



SHAWNEE STATE UNIVERSITY

Selection Guide

2018

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Selection Guide

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“Shawnee State University is an affirmative action/equal opportunity employer. The University prohibits discrimination against any individual because of race, color, genetic information, religion, age, disability, national origin, ancestry, sex, pregnancy, sexual orientation, veteran status, or military status.”

Introduction

Non-Discrimination/Sexual Harassment & Equal Employment Opportunity Policies

Shawnee State University is committed to having an educational and working environment that provides an equal opportunity for students and employees and is without unlawful or prohibited discrimination and harassment.

The Non-Discrimination/Sexual Harassment & Equal Employment Opportunity policies serve to ensure that there are University structures and processes in place that promote equal opportunity for students and employees and prohibit discrimination against any individual because of race, color, genetic information, religion, age, disability, national origin, ancestry, sex, pregnancy, sexual orientation, veteran status or military status. (Policy 5.01)

“It is the official written University policy to select, hire, assign, train, transfer, promote, compensate or layoff or otherwise exit employees on the basis of ability and qualifications without discrimination because of race, color, religion, sex, national origin, age, sexual orientation, veteran status or disability. The employment policies and practices of the university must continue to ensure that no distinctions are made in the assignment, training, transfer, promotion, compensation, layoff, or exiting of employees because of race, color, religion, sex, national origin, age, sexual orientation, veteran status, disability, or any other protected characteristics.” (Policy 5:38 under review).

Purpose of Training Guide

Shawnee State’s Selection System Training Guide presents the people, tools, materials, and technology that represent the Selection System. These integrated components represent a structured process ensuring consistency in decision making.

Application of this system allows all applicants to experience the same process and opportunity for selection. It also allows the Search Committees to follow the same workflow resulting in greater efficiency and effectiveness for the University. Search Committees are able to make better decisions while spending less time filling the position.

This Training Guide also includes supplemental material and information to assist with completing the selection process. For example, there are unique applications of this material for Support Staff, Department of Public Safety Personnel and Faculty (See Chapter 5). There are also example documents that are referenced in links and found in the Appendix. Finally, Chapter 6 contains frequently asked questions which reflect the experience of previous committees.

Review Questions – True or False

- | | | |
|---|---|--|
| T | F | 1. Shawnee State University is committed to having an educational and working environment that provides an equal opportunity for students and employees. |
| T | F | 2. The Non-Discrimination/Sexual Harassment & Equal Employment Opportunity policies serve to ensure that there are University structures and processes in place that promote equal opportunity for students and employees and prohibit discrimination against any individual because of race, color, genetic information, religion, age, disability, national origin, ancestry, sex, pregnancy, sexual orientation, veteran status or military status. |
| T | F | 3. The integrated components of the Selection System (people, tools, materials, and technology) represent a structured process ensuring consistency in decision making. |
| T | F | 4. Application of the system allows all applicants to experience a different process comfortable to them. |
| T | F | 5. Search Committees are able to make better decisions while spending more time filling the position. |

Answers:

1. True
2. True
3. True
4. False
5. False

Why Are We Doing This?

It's the Law!

EEO Issues with Searches

If applicants feel they have been treated unfairly, they have the ability to file complaints with regulatory agencies who will conduct audits and levy remedies and fines. **One rogue committee can impact the entire institution!**

We need a consistent, fair process which makes the best decision for the organization and the candidate and complies with the regulatory environment

The majority of what goes wrong with a search and defeats equal employment efforts involves inconsistent or unprofessional treatment of applicants. Generally, the procedural steps concerning equal opportunity have been followed; most committees want to be careful to avoid illegal inquiries and inconsistent treatment. However, most problems arise from a poor overall employment process, inadequate documentation, or search committees who choose their own path.

Search members should keep public access in mind while preparing documents during the course of the search activities. Ohio's Public Records Act provides for access by a requesting party to documents which are created during the course of a search. Documents include interview notes, minutes, and all e-mails created before, during, and after the search.

Strengthen the Team

Increased focus on job and competencies, the Position Profile/Interview Guide, and measuring each candidate against the Profile through the Interview Guide, gives the committee the best chance to pick the **CANDIDATE WHO WILL SUCCEED TODAY AND IN THE FUTURE AND GROW THE CAPABILITY OF THE ORGANIZATION.**

The Power is in the Search Committee Discussion

Structure of experience analysis and team's consensus provides **OBJECTIVE DATA TO PICK THE BEST CANDIDATES** for the role, while ensuring EEO and AA requirements are met. The discussion is organized by the rating and rationale for each competency.

The Compelling Facts for a Selection System

- Bad Hire = 3 times salary in cost
- Best candidates spot bad processes
- Separation = pain for all involved

Why do Selection Systems Fail?

- Self-taught interviewers may have inherited bad habits
- Humans have biases; many are unknown to us, but they impact our decision-making
- We do not agree on the profile for the role
- Need a total system for selection, not just the interviews
- Interview data not pulled together effectively; poor coordination of interview team

Review Questions

- | | | |
|---|---|---|
| T | F | 1. If applicants feel they have been treated unfairly, they have the ability to file complaints with regulatory agencies who will conduct audits and levy remedies and fines. |
| T | F | 2. The majority of what goes wrong with a search and defeats equal employment efforts involves inconsistent or unprofessional treatment of applicants. |
| T | F | 3. Problems are more likely to arise even if a university has a good employment process, adequate documentation, and search committees who are unified. |
| T | F | 4. Focusing on the Position Profile and measuring each candidate against that Profile, gives the committee the best chance to pick the candidate who will succeed. |
| T | F | 5. The Committee's discussion is organized by the rating and rationale for each competency. |

Answers:

1. True
2. True
3. False
4. True
5. True

The Roles in the Hiring Process

There are four roles in the search process: Hiring Manager (who may or may not be the Search Chair), Search Chair, Search Committee Member, and Applicant Tracking System Administrator.

The Hiring Manager

The Hiring Manager completes the Position Requisition. He/she works with HR to develop job posting which includes identifying applicable recruitment sources. The requirements of the position help determine the scope of recruitment which is necessary. While typical actions include advertising in periodicals and professional journals and sending notices to other institutions, other recruitment efforts are encouraged. The *cost* vs. *benefit* of establishing an adequate applicant pool should be contemplated before placing advertisements.

In addition, the Hiring Manager creates the Position Profile/Interview Guide (Profile). HR provides the unique library of competencies used to create the Profile (leadership, individual professionals, support staff, faculty, and executive). The order of importance for each Competency is obtained from the job description. University-specific Actions are developed at this time. The completed Profile must be returned to HR.

