

# Oregon **TECH**

## Search Committee Best Practices

Presented by  
Office of Human Resources

# Overview

- Positive Candidate Experience
- Roles and Responsibilities
- Oregon Tech Recruitment Process
- Recruitment Laws and Policies

# Positive Candidate Experience

- An essential part of attracting and retaining top performers
- The experience can influence the individual's perception of an organization and its work environment
- Critically important for employers of choice and any organization that wants to maintain a competitive edge in attracting, retaining, and engaging top performers

# Positive Candidate Experience

- Walk in job seeker's shoes
- Communicate
- Bring employees into the process
- Tailor the recruitment process to the position
- Seek and gracefully accept honest feedback

(Forbes, Talent Board)

# Search Committee Composition

- Cross-section of individuals from the department or college and may also include individuals from outside the area
- Diverse: allow for a range of ages, gender, ethnicities and professional backgrounds if possible
- Serve as neutral evaluators and should not be in the applicant pool or serve as a reference for any applicant
- Any Search Committee member who feels they have a conflict of interest should recuse themselves from the process

# Roles and Responsibilities

## Search Committee Chair

Typical responsibilities:

- Develop a thorough understanding of the requirements of the open position and the mission and priorities as identified by the Department Chair/Director
- Lead efforts to incorporate broad diversity objectives in the search process
- Consult with the appropriate Department Chair/Director for review/approval of the search plan before the search begins
- Create a search environment that respects the rights and dignity of all persons
- Leads efforts to ensure the recruitment process remains confidential
- HEROES – view and reviews application material and changes/routes applicant as determined by search committee

# Roles and Responsibilities

## Search Committee

Typical responsibilities:

- Promote a fair and equitable recruitment process
- Represent the institution as a whole rather than individuals or group stakeholders
- Disclose all conflicts of interest to the chair of the committee or the entire committee.
- Screen and evaluate candidates based upon application materials submitted, setting aside any biases or pre-conceived opinions regarding the candidate
- Create a search environment that respects the rights and dignity of all persons
- Protect confidentiality of applicants and the decision-making process
- Act promptly and efficiently to ensure that top candidates are not lost to other employers
- HEROES – view and reviews application material of each applicant

# Roles and Responsibilities

## Search Support (Department User)

Typical responsibilities (may be performed in conjunction with the search committee chair):

- Familiar with recruitment processes including the tools and resources available on the OHR website
- May assist search committee chair in drafting documents, scheduling meetings, correspondence, etc.
- Keep Department Chair/Director abreast of search progress
- Ensure search records are forwarded to HR in a timely manner
- HEROES - initiates online position and recruitment actions and routes to Department Chair/Director for review and approval

# Roles and Responsibilities

## Office of Human Resources (OHR)

Typical responsibilities:

- Assists leadership in administering faculty and staff position actions, recruitment, and hiring processes
- Provides training, guidance, and advice to leadership, department administrators, and search committees on position actions, recruitment, and hiring policies, processes and regulations
- HEROES – Administers and trains users on Hootie's Employee Recruitment, Onboarding, and Exiting System

# Affirmative Action

- Oregon Tech strongly recognizes and believes that a diverse and inclusive academic environment fosters mutual understanding, interpersonal and individual respect, cultural awareness, harmony, and creativity, while providing necessary role models for all students.
- Our commitment to a diverse and inclusive university requires that no person experience discrimination on the basis of race, ethnicity, gender, religion, national origin, sexual orientation, gender identification and expression or any other protected personal characteristic.
- We encourage applications from members of historically underrepresented racial and ethnic groups, women, individuals with disabilities, veterans, LGBTQIA+ community members, and others who actively demonstrate a commitment to diversity and inclusion.

# Veterans' Preference in Employment

## ORS 839-006-0435

- Any veteran or disabled veteran honorably discharged from U.S. military service may be eligible for special consideration in the screening and selection process if they meet the minimum qualifications for the position.
- A qualifying veteran applicant's statement that they were honorably discharged from U.S. military service is sufficient during the early stages of selection, but may be verified by the hiring unit if they advance to on-site interview.
- Hiring units must give special consideration to qualifying veterans when the qualifying veteran applicant meets the minimum qualifications for the position for which they have applied.

