**Hiring Flow Chart**

1. **01** Create a diverse Search Committee and Appoint Search Committee Chair.
2. **02** Submit Job Posting Request in TMS (HR will route for approval from VP, Dean/Director, UBO, and Hiring Manager).
3. **03** HR will send an email to confirm that posting is live and ask you to confirm the posting so they can launch advertising efforts.
4. **04** Create matrix and submit to HR for approval.
5. **05** Review applications and rank applicants on matrix.
6. **06** Chair to submit matrix to HR and request approval to conduct first round interviews (cc HR).
7. **07** Conduct interviews and keep notes on strengths/weaknesses of each candidate.
8. **08** Submit strengths/weaknesses and finalist names to HR for approval to move on to final interviews.
9. **09** Conduct interviews and keep notes on strengths/weaknesses of each candidate.
10. **10** Summarize strengths/weaknesses to include on Search Summary Form to justify hiring decision.
11. **11** Complete Search Summary Form via DocuSign for official approval of new hire.
12. **12** Create Offer Letter and send to HR, Hiring Manager, Dean/Director, and UBO before sending to candidate.
13. **13** If candidate accepts, complete the Power PR form found on the HR page under "Forms."
14. **14** If candidate declines, offer to next candidate identified OR submit SSF to fail the search.
15. **15** HR closes search and removes the posting from the website.
Launching Your Search

Existing PCN or New Position Request?

Per the Office of Human Resources, “departments/managers that wish to launch a search for existing/budgeted positions should submit a Job Posting Request in TMS.”

New Position Requests, on the other hand, require “the establishment of a new position (PCN) outside of the normal budgeting process.” This form requires a rationale or justification for the new position, as well as the funding source of the proposed action. New Position Requests also require the approval of the Vice President.

Coordinating the Search with Human Resources

The offices of Human Resources (HR) and Equity & Inclusion (OEI) provide online resources for search committees that will guide hiring manager and committee chairs and members through the process. Links to some of those resources have been embedded in this guide, but several steps in the search process must be approved HR before proceeding to the next step.

Your first point of contact will be the HR Business Partner for Talent Acquisition, and the HR Specialist will assist in the HRBP’s absence. In all email correspondence to HR, include the search PCN (Position Control Number) in your email subject line. Existing positions should already have an assigned PCN. A PCN will be assigned for a new position search when the job posting is approved. You should see the PCN in the position title under Recruiting Approvals in the Talent Management System (TMS).
Job Posting Information

Posting the Job

ASSESS THE POSITION FIRST!

The job posting is not simply a task of defining a single role in a single department, but also an opportunity to help determine the character and efficiency of the larger organization. The hiring manager should ask, "What are the gaps in our organization that this job will seek to minimize?" The job description should be a clear road map that outlines the scope of work, the specific duties, and the metrics by which the work will be evaluated. It is critically important to think about what you are really looking for in the position. Each hiring process can be seen as an opportunity for organizational improvement, rather than just filling a vacant seat.

To complete and submit the Job Posting Request, log in to TMS, hover over Recruit, and select Job Posting Request. There are certain required fields that you must fill out to be able to submit the form. If there is information you don’t know, please contact the hiring manager and/or UBO for assistance.

Providing the Salary in the Posting

AN IMPORTANT CONSIDERATION

The Society for Human Resource Management (SHRM.org) argues that salary is the most important part of a job ad. Including the salary in the posting may provide “a competitive advantage when trying to attract candidates... because most job seekers look first at a position’s compensation and benefits when scanning a job posting, then at the job’s required qualifications and duties, according to new research from LinkedIn.” (shrm.org). In fact, 97.4% of surveyed applicants responded that they would be more likely to apply to a position when salary is provided. (Higher Ed Jobs) Making this information available from the outset will save valuable time for both committees and applicants.
Preparing Your Matrix

USE YOUR MINIMUM AND PREFERRED QUALIFICATIONS

Your matrix will need to be accessible to all committee members, the hiring manager, and the representative from HR. The committee chair will be expected to submit the evaluation matrix to HR for initial approval prior to evaluating applicants.