Search Committee Members are then selected and provided to HR. Prior to selecting search committee members, the search chair and the Hiring Manager consider the nature of the vacant position and the time required for committee members to conduct a thorough search. Search committees usually vary in size, with the understanding that 4 to 6 members is a workable number for Administrative and Faculty and 3 to 4 for Support Staff.

The composition of the committee depends upon each situation. Three general criteria should be considered when identifying members of the search committee:

- *Personal Qualities* – The best search committee members can discern talent and know and insist upon high quality work. They have personal integrity, independence of view, and are devoted to the institution and the program.
- *Stakeholder Interests* – Insofar as possible, individuals from constituency groups, related programs, other areas of the campus, etc., should be included.

- *Diversity* – Representatives of diverse populations, especially those of under-represented groups, enable the search committee to consider various viewpoint and perspectives.

There are many determining factors to consider when composing a search committee, and while not all interests can be met, each should be weighed and the decision made based upon the needs of the program and the University.

The Search Chair

Prior to the selection process, the Search Chair is responsible for ensuring that the completed Profile has been established. He/she may meet with the Hiring Manager to develop Interview Questions. The completed Profile (prioritized competencies, university-specific actions, and interview questions), is submitted to HR prior to the release of the applicant pool.

Search Chair must ensure Committee goes through the Training Guide, signs off when completed, and achieves a common understanding of the Profile. If there are questions specific to the search or more in person training needed, the Search Chair should contact HR.

The Search Chair ensures that the selection process is followed and the required additional documentation is submitted to HR, which is the Applicant Status form and Consensus form. It is important that this process be consistent for all applicants.

The Search Committee

Each search committee member is charged with exercising his or her assigned responsibilities in a professional, legal, and efficient manner. This assures the fair and equitable treatment of all applicants. It is expected that all actions related to the hiring process will be in accordance with university practices and policies and will result in the identification of a viable candidate who possesses those qualities and credentials necessary to fulfill the needs of the discipline, the department, and the University.

The search committee is charged with the following specific responsibilities:

- *Input* – May provide input into the development of criteria for the position; gain working knowledge of the Position Profile; and provide input into the identification of possible selection activities.
- *Screening* – Conduct screening activities in compliance with university policies and hiring guidelines as contained in this document in order to identify and recommend a list of applicants for interview.

Each search committee member is charged with exercising his or her assigned responsibilities in a professional, legal, and efficient manner.

- *Interviewing* – Interview applicants, using valid interviewing techniques to identify applicants' job-related qualifications and experience. Provide ratings and rationale by competency from the interview results, and then support of the committee's consensus rating.

Confidentiality

The University environment encourages free and open communications and the sharing and testing of ideas and information with others. It is difficult then to resist this approach when dealing with searches. However, it is imperative that search committees maintain the integrity and candor of member-to-member discussion and protect the identity of people who have submitted their names in candidacy.

It is imperative that search committees maintain the integrity and candor of member-to-member discussion and protect the identity of people who have submitted their name as candidates.

In accepting membership on a search committee, the member is assuming a responsibility not to discuss any applicant's name or status or the content of any committee consideration to any non-committee person or applicant within or outside the institution. All contacts with the applicant and all public representation about the search must be made by the search chair who will keep a written record of such communications. In the event any applicant engages a committee member outside of the interview situation, the standard response is to be cordial, answering no questions and referring the question to the search chair.

The chair is empowered to accept (even encourage, if necessary) the removal of any committee member who breaches these confidential agreements.

Note: It is the responsibility of search committee members to identify any potential conflict of interest which may exist with an applicant. It is expected that anyone having family ties or a strong friendship with an applicant, which could affect or appear to affect his or her objectivity, will self-identify and will remove him or herself from the search committee. Please understand that in such instances where such action is not taken by the committee member, the search may be failed and restarted.

Applicant Tracking System Administrator

The Applicant Tracking System Administrator manages the Applicant Tracking System software, updates and provides permissions to the roles. He/She ensures the posting details are agreed to with the hiring department. In addition, the Administrator works with user issues or questions to ensure each search committee member is able to use the system as designed.

Once applications are received, the Administrator ensures that the applications meet the minimums of the job posting and the CBA requirement for internal posting complies with the CWA contract.

The Administrator reviews and ensures that the required documentation is submitted to HR, which includes the Position Profile, the Applicant Status form and the Consensus form.

