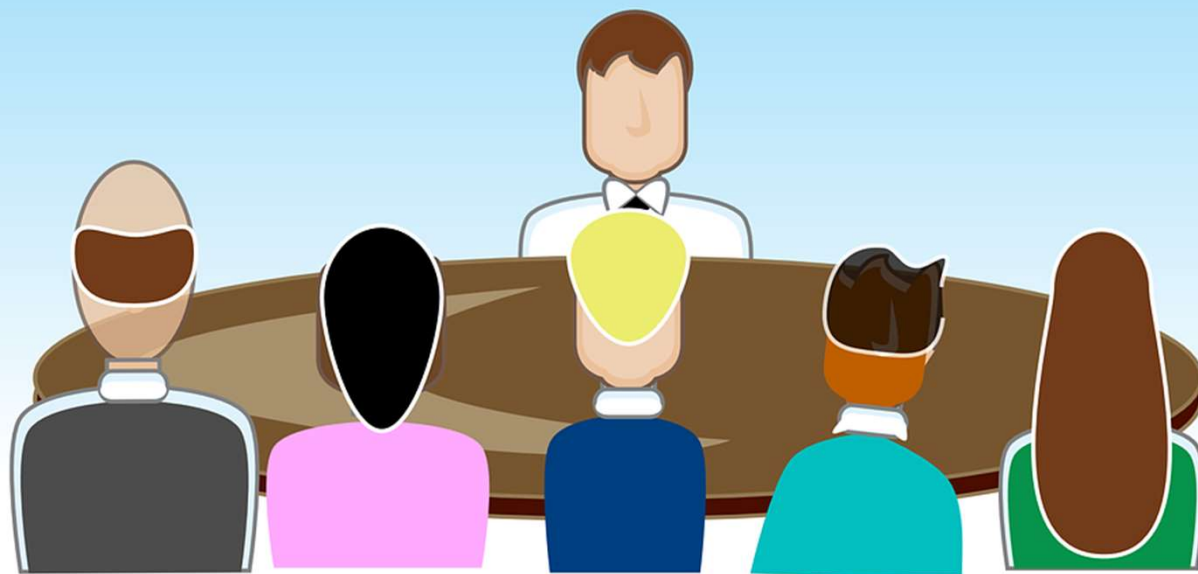
Checking References

- Notify candidates in advance that references may be contacted
- Contact listed and unlisted references
- Exercise caution when contacting current employers
- May need to engage in further reference checking or revisit applicant pool if reference information:
 - Strongly supports an applicant the committee finds unacceptable
 - Identify an important area of strength or concern that the committee has not addressed

DOCUMENTING STRENGTHS & WEAKNESSES



- Input into IE responsibility of Search Chair
- Required for all candidates interviewed
- Strengths and Weaknesses:
 - Should be at least 5 sentences in length, comparing persons interviewed with individual selected for position
 - Should **never** state someone is “Overqualified” or “Not Suitable”
 - Can include missing application materials; expressions of interest for other institutions; unfavorable reference findings;
- Chair notifies Hiring Official who will review strengths and weaknesses and make a hiring recommendation
- Legal Implications



Before the
Search

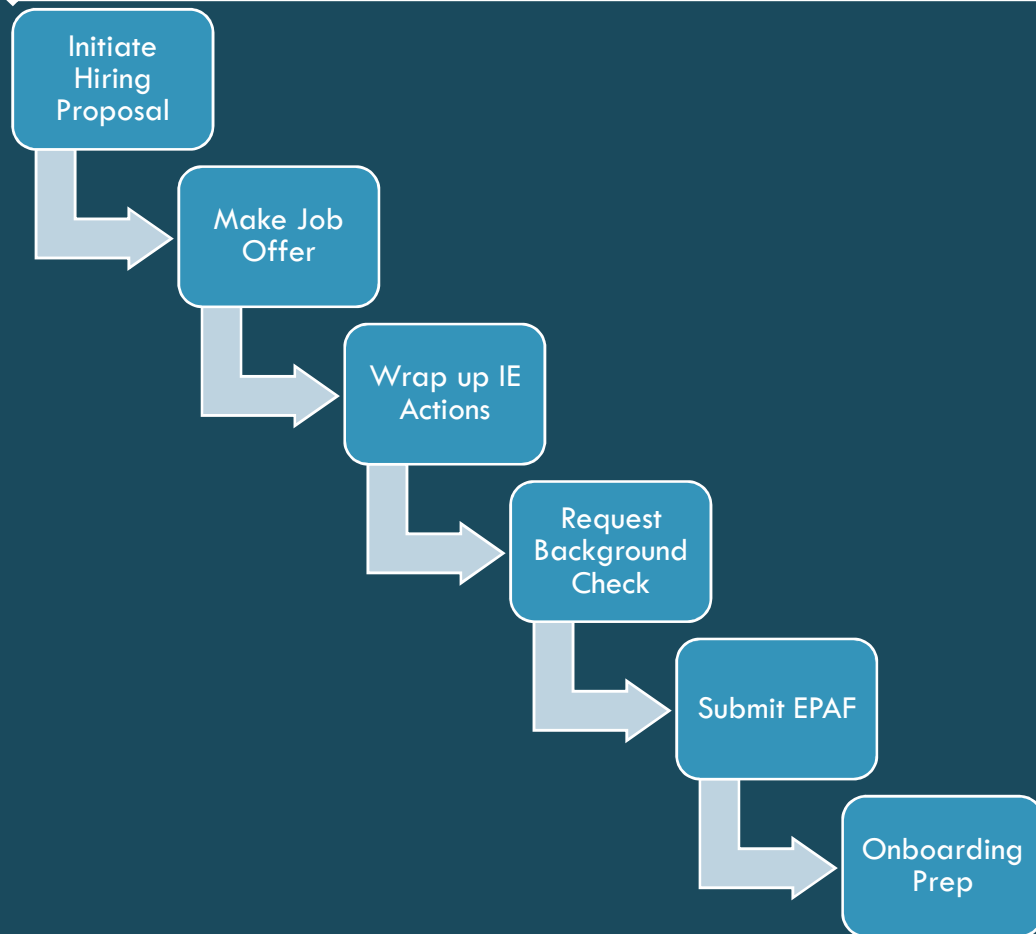
During the
Search


After the
Search

AFTER THE SEARCH: FINAL APPROVALS, MAKING THE OFFER & ONBOARDING PREP


- Hiring Proposal
- Making the Offer
- IE Final Steps
- Background Check & EAPF

FINAL APPROVALS, MAKING THE OFFER, AND ONBOARDING PREP





Q&A



UPCOMING WEBINARS

Virtual Interviewing: The Good, The Bad, and the...Best Practices

Thursday, November 19

12pm Central

Register

member.hercjobs.org/webinars

PRE-RECORDED WEBINARS

- **Using Faculty “Cluster Hiring” to Increase Diversity, Enhance Collaboration and Improve Climate**
- **Practical Steps for Interrupting Bias in Academia**
- **Micro-Messages and Your Search Committees – Subtle Signals That Can Help or Hinder the Recruitment of Women and Minorities**

HERCJobs.Org
Webinar Library

THANK YOU

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