Involving the committee in preparing the Applicant Evaluation Matrix can be very beneficial to the process, particularly if you are training committee members to chair searches in the future. If committee members have an erroneous or incomplete understanding about the position, these are likely to emerge as you are discussing the criteria for applicant evaluation. However, preparing a draft Evaluation Matrix in advance of the initial committee meeting can help organize the discussion and prevent subsequent delays by allowing the committee to make changes to the matrix during the meeting. The final version should then be sent to HR for approval prior to using it to rank applicants.

Applicant evaluation matrices vary in the amount of detail provided and how criteria are weighed, but the Search Committee HR and EEO Process guide specifies that the criteria included for evaluation “should be consistent with the ‘Qualifications’ section of the Position Announcement” as in the example below.
**Matrix Tips**

**AN IMPORTANT CONSIDERATION**

Include a Yes/No column for any prescreening questions included in the application announcement. Examples include “Do you have at least 2 years of advising experience?” and “Do you have a bachelor’s degree in hand?” (i.e., screening questions you may have included when posting the announcement). Though such screening questions are designed to weed out candidates who do not meet the minimum requirements, applicants will sometimes respond incorrectly to these questions in TMS.

Reviewing the entire application in TMS (not just the CV) will help committee members make more accurate determinations of candidates’ qualifications, and Yes/No columns in the matrix will prevent committees from expending energy on unqualified candidates.

Keep the score ranges reasonable. It is tempting to allow a wide range of scores for each category, but a 0-10 score is literally the same as a 0-100 score. If you give an applicant 9 points or 90, those scores result in the same rating on a scale: 90% of the total possible points. Giving evaluators more points from which to choose, however, can cause them to delay too long in selecting between digits that have little impact over the final ranking.

Discuss with your committee whether certain qualifications should be weighted more heavily than others on your matrix. The total of the preferred qualifications total not outweigh the minimum qualifications total. This ensures that applicants selected for interviews include all of those that meet the minimum qualifications, not just those who may meet preferred qualifications. Always be prepared to articulate support for the items and scores on your evaluation matrix.

Each evaluator’s individual page should include a column for Comments, which will be useful when the committee is discussing their recommendations for continuing or discontinuing applicants in the search. Remind evaluators to keep their comments objective.

Create a summary page on your spreadsheet that tallies the evaluation totals from each of your committee members’ tabs, and lock that sheet so that no other users may accidentally alter the total scores. The summary page should include a column for notes about each applicant’s status in the search.

Remember, if an applicant does not meet the minimum qualifications, you do not need to rank them on your matrix.
The initial meeting of the search committee may include the OEI and HR representatives, who can conduct a training in appropriate, legal and equitable interviewing and hiring practices. If all members of the committee have completed the online training, however, this in-person training may be waived. It is still beneficial, however, to have committee members review the guides, including the documents on this page, copies of which you can store in your shared BOX folder for ease of access. Alternatively, you can link them in your meeting agendas.
Step-by-Step

HOW TO FIND YOUR REQUISITION IN TMS

1. Log into BengalWeb.
2. On the left side of the page, click on Employees and select Actions and Information from the drop-down menu.
3. Under the Talent Management channel in the middle of the page, select Access Talent Management System, and log in with your ISU username and password.
4. Hover your mouse over the Recruit tab at the top of the page, and click on Review Applicants in the drop-down menu.
5. You should see your search, with an In Review or Submit Background Check column at the far right. The number in that column is the number of active applicants. Click on that number to see a list of applicants with a column of icons to the right of each applicant’s name.

***NOTE: You may not see your requisition if your posting has not yet received any applicants. Please feel free to reach out to your Search Committee Chair to verify whether or not they can see the requisition. If they cannot, please contact HR for further assistance.***
Preparing to Interview

YOU MUST RECEIVE HR PERMISSION FIRST!

Once the committee has evaluated all applications submitted by the priority deadline, the committee should meet to make a determination about which candidates to continue in the search and which to release. The chair should prepare an email (including the PCN in the subject line) for HR, in which the rationale for these recommendations is included. The chair should also link to the Evaluation Matrix in the email.

Once HR has assessed the request and emailed approval to the chair, HR will send regrets to candidates released from the search at this stage and remove their materials from TMS. (See details regarding regrets in a later section.)

Preparing the Committee

DEVELOP YOUR PLAN AND ITINERARY

The initial round of interviews may be conducted in person, online, or by phone, but must be consistent in regard to the medium, in order to ensure every candidate is treated equitably.