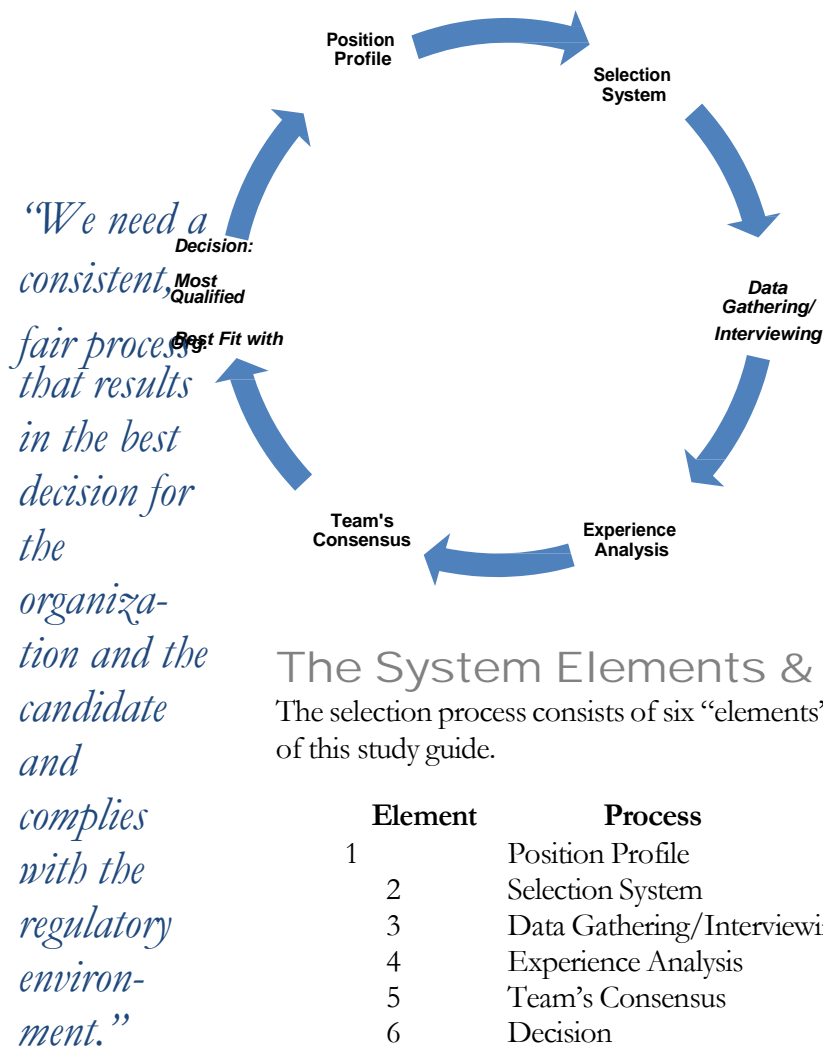
Review Questions

- | | | |
|---|---|--|
| T | F | 1. Each search committee member is charged with exercising his or her assigned responsibilities in a professional, legal, and efficient manner. |
| T | F | 2. The Search Committee creates the Position Profile/Interview Guide |
| T | F | 3. The Search Chair must ensure the Committee goes through the Training Guide, signs off when completed, and achieves a common understanding of the Profile. |
| T | F | 4. It is important that search committees protect the identity of candidates. |
| T | F | 5. The Administrator ensures that the applications meet the minimums of the job posting. |

Answers:

1. True
2. False
3. True
4. True
5. True

Recruiting and Selection Process



The System Elements & How They Work

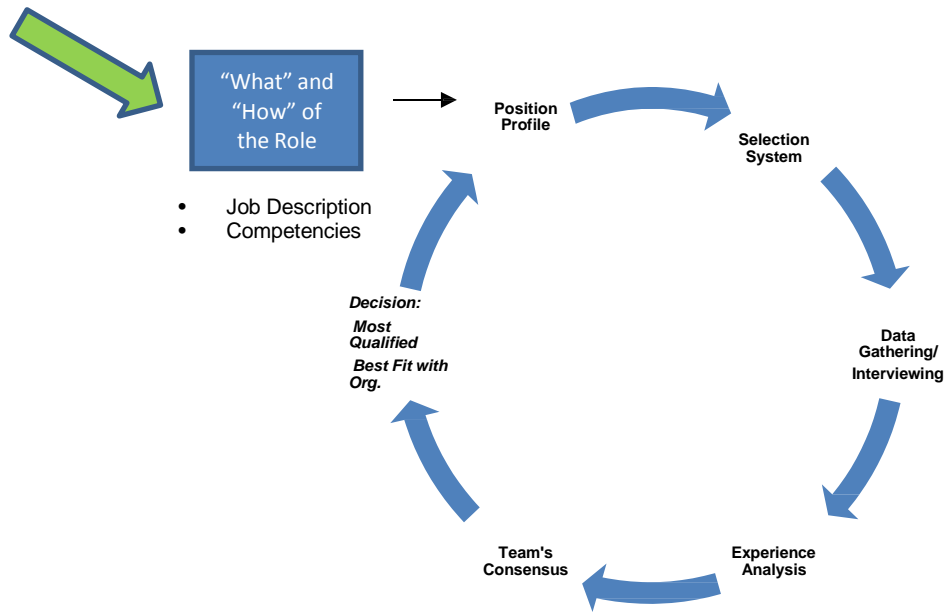
The selection process consists of six "elements" which are discussed on the following pages of this study guide.

Element	Process
1	Position Profile
2	Selection System
3	Data Gathering/Interviewing
4	Experience Analysis
5	Team's Consensus
6	Decision

The steps within each "element" are identified on the Hiring/Search Procedures (Checklist), which the search chair may use to record the date each is completed.

Position Profile

The Position Profile is the “What” (the Job Description) and the “How” (Competencies) of the position. All essential requirements of the position must be identified and documented before the announcement of the position’s availability.



It is important as a Search Committee Member that you become an expert in the Position Profile. Make sure you know and understand the posting for the job and the competency profile before participating in any screening activities. It is the search chair’s responsibility to ensure that this occurs.

Job Description:

Functions are the actions or purposes for which a role is suited or employed.

Responsibilities/Duties are those things that a position does.

Minimum Qualifications are the essential or lowest level of knowledge, experience, education or training a person needs to qualify for a particular job/role.

Job Description/Posting	Competency Profile
<ul style="list-style-type: none"> • Functions • Responsibilities & duties “What I do” • Minimum Qualifications 	<ul style="list-style-type: none"> • Priority • Behaviors • University Specific Actions • Questions

Competency Profile

The **Competency** is defined as the ability of an individual to do a job properly. It is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.

Priority – Order of Importance (1 being most important competency to the role; 10 being the least critical, but applicable competency). View the priority in thirds – Have to Have Competencies (1 to 3 or 4); Ought to Have Competencies (4 to 6 or 7); Nice to Have Competencies (6 to 9 or 10)

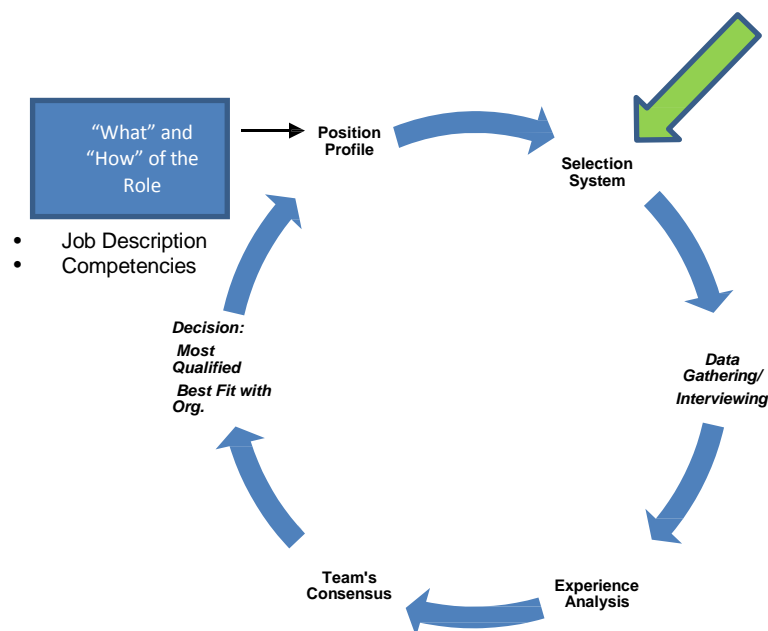
Definition – Definition of the skill/knowledge

Behaviors – The indicators or actions in actual performance which research would support as “strong” competence

University Specific Actions – The actions a proficient person at SSU would demonstrate to be viewed as effective in the application of competency