# Preparation & Approval

- Develop a centralized and defined process
  - Committee charge
  - Search timeline and status updates
  - Diversity needs
  - Backgrounds and/or experiences desired
  - Preferred number of final recommendations

# Preparation & Approval

## Position Details

- Know and understand the position details and configuration
- Minimum Requirements/Additional Requirements: Criteria that is required for the position such as educational level, field(s) of study, years of experience and/or additional mandatory licenses or credentials
- Preferred Qualifications: Desired criteria that may enhance the effectiveness of the incumbent performing the job, but are not required
- Salary

# Preparation & Approval

- Search Committee Evaluation Tools
  - Objective and measurable
  - Consistent with position details
  - Interpretation consensus
  - Sufficient flexibility
  - Qualification weight
  - Screening matrix – high/medium/low

*Sample evaluation tools and more resources at [www.oit.edu/hr/recruitment](http://www.oit.edu/hr/recruitment)*

# Advertise & Outreach

- Attract an appropriately-sized pool of qualified, talented and skilled candidates.
- Must make good faith efforts
- Cast a wide net

Recommended Recruitment Periods	Days
National	30 calendar days*
Regional	21 calendar days
Statewide	21 calendar days
Local	14 calendar days
Internal	7 calendar days

\*required for tenure/tenure-track positions

# Screen & Interview

- Search committee reviews candidate materials on an individual basis
- Use pre-establish evaluation tools
- Review all application materials
- Consider entire career history provided
- Minimize risk of potential bias
- Ensure qualifications are clearly demonstrated
- Refrain from assumptions
- Can only score based on application materials, may NOT take outside knowledge into account

# Screen & Interview

- Allow time to review each applicant
- Same definition of criteria applied to all
- Avoid “moving target” syndrome
- Document “not selected” reason(s)
- Develop long-list for 1<sup>st</sup> interviews

# Screen & Interview

- Developing Interview Questions
  - Develop a standard set of questions
  - Can eliminate areas you already have adequate information on from the application and focus on those you need to learn more about
  - Focus on job duties
  - Avoid prohibited pre-employment questions

# Screen & Interview

- Prohibited pre-employment questions:
  - Be vigilant in all interactions with candidates
  - Focus on job-related questions
  - Refrain from
    - Seeking questions related to: Race, Religion, Gender, Age, Citizenship, National Origin, Sexual Orientation, Marital Status, Disability Status, Veteran Status
    - Soliciting information not related to the person's ability to perform the duties and responsibilities of the position
    - Asking applicant the amount of their last salary (Oregon Pay Equity Law)

# Screen & Interview

## Faculty Recruitments

- Committees or hiring officials are allowed to ask if an applicant is legally qualified to work in the United States but must be asked of ALL applicants if asked of any, and typically takes place during the interview.
- Approved Questions:
  - Are you currently legally authorized to work in the U.S. on a full-time basis for Oregon Tech?
  - If yes - Will you now or in the future require sponsorship for employment visa status (e.g. H-1B status)?

# Screen & Interview

- Short telephone call or videoconference (e.g. Skype)
- Clarify application materials
- Job-related questions (experience/qualifications)
- Ascertain level of interest
- Conducted by all or part of the Search Committee
- Take notes; narrow down the pool
- Work with Search Chair to document “not selected” reasons

PROVIDE A POSITIVE CANDIDATE EXPERIENCES

# Campus Interview

- Must include a 30 minute benefits overview with Sarah H (HR)
- Search Chair should email an itinerary that includes Sarah's contact information if they would like to request reasonable accommodation
- Conducted by all or part of the Search Committee
- Provide same opportunities to all – treat internal the same

PROVIDE A POSITIVE CANDIDATE EXPERIENCES

# Reference & Background Checks

- Reference Checks
  - Typically conducted after interviews
  - Purpose – deeper dive
  - References vs. Letters of Recommendation
  - Notify candidate prior to contacting references
  - Three professional references
  - Same method, same person(s) for all candidates

NOTE: Search committee members cannot provide references for a candidate in the pool. A search committee member should recuse themselves if there is a conflict of interest.