Prior to the interview, prepare your committee by discussing how you would like to manage the interview and developing your Interview & Evaluation form. Because interviews may extend over several days, if not a few weeks for a large applicant pool, it is helpful to share printed/digital instructions for Zoom interviews with your committee members in advance of the interviews. It is also helpful to review the instructions at the start of the interview.
Preparing to Interview Continued

Developing the Interview Questionnaire and Evaluation Form

DON'T BE AFRAID TO ASK FOR INPUT!

To avoid rushing applicants’ responses, a committee should plan to ask only 7-8 questions per 20-30 minutes of interview time, so first determine the questions your committee needs to ask, and then determine the length of the interview.

The content of the Interview Questionnaire & Evaluation form varies by search, but you should prepare a form that each committee member may complete for each candidate. Solicit the input of both the committee members and the hiring manager to compose the questions. Your representative from HR is your best sounding board if you would like input about your interview questions.

What NOT to Ask

REMEMBER TO FOCUS ON THE JOB AND UNIVERSITY

There are six main interview question topics that trigger lawsuits – also known as The Big Six. The Big Six deal with disability, age, gender, national origin, race and religion. Use the job requirements from your job description to frame your interview questions, which should yield the answers that you need to make an informed hiring decision.

- Disability – Do not ask a question about if they have a disability. If they disclose to you that they have a disability, do not ask questions about whether or not they are able to perform the job. Contact HR or EO and let them know that this disclosure was made. If the applicant asks for an accommodation for the interview, HR or EO will work with Disability Services to accommodate this. Simply make a note of the disclosure and move to the next question.
- Age – You may not ask a candidate how old they are or even a question about when they went to college.
- Gender Bias/Sexual Orientation/Gender Identity - Stay away from questions such as “Are you married?”, “Do you have kids?” or “Are you planning a family?”
- National Origin – Prior to hiring an individual, do not ask questions about their right to work in the United States or for proof of work authorization. The application itself does ask whether they can legally work in the United States, however, this is not something that the search committee should be asking.
- Race – Do not comment on someone’s name, skin, eye color, hair color, dress or jewelry. It might seem innocent enough to try to make small talk before or after an interview – but talking about the weather or the job is best!
- Religion – Do not ask questions about an applicant’s religious faith, denomination, or affiliation.
Have a Great Interview!

Interviews are applicants’ first impression of Idaho State University. We want to ensure that we are embodying and exemplifying our culture and are promoting a positive community image. There are several ways to make sure you and your applicants have a great interview!

- Stay engaged with the applicant
  - Body language and facial expressions should be open and convey engagement
  - Use verbal expressions of listening like “Mmhmm,” “Right,” “Sure,” etc.
- Keep your schedule open during interview times
  - Ensure that transitions to different parts of the interview are timely and seamless
  - Communicate with other members of the search committee and other interviewers to keep things running smoothly
- Choose a professional location that has a desk/table so applicants have a place to take notes or set their things down
- Be mindful of the length of the interview
  - Keep interviews as brief as possible; most applicants currently have jobs
  - If it is not possible to have a short(er) interview, stick to the schedule on your agenda
- If you have different interviewers, make sure that you are asking different questions from each other, or, simply have all interviewers meet with the applicant at the same time
- Skills tests should be focused on minimum qualifications
  - If you are going to have a skills test for preferred qualifications, applicants who have made it clear that they do not possess that skill should not have to take the time to take that particular skills test
During the Interview

Zoom Interview Protocols

If your interviews are on Zoom, and a candidate logs in without activating the camera, the Office of Equity and Inclusion advises that you may ask a candidate to turn on their camera, but you should be prepared for a candidate to decline. The candidate may lack access to a professional background or setting or may have limited internet bandwidth. Candidates being continued to a subsequent interview (if the subsequent interview is conducted online) could be informed in the invitation that this subsequent interview will be on camera.

Reference Check Protocols

You must ask applicants’ permission to contact references. However, it is best not to ask for this during the initial interview unless you intend to conduct a subsequent interview with the applicant. Some applicants may not have informed their supervisors that they are job-searching, and prematurely consulting references may jeopardize the current position of a candidate you do not intend to continue in the search. Note: During a subsequent interview, it is essential that you request the candidates’ permission to contact references prior to doing so.