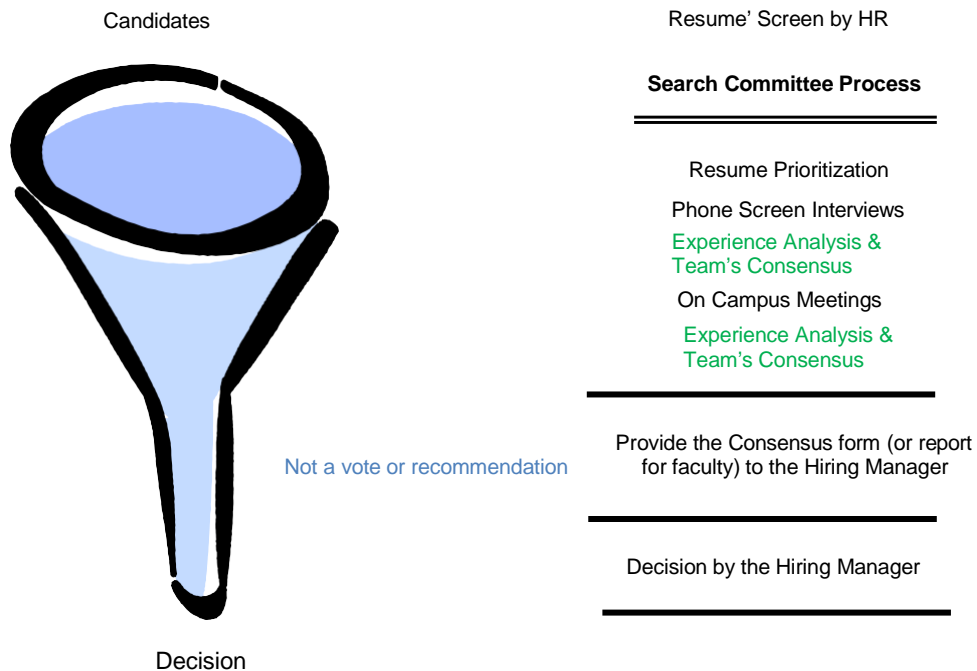
Questions – Effective interview questions which will solicit this candidate’s experience in this competency

Selection System



Once the Committee Members have a good understanding of the open position and the competencies needed for the position, they need to decide on the Selection System steps.

Sample Selection System



HR screens for the **minimum** qualifications and consistently follows the directions from the job posting regarding degree and experience. If there is any doubt regarding a candidate's qualifications, HR will pass the candidate on for the committee to decide.

Once the search committee has completed the selection training and the required profile has been returned to HR, they can begin reviewing applications. Screening can be done electronically through the Applicant Tracking System. The Committee decides which candidates will be interviewed by phone and what process they will use for the phone screens. The following are some examples:

- If the applicant pool is large, they may decide to divide the committee into two groups. Each group will take half of the applicants and do a 30 minute phone call, using the top 2 – 3 competencies. The committee then reduces the applicant pool to a manageable number and brings the entire committee together to conduct a more extensive phone interview. From there, the committee decides what candidates will be invited to campus for the in person interviews. This is the most extensive selection process and is usually done for higher administration positions or faculty.
- If the applicant pool is smaller, the committee may choose to do one or two phone interviews and then bring the candidates on campus for the in person interviews. This type of process is done when it is a nationwide search and for budget purposes, the committee limits the number of on campus invitations.

- The least extensive process is when the search is limited to local applicants. The committee may then choose not to do phone interviews, but bring several of the candidates to campus for in person interviews.

Whatever process is chosen, the committee needs to decide before the first interview is conducted to ensure the same process is applied for all applicants.

When screening the resumes, follow the guidelines set by the Search Chair. **If a candidate is declared a protected class by HR (identified on the Applicant Status form), it is important that the committee reviews their qualifications thoroughly in comparison to other candidates. Be prepared to give reasons why they have been excluded in case of a regulatory inquiry (i.e., OFCCP or OCR).**

At this time, the Search Chair updates the Applicant Status Form and provides HR with the candidates who will and will not be considered for the interview, along with the reason for non-selection. (ref: Applicant Status Form provided with interview materials).

If a candidate is declared a protected class by HR, it is important that the committee gives them an extra look. Be prepared to give reasons why they have been excluded.

Phone Interview (One or Two)

The Search Committee PROCEEDS WITH THE PHONE INTERVIEW using the Position Profile/Interview Guide (Profile) for each Candidate. During each interview, the committee member assigns a rating (5–1) for each competency/interview question(s) asked. Faculty searches may use a qualitative rating.

After the phone interviews are concluded, the Search Committee meets to reach consensus on who will advance to a subsequent interview(s) based on the Consensus of all candidates' ratings.

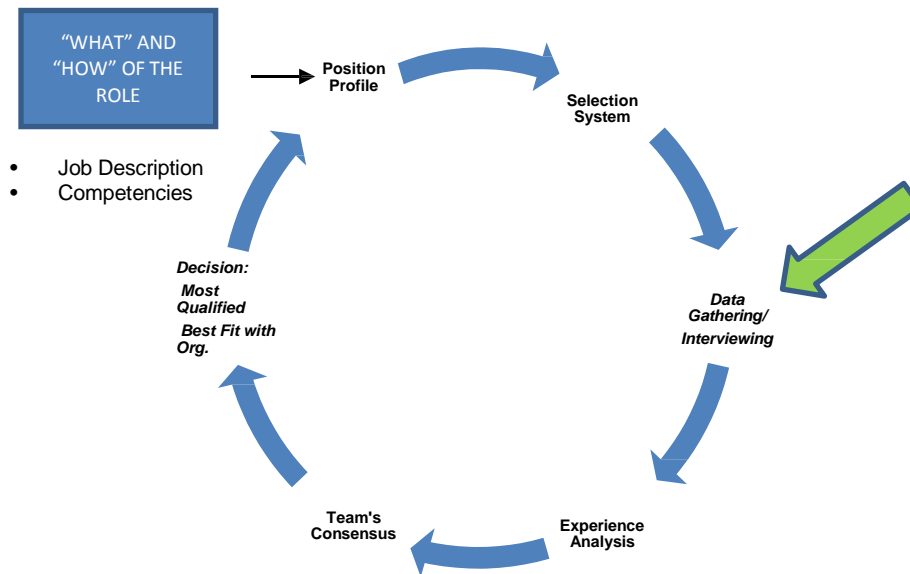
Once the Candidates are selected, the Search Chair updates the Applicant Status Form (prior to each interview) and provides HR the names of the interviewed candidates who will/will not move forward for another interview, along with the reason for non-selection (ref. Applicant Status Form provided with interview materials).

Campus Interview

The Search Committee is now ready to proceed with the campus interviews. A Benefits Overview may be provided during the campus interview so it is important to contact HR to schedule the overview for each candidate brought to campus.