# Reference & Background Checks

- Internet Searches
  - Internet searches should be done appropriately and for professional purposes and not to obtain personal information about the candidate.
  - Reference and/or background checks should not be replaced with internet searches (Google, Social Media, etc.)
  - If someone finds something of concern during an internet search they should notify HR

# Reference & Background Checks

- All faculty and staff positions require background checks at Oregon Tech
- Background check components
- Offer may be contingent upon a successful completion of a background check
- Conducted on finalist

# Hire & Onboard

- Hire recommendation to hiring authority (e.g. Dean/VP)
- Summary of strengths/weaknesses
- Potential contributions
- Verbal offer made upon approval
- Negotiations of additional salary/terms may require approval
- Offer Letter drafted, approved, and sent
- Official signature acceptance required

# Hire & Onboard

- Notify Candidates
  - Courtesy notification to on-campus interviewees
  - Email/letter to other candidates
  - Ensure all candidates' statuses have been updated with "not selected reasons" and complete the hiring proposal.
- Records
  - Forward all search documents to HR - candidate evaluation tools, screening and interview notes, hiring recommendation
  - HEROES – application materials, not selected reasons, and search committee members
  - All records subject to Public Record Requests

# Hire & Onboard

- Onboarding
  - Welcome communication
  - One year process
- HEROES
  - Initiates onboarding process
  - Provides timely emails for onboarding phases

*OHR has onboarding training and resources available at [oit.edu/hr/onboarding](http://oit.edu/hr/onboarding).*

# Recruitment Laws & Policies

Federal Laws (EEOC)	
Title VII of the Civil Rights Act	Race, Color, Religion, Sex, National Origin
Age Discrimination in Employment Act	Age
American with Disabilities Act Rehabilitation Act	Disability
Genetic Information Non-Discrimination Act	Genetic Information
State Laws (BOLI)	
Oregon State Laws Against Discrimination	Age, color, disability, gender identity or expression, genetic information, marital status, national origin, race, religion, sex, sexual orientation, or veteran status
Oregon Tech Policies	
Oregon Tech Policies	Race, color, gender, marital status, national origin, age, disability, religion, pregnancy, sexual orientation, gender identity or expression, or any other consideration not directly and substantively related to effective performance

# Recruitment Laws & Policies

## Pitfalls to Avoid

- Illegal Questions
- Disparate Treatment
  - Disparate treatment is intentional
- Disparate Impact
  - Disparate impact refers to the policies, practices, rules or other systems that appear to be neutral, but result in a disproportionate impact on protected groups

# Recruitment Laws & Policies

## Reasonable Accommodation

- Reasonable accommodation is any change in the workplace (or modification to processes) to help a person with a disability apply for a job, perform the essential duties of a job, or enjoy the benefits and privileges of employment.
- Do's
  - Do tell all applicants what the selection process involves
  - Do ask all applicants whether they will need a reasonable accommodation for this process
  - Approved Questions:
    - Have you had an opportunity to review the position description?
    - If yes, ask - Are you able to perform the essential functions of the job either with or without reasonable accommodation?
- Don'ts
  - Do not ask questions in an interview about whether a single applicant will need reasonable accommodation for a particular function of the job.

# Summary

- An effective and efficient search committee helps ensure the hiring process is in accordance with state and federal law and Oregon Tech processes.
- It is important for the search committee to be objective, fair and impartial throughout the entire process.
- The ultimate goal is to hire the best candidate.

# Contact Information

- Office of Human Resources (HR)
  - Harmony Stobaugh | 541.885.1278 | [harmony.stobaugh@oit.edu](mailto:harmony.stobaugh@oit.edu)
  - Desiré Wooten | 541.885.1075 | [desire.wooten@oit.edu](mailto:desire.wooten@oit.edu)

HR Web Resources | [oit.edu/hr](http://oit.edu/hr)

[www.oit.edu/hr/recruitment](http://www.oit.edu/hr/recruitment)

[www.oit.edu/hr/hr-systems](http://www.oit.edu/hr/hr-systems)