The hiring manager and committee chair should determine when reference checks will be conducted. Recommendation: include a request for permission to contact references in the second interview round and make those inquiries once the applicant finalists are determined. Reference checks are typically conducted by the hiring manager, but the manager may engage the members of the search committee in this process.

Submitting Recommendations

At this point in the process, it is helpful to review the flowchart at the beginning of this document to ensure you do not forget any steps at this point. Once the first interview round is completed, the committee should meet to compare their recommendations. If a finalist is being selected after the initial round of interviews, the chair or HM will compose the committee's recommendations in the Search Summary Form.

If a subsequent round of interviews is necessary, the chair will prepare an email for HR and the HM, listing candidates being recommended for continuation to a second interview, those recommended for discontinuation in the search, and a brief statement supporting each recommendation. HR will expect to have access to the evaluation notes from the interviews, so ensure that the Box folder is shared with the appropriate parties.

Once HR has approved the recommendations, the committee chair may contact applicants for second interviews. Applicants who have been interviewed but who are not being continued in the search must be released from the search by the committee chair or other search committee member. HR will not release these applicants automatically. These contacts should be made expeditiously.

If a finalist is being selected after the second round of interviews, the chair or HM will compose the committee’s recommendations in the Search Summary Form. If you are recommending that there is a second, third, etc. choice for hire should others decline, this should be noted on the Search Summary Form, as well.
Regrets Procedure

Once you send your matrix to HR to approve of your first interviewees, HR will send regrets to any applicants you choose not to interview. After you complete initial interviews, someone on the search committee should send a direct email (template below) to anyone who was not selected for a final interview. Once you complete final interviews and make a hiring decision, someone from the search committee should call the other finalist(s) to inform them of the committees decision.

Post Initial Interview Email Template:

Hello [First Name],

Thank you very much for investing your time and effort to attend a phone interview with our team about our [Job Title] with [Job Department] at Idaho State University. All of us really enjoyed getting to know a little about you, learning about your skills and experiences, and having an interesting conversation.

Unfortunately, at this time, we decided to proceed with our selection process with another candidate. It is a decision we didn’t make easily, since you are a strong candidate with a great [Insert positive characteristic observed in the interview like personality, knowledge, passion, etc]. We truly appreciate your expertise in [applicable industry] and interest in Idaho State University.

We hope you’ll keep us in mind and apply again in the future. If you have any further questions or need more feedback, please do not hesitate to ask. I would be more than happy to answer any questions you may have.

We wish you every personal and professional success. Again, thank you for your interest in working with us.

Kind Regards,

[Email Signature]
Concluding Your Search

Initiating the Offer and Closing the Search

Once all interviews have been completed and the hiring manager is ready to offer the position, there are several concluding steps requiring attention. Please note that no offer may be made to a candidate until HR has approved the recommendation, and HR and your approval chain has approved the Offer Letter.

Using information from the search committee’s recommendations, the Hiring Manager will submit a Search Summary Form to the Office of Human Resources, detailing the disposition of the top candidates (preferences in regard to the order in which an offer would be made and candidates that should be released from the search). The HM should offer specific reasons for the selections.

No formal offer may be made until the Search Summary Form is approved. In the meantime, the HM may prepare an offer letter, templates for which are available under Manager Resources on the HR website. The offer letter must be approved by HR, the hiring manager, the dean/director, and the UBO prior to distribution.

Interviewed candidates not receiving an offer (i.e., being discontinued in the search) must be contacted by the HM or committee chair. However, you may want to retain your highest-scoring applicants until after an offer has been accepted in case you need to return to your finalist pool. In this case, a simple courtesy call to let applicants know the committee is still deliberating can help prevent candidates from feeling as though they are being strung along and can protect access to viable candidates.

Once your offer letter is approved and accepted by the incumbent, complete the Power PR Form, so HR can set the new hire up in their systems and close the search/remove it from the ISU jobs website.

***Remember to send your new hire to HR to complete new hire paperwork before or on their first day of work!***
SPECIAL THANKS

to Kelly Moor Savage, D.A., Director of Strategic Communications,
Student Affairs

Kelly spent significant time and energy compiling a comprehensive search guide for Student Affairs. Her guide has been modified by HR and OEI to be used for all search committees across the University. Kelly graciously shared her hard work for everyone's benefit. Thank you, Kelly!