Use the Profile for each candidate during the interview. During this interview you may ask questions that were not addressed through the phone interviews. Areas of concern or need for more detail should also be addressed as part of this interview. Again rate each competency, or take comprehensive (and appropriate) notes for overall impression of candidate during the interview. The overall rating will be needed for the Team's Consensus.

Behavioral Interviewing (record)



The purpose of the Profile is to establish questions up front that are behavioral-based and directly related to the competencies developed for the position. Behavioral-based interviewing helps the committees make an objective hire and ensures inappropriate or illegal questions are not being asked. This type of interviewing provides the candidate the opportunity to relate examples of their previous experience (nothing hypothetical) that is relevant and recent (within the past 3 to 5 years). It also allows the committee to consider the examples provided by the candidates that explain a previous situation, obstacles that had to be overcome, the **action** they took, and the **results** of those actions. Questions outside the interview guide should be avoided unless they are to follow up for additional information or clarification related to one of the original questions.

Remember:

- We are seeking **Previous Experience Examples**
- The best predictor of future performance in our role is past performance in other roles
- Experiences should be **Relevant and Recent**
 - Interviewers need to decide how similar the experiences are to our needs; if dissimilar, predictability of future performance becomes less reliable
 - Interviewers need to understand how recent the examples are; experiences beyond a 3 year window have some reliability, but are less predictive.

SOAR Stories

- ☐ Interviewers collect examples from the candidates' experiences
- ☐ Interviewers are looking for the acronym **SOAR** in the candidate's responses
 - **Situation** – what happened?
 - **Obstacles** – what made their experience compelling or unique?
 - **Actions** – what actions did they take that align with the Profile (Behaviors and University-specific Actions); this is the key for predicting performance in the SSU role
 - **Results** – what was the outcome; do the candidates know the consequences of their actions (+/-) and what did they learn from it?

Behavioral Interview Techniques

- ☐ Interviewer's role is to get good data
 - Orient the candidate to the process
 - Explain to the candidate that you are looking primarily for examples of their previous experiences.
 - There may be times when you will need to inform the candidate that you need more information, or conversely, that you have enough detail.
- ☐ Start with the scripted questions from the Profile (**ensures consistency; guarantees all candidates will have the same experience, treatment, questions, etc.**)
- ☐ You may drill down with open ended follow up questions (ensures effectiveness)
- ☐ Take notes
- ☐ Be mindful of weak SOAR examples. Watch out for:
 - "We" / "Everyone" (example is not predictive of what the candidate did)
 - "I Would" (example tends to be theoretical; may or may not actually take that action on the job)
 - These types of answers are not predictive and the interviewer will need to get more detail on exactly what she/he did in the situation.

Behavioral Interviewing Tools

There are tools that help the interviewer gain consistency and effectiveness.

- ✓ Job Description and Posting
- ✓ **Position Profile/Interview Guides**
- ✓ **Applicant Status form**
- ✓ **Team's Consensus form**

Interview Tools – Interview Guide

Keeps you legal!
Ensures all treated the same
Covers "have to haves"
Ensures you don't get "false SOARs"

SUPPORT STAFF PROFILE/INTERVIEW GUIDE

Problem Solving

Identifying and taking action to solve a problem or take advantage of an opportunity to improve the organization.

Behavioral Indicators

- Identifies issues, problems and opportunities
- Gathers information
- Interprets information
- Generates alternatives
- Chooses appropriate action
- Commits to course of action
- Involves others in the entire process

University-Specific Actions expected from Employee:

- ∞ Provides advanced troubleshooting techniques to act as a resource for others, staff at the Help Desk.
- ∞ Review new technology and identify products/services to improve the effectiveness and efficiency of support provided. Or the department.

Interview Questions (can be adjusted by hiring manager and/or search committee)

1. Describe a difficult technical issue you have encountered. Explain why it was difficult and how you were able to resolve it.
2. Identify a situation where your problem solving ability allowed SSU to save time/money. What steps did you take to solve the problem and what was the outcome?

Situation	Obstacle	Actions	Results
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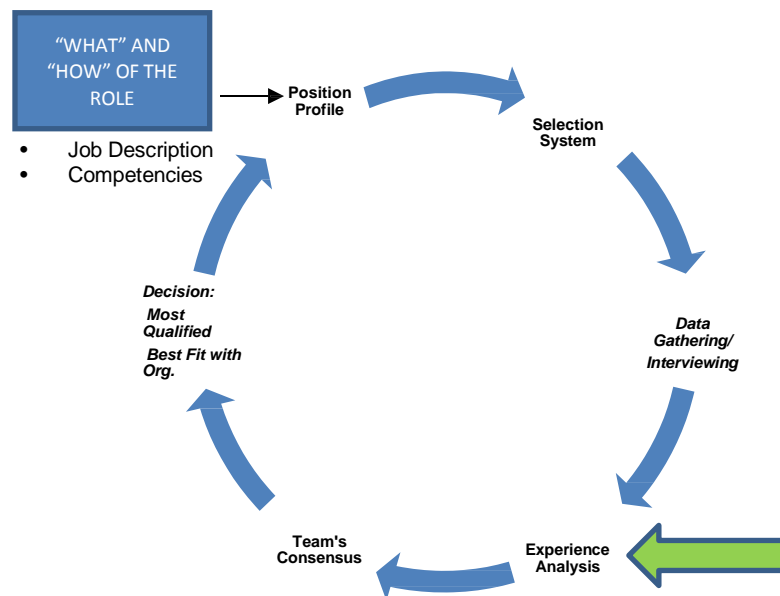
Rating and Rationale

- 5 - Candidate's examples and experience significantly and consistently surpassed job performance standards and requirements for Shawnee State in this competency. If hired by SSU, this candidate would be a pacesetter / expert in this competency.
- 4 - Candidate's examples and experience frequently demonstrated performance beyond job requirements in this competency. If hired by SSU, this candidate would be considered advanced in this competency.
- 3 - Candidate's examples and experience was consistent with the competency mastery of a proficient SSU employee.
- 2 - Candidate's examples and experience indicates this competency is still developing and/or did not consistently meet the requirements of the position. It can be developed.
- 1 - Candidate's examples and experience indicates this competency is below the requirements of the position. The time required for it to develop would be unreasonable for Shawnee State's needs.

Experience Analysis

During the campus interview, it is important to keep good notes for all the candidates interviewed. Include notes (good or bad, but not derogatory remarks) that are easily reviewed by the Hiring Manager, VP or President to see, if requested. These documents actually support the basis for the selection of the top candidate.

