

Ten Steps to a Great Search – An Outline of Best Practice (01/18/2024)

1	Develop criteria & Collect data	<ul style="list-style-type: none"> • Following a Search Committee training the committee is given access to the pool of applicants. • Each committee reviews and signs the Confidentiality and Conflict of Interest Agreement form. Inform committee if you personally know a candidate or are related to one. Inform Search Chair in an email and state if you have the ability to judge candidate and entire pool fairly. • As a committee, discuss and develop a complete list of qualifications, experience, and skills needed to perform the job well. Use this list as a guide for the initial applicant screening. • Set a schedule for meetings and interviews.
2	Interview questions	<ul style="list-style-type: none"> • Develop the interview questions; develop skill demonstration (test or presentation) if fitting. • If using questions from a previous search, review and revise as needed. • Forward interview questions to Human Resources for approval: jbeal@westfield.ma.edu
3	Screen applicants	<ul style="list-style-type: none"> • Make notes on the Application Screening Matrix form to evaluate all the applicants in the pool. AFSCME positions have a specific Matrix that is required for use in all searches. For all other positions, the committee may create their own Matrix. • The Search Chair sorts the applicants into one of three folders in the Interview Exchange hiring system: <ul style="list-style-type: none"> ○ Significantly exceeds or exceeds qualifications move to the “Yes” folder ○ Meets qualifications move “Maybe” folder ○ Does not meet qualifications move to the “No” folder • The Search Chair sends an Interview Exchange system generated email regret letter to applicants in the "No" folder. • All internal applicants (current benefitted employees) that meet the <u>minimum</u> qualifications are moved to “Yes” and receive a 1st round interview.
4	HR and AA/EO review	<ul style="list-style-type: none"> • The Search Chair emails Human Resources to request that the chosen applicant pool in the “Yes folder” be reviewed. Please send the chosen applicant pool (list) to Human Resources: jbeal@westfield.ma.edu
5	Choose candidates	<ul style="list-style-type: none"> • Skype/Zoom or phone interviews increases the number of 1st round applicants screened, perhaps 4 to 6 candidates. The format should be short in length, about 45 minutes. • Choose 3 to 4 candidates for 2nd round campus interviews. • The Search Chair conveys regrets to non-qualified internal applicants as soon as feasible (in person or by phone <u>and also in writing</u>).
6	Schedule interviews	<ul style="list-style-type: none"> • The Search Chair (or designee) contacts candidates for interview by email and/or phone; if the phone goes to voice message, leave a name and call back number along with possible interview dates and times.

7	Interview guidelines	<ul style="list-style-type: none"> • Each committee member takes detailed notes during the interview. • Ask candidates the same interview questions; ask follow-up questions based on their responses. • Complete the Interview Rating form (Faculty and Professional Search Committees may create their own rating form). • Determine if the Department Head wants to meet the candidates at the time of interview. Faculty searches have specific guidelines (Refer to the department’s search policy.) • Only qualified internal applicants should receive an interview. • After each interview use your notes to complete the interview rating form.
8	Deliberate	<ul style="list-style-type: none"> • Use all sources of information to determine finalist(s) (application, supporting materials, interviews and references, notes and rating forms); select the finalist(s). • The Search Chair (or designee) checks all of the finalist’s references, reports the results to the entire committee and completes a reference form for each contact. • If the Search Committee decides to reconsider their choice based on the reference report, then they should consider the next best candidate; repeat the reference check process.
9	Forward finalist(s)	<ul style="list-style-type: none"> • The Search Chair should submit a written search summary to the VP/Director/Chair with a justification for the finalist(s) selection. (See <i>Narrative Summary Guide</i>) • A copy of the summary must be included in the search materials that are forwarded to Human Resources at the conclusion of the search.
10	Conclusion	<ul style="list-style-type: none"> • The Department Head/Chair contacts Tracy Daborowski tdaborowski@westfield.ma.edu in Human Resources to start the appointment form approval process. (Dean(s) of Faculty contacts HR for faculty positions). Each hiring authority must fill out the “Request to Hire” form to start the appointment/hiring process. • The Search Chair (or designee) forwards all interview notes, rating forms and signed confidentiality forms to Jean Beal, Human Resources Generalist, via email Jbeal@westfield.ma.edu or internal office mail (hard copies). • The Search Chair (or designee) shreds any documents that were printed from the hiring system but not written on.