Experience Analysis (personal notes)



Compare the examples given by the candidate to the profile behaviors. Then rate the examples using the following scale:

- ☐ 5 – The candidate's examples and experience significantly and consistently surpassed job performance standards and requirements for Shawnee State in this competency. If hired by SSU, this candidate would be a pacesetter / expert in this competency.
- ☐ 4 – The candidate's examples and experience frequently demonstrated performance beyond job requirements in this competency. Would be considered advanced in this competency
- ☐ 3 – The candidate's examples and experience was consistent with the competency mastery of a proficient SSU employee.
- ☐ 2 – The candidate's examples and experience indicates this competency is still developing and/or did not consistently meet the requirements of the position. The candidate could develop this competency.
- ☐ 1 – The candidate's examples and experience indicates this competency is below the requirements of the position. The time required for it to develop would be unreasonable for SSU needs.

Team's Consensus

After the Search Committee meets to discuss and assess the candidate, consensus should be reached on the responses to the competencies by the candidate. Reaching consensus will reveal the leading candidate through discussion of the candidate's strengths and weaknesses. The consensus rating is derived through the committee members' **AGREEMENT** of the final rating assigned to each competency for each of the candidates. HR is available to attend this meeting to provide assistance with documenting the strengths and weaknesses of each of the candidates.

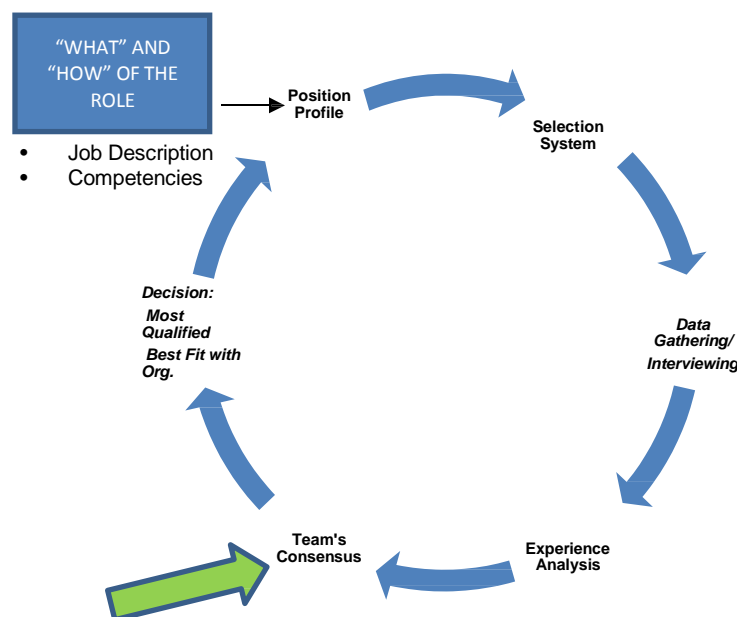
Selection System Standards:

- Consensus must take into account the prioritization of the competencies as described in the profile; the successful Candidate must be proficient or above in the top three competencies (rated 3 or above) by the Committee.
- The consensus rating needs to be a result of meaningful discussion and analysis of each candidate's responses to the questions, as well as their performance during the interview process.
- Ratings are not to be "averaged" or "summed"; there is no overall score for the candidate.

Once consensus is reached, the Consensus form is finalized and submitted to the Hiring Manager and HR. This page supports the recommended candidate(s) for hire (may include alternate candidate).

The Search Chair updates the Applicant Status Form and provides HR with the names of the interviewed candidates who will not be recommended for hire and the reason for non-selection (ref: Applicant Status Form provided with interview materials).

Discussion (consensus and record)





SAMPLE

CONSENSUS FORM

Candidate:

Use this to record Committee Member's ratings for each competency (use separate form for each candidate). The Consensus rating is the agreed upon rating by all committee members – it is not an average of the ratings. Discussion should follow if/when differences in ratings occur in order to reach agreement on the Consensus rating.

Support Staff position									
Committee Member→									
COMPETENCY								Consensus Ratings	Reason Notes
Commitment to Service									
Time Management/ Dependability									
Problem Solving									
Quality									
Communication									
Technical/Professional Learning									
Job Knowledge and Skills									
Flexibility									
Organizational Fit									
Teamwork									

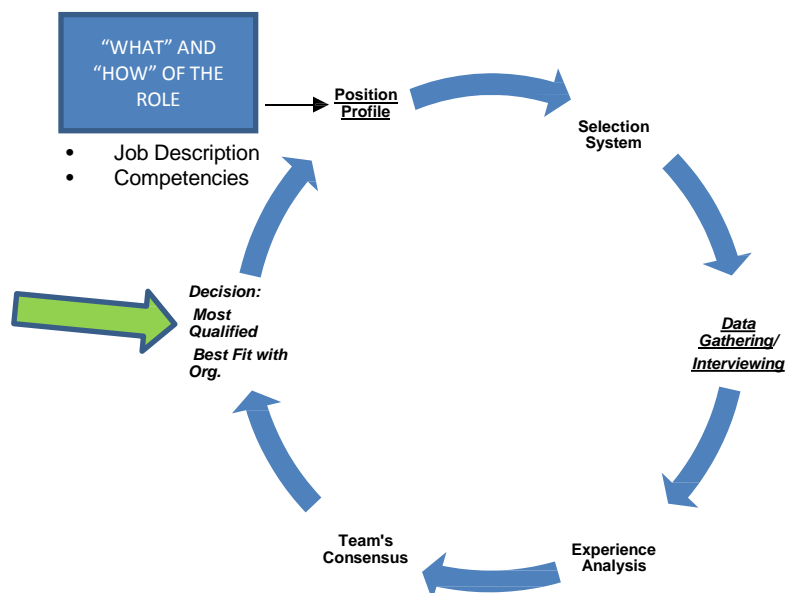
1. Consensus is the goal, based on data
2. However, if the majority can reach consensus, that can be the tie breaker, particularly if the minority cannot make the data driven case

Back up your individual scores with interview data +/-

Recommendation for Hire

Once all interviews are concluded and consensus reached, recommendation for hire begins. The Search Chair and/or Search Committee conducts the reference checks, if applicable. If favorable, the Hiring Manager initiates the Request to Hire and sends to HR for completion of background check. If acceptable, HR forwards the Request to Hire for the remaining approvals.

Decision



Hiring Proposal/Request to Hire

Once all the approvals are secured, the Hiring Manager is notified. He then extends a verbal offer to the recommended hire. If the offer is accepted, the Hiring Manager notifies HR to complete written offer. If the offer is declined, the Hiring Manager selects the alternate candidate or closes the search. If the alternate candidate is selected, the hiring proposal is initiated and submitted for approval again. The search is then closed.

Review Questions

- | | | |
|---|---|--|
| T | F | 1. It is important that each Search Committee Member knows and understands the posting for the job and the competency profile before participating in any screening activities. |
| T | F | 2. The committee can change or adjust the selection process after the first interview. |
| T | F | 3. If a candidate is declared a protected class by HR, it is important that the committee reviews their qualifications thoroughly in comparison to other candidates and be prepared to give reasons why they have been excluded. |
| T | F | 4. After the phone interviews are concluded, the Search Committee does not need to reach consensus on who will advance to a subsequent interview. |
| T | F | 5. The consensus rating is derived through the committee members' agreement of the final rating assigned to each competency for each of the candidates. The consensus rating needs to be a result of meaningful discussion and analysis of each candidate's responses to the questions, as well as their performance during the interview process. |

Answers:

1. True
2. False
3. True
4. False
5. True



Unique Applications of Selection Process to Position Types

Support Staff

Selections in the CWA Collective Bargaining Agreement (CBA)

For Support Staff, the CBA gives sole responsibility for the development of position specifications, descriptions, job content to the university (posting and competency profile).

It further specifies that the university is responsible for screening, interviewing, demonstration and /or testing of all candidates for such vacancies. The Posting needs to identify the minimum requirements for the role and any applicable demonstration or tests.

Abilities and qualifications of applicants for any vacant position shall be defined as the experiences, knowledge, and job related skills demonstrated by the employee in the previous job assignments.

Selection shall be made based on seniority among those bidding employees whose abilities and qualifications meet the position's posted requirements.

Faculty

Reference the Faculty Position Profile/Interview Guide

Executive Level

There are processes that may be designed and managed by national search firms.

Department of Public

Safety Reference the Selection Training Guide- DPS document version.

Frequently Asked Questions

1. How do I get in the system?
 - Refer to the Position Profile for Instructions beginning on page 17 (p18 for Faculty)
2. I don't know my Username & Password
 - Your Username and Password are the same as your SSU account for Email/Windows
3. How long does the position need to be posted?
 - This depends entirely on the search. It is typically HR's practice to post minimally five business days for an internal posting and at least 10 business days for an external posting. Many are posted until filled so can be out there 30+ days.
4. When will I have access to review applicants?
 - Under normal circumstances, once the Position Profile is completed and a copy returned to HR. Close to or on the application review date, HR runs the EEO report to screen the applications and identify the declared protected class members. Qualified Applicants are transitioned to the Review status and are then available for committee review. The qualified pool is provided on the Applicant Status form and sent to the Search Chair.
5. Who pays for the advertisements for vacant positions? The cost of the ads come out of the department budget.
 - Position ads are automatically posted on the Career Opportunities at SSU portal, OhioMeansJobs and HigherEdJobs job boards at no cost to the department. Any other ads are paid for by the department and in some cases, must be placed by the department (any that require pre-payment before posting).
6. Who takes care of the Campus Interview appointments, travel, etc.?
 - All interview activities are handled by the Hiring Manager and/or Search Chair/Committee. An agenda for each candidate invited for a campus interview is typically developed and the department Admin Assistant helps with travel accommodations, interview meeting place, one-on-one meetings with VP/Dean/Director/HR, dining arrangements, etc.

HR CONTACTS



Malonda Johnson, B.S., P.H.R.
Director of Human Resources

Department leadership, leads the benefits and compensation areas as well as staffing functions for searches & screening, new hire processing, and workflow systems.

Joint contact for collective bargaining and related activities, employee relations matters, HR policies/procedures, and regulatory compliance with EEO, Title IX, etc. Office of Human Resources

016 Administration
(740) 351-3484
mjohnson@shawnee.edu



Kara Arms
Assistant Director, Human Resources

Administers the University's talent management system to support key HR initiatives, including position management, web-based recruitment, selection, classification, compensation and benefits.

016 Administration
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016 Administration
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mketter@shawnee.edu

Megan Ketter

Systems Coordinator,
Human Resources

Coordination of department functions and programs, including, systems administration, management of employment data workflow and processing, facilitation of employee on and off boarding, HR reports and records management.

TRAINING ACKNOWLEDGEMENT FORM

I affirm that I have read and understand the Selection Guide and will follow its guidelines when participating on a Search Committee.

NAME

DATE

APPENDIX

- I. How to get to Applicant Tracking System
- II. Sample Position Profile
- III. Sample Applicant Status Form
- IV. Sample Consensus Form

APPENDIX I: APPLICANT TRACKING SYSTEM (ATS)

Applicant Review Instructions

1. Log in to PeopleAdmin: <https://jobs.shawnee.edu/hr>

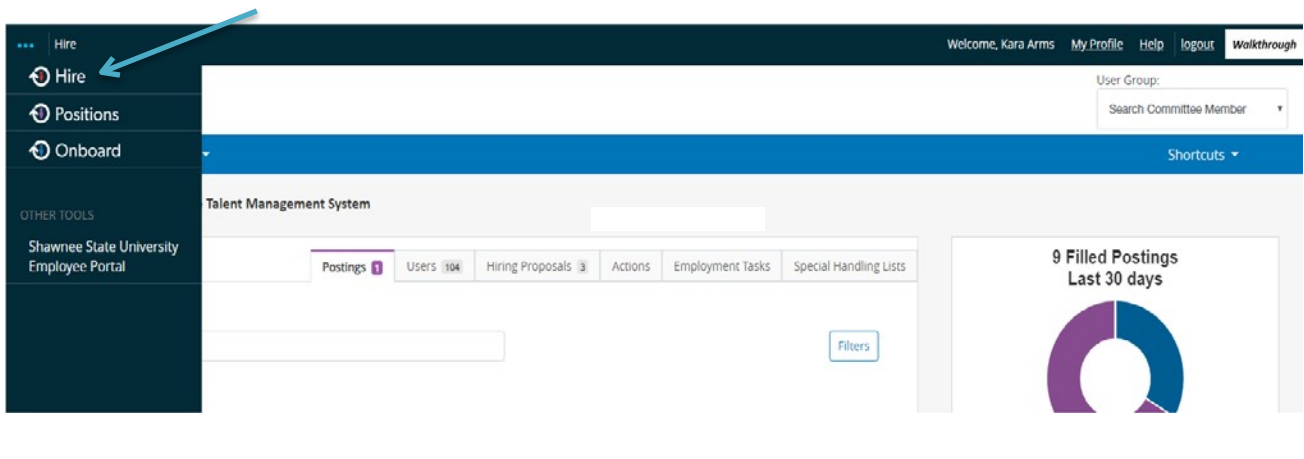
2. If you click the “Walkthrough” button (top right corner) it will give you a tutorial of the systems new features.

3. Click on the User Group dropdown and select “Search Committee Member” or “Applicant Reviewer” depending on your role.

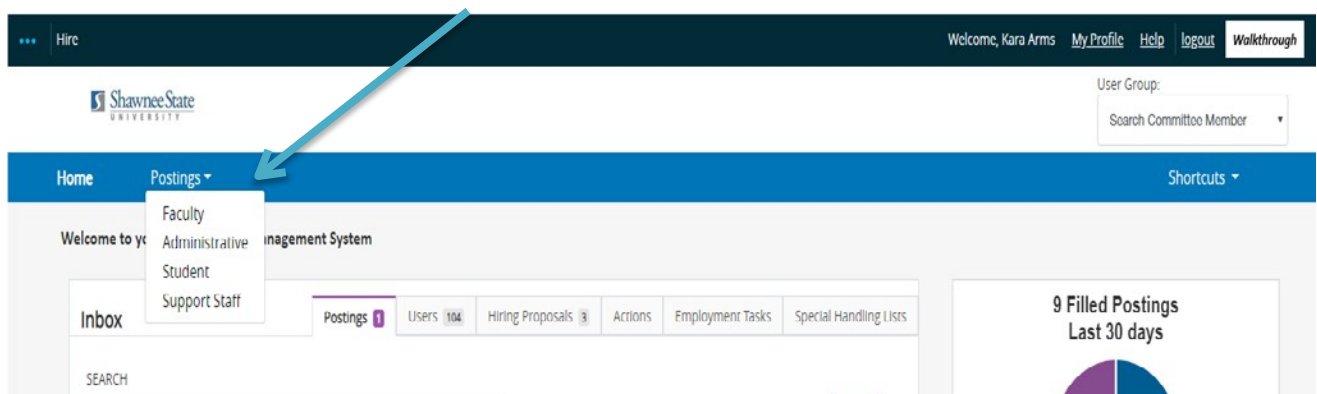
4. Click on the “...” in the upper left corner



5. Select “Hire” from the dropdown



6. Click the Postings Tab and select the posting position type from the dropdown.



7. Select the desired posting to view applicants

Administrative Postings

Ad hoc Search Search

Ad hoc Search ☒ Save this search? Selected records

Actions

Position Title	Posting Number	Active Applications	Position Control Number	Workflow State	First Posted	Posted Date	Close Date	Filled Date	Quick Link	Actions
Graduate Center Administrator	AD							03/25/2015 12:55 PM	http://jobs.shawnee.edu/postings/1275	Actions
Director of Counseling & Health Services	AD						05/01/2015	06/03/2015 03:21 PM	http://jobs.shawnee.edu/postings/1496	Actions
Center for International Programs & Activities Director	AD							08/03/2015 09:48 AM	http://jobs.shawnee.edu/postings/1480	Actions

EXAMPLE ONLY

8. Click the “Applicants” tab

9. To view an individual application, click on the Applicants name (in blue)

Posting: Admission Officer (Administrative) Edit

Current Status: Filled
Position Type: Administrative
Program/Area: Admission
Created by: Judith (Judi) McGraw
Owner: HR Director

Take Action On Posting

- Activate Guest User
- See how Posting looks to Applicant
- Print Preview (Applicant View)
- Print Preview

Summary History Settings Applicants Reports Hiring Proposals Associated Position Description

Applicants by App Date ☒ Delete this search? Selected records

Actions

Posting Number	Full Name	Email	Job Title	Status	Documents	Application Date	Actions
ADM-P013	Piguet, Kasey				Cover Letter	June 17, 2015 at 02:20 PM	Actions
ADM-P013	Dodds, Emily				Cover Letter	June 16, 2015 at 09:35 PM	Actions
ADM-P013	Redoutey, Lindsey				ter, Resume	June 12, 2015 at 02:34 PM	Actions

EXAMPLE ONLY

10. To view the applicant's uploaded **Required Documents**, scroll to the bottom of the application and click the document links in [blue](#).

Required Documents		
Document Type	Name	Conversion Status
✓ Curriculum Vitae	Curriculum Vitae 07-31-18 17:42:29 (43.1 KB)	PDF complete
✓ Cover Letter	Cover Letter 07-31-18 17:44:01 (25 KB)	PDF complete
✓ Teaching Philosophy	Teaching Philosophy 07-31-18 17:23:55 (21.6 KB)	PDF complete
✓ Unofficial Transcripts	Unofficial Transcripts 07-31-18 17:53:21 (12.3 KB)	PDF complete
Optional Documents		

APPENDIX II : SAMPLE POSITION PROFILE

SUPPORT STAFF PROFILE/INTERVIEW GUIDE

Page 2 of 20

Problem Solving

Identifying and taking action to solve a problem or take advantage of an opportunity to improve the organization.

Behavioral Indicators

- Identifies issues, problems and opportunities
- Gathers information
- Interprets information
- Generates alternatives
- Chooses appropriate action
- Commits to course of action
- Involves others in the entire process

Keeps you legal!
Ensures all treated the same
Covers "have to haves"
Ensures you don't get "false SOARs"

University-Specific Actions expected from Employees:

- ∞ Provides advanced troubleshooting techniques to act as a resource for others, staff at the Help Desk.
- ∞ Review new technology and identify products/services to improve the effectiveness and efficiency of support provided. Or the department.

Interview Questions (can be adjusted by hiring manager and/or search committee)

1. Describe a difficult technical issue you have encountered. Explain why it was difficult and how you were able to resolve it.
2. Identify a situation where your problem solving ability allowed SSU to save time/money. What steps did you take to solve the problem and what was the outcome?

Situation	Obstacle	Actions	Results

Rating and Rationale

- 5 - Candidate's examples and experience significantly and consistently surpassed job performance standards and requirements for Shawnee State in this competency. If hired by SSU, this candidate would be a pacesetter / expert in this competency.
- 4 - Candidate's examples and experience frequently demonstrated performance beyond job requirements in this competency. If hired by SSU, this candidate would be considered advanced in this competency.
- 3 - Candidate's examples and experience was consistent with the competency mastery of a proficient SSU employee.
- 2 - Candidate's examples and experience indicates this competency is still developing and/or did not consistently meet the requirements of the position. It can be developed.
- 1 - Candidate's examples and experience indicates this competency is below the requirements of the position. The time required for it to develop would be unreasonable for Shawnee State's needs.

POSITION TITLE

Select one reason from corresponding color column and enter its number in the colored space to the right of the applicant's name

IF WAIVING PHONE INTERVIEWS, CHECK BOX IN THE COMMENTS COLUMN (K)

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APPENDIX IV: SAMPLE CONSENSUS FORM

[illegible]