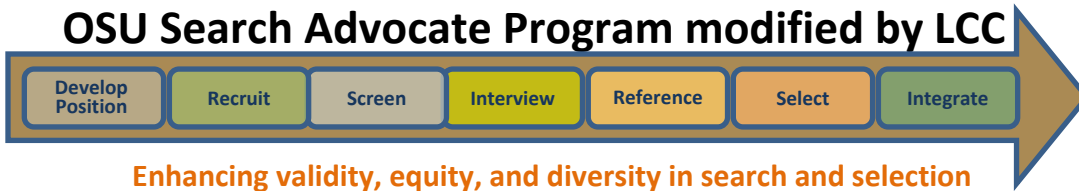


OSU Search Advocate Program modified by LCC



Priorities, Strategies, and Resources* by Search Stage

<p>Set-up</p> <p>Meet with hiring official & search chair</p>	<ul style="list-style-type: none"> Learn about search context (new or refill, previous failed search, etc.) Explain your advocate role Discuss importance of committee charge Agree about how to work together Discuss typical search activities including editing PD, establishing criteria matrix before posting, handling known applicants/conflicts of interest, and soliciting faculty and stakeholder input Decide how the three of you will communicate should anything go awry 	<p><u>Handbook</u> chapters 1-5</p> <p><u>PPT slides</u>: Before the search, Go-to Questions – Also see Communication Strategies update workshop slides</p> <p><u>Search Excellence</u> – Recruitment and Selection Policy, Hiring Philosophy, Affirmative Action/Equal Opportunity, Definitions, Roles in the Search Process</p>
<p>Committee Charge</p> <p>Hiring official launches the search, provides context and parameters, sets expectations</p>	<p><u>Hiring official describes</u></p> <ul style="list-style-type: none"> background/context and priorities for the search role and expected work product of search committee expectations re: confidentiality, diversity/inclusion, criteria matrix, managing known applicants and conflicts of interest; role of search advocate and external stakeholders (if any). <p><u>Committee members</u> ask questions/seek clarification from the hiring official.</p> <p><u>Search advocate</u> tells committee what to expect from their participation: “My job is to help you test your thinking—I’ll ask a lot of questions such as _____. I’ll also recommend strategies and approaches –criteria matrix, etc.—to mitigate implicit bias and support inclusive search and selection practices” (or something similar).</p>	<p><u>Search Excellence</u> – Roles in the Search Process</p>

<p style="text-align: center;">Develop Position</p> <p>SA works with committee to develop or fine-tune PD so it is inclusive and engaging</p>	<p><u>Mission statement</u>: Create a compelling single sentence describing the mission or purpose/impact of the position (distinct from unit mission) to include in Position Summary</p> <p><u>Diversity impact</u>: describe the intended equity/inclusion/diversity impact of the position and revise the diversity qualification so it aligns with that intended impact</p> <p><u>Marketing</u>: streamline the job announcement; market the job/department/university to a variety of potential candidates with different interests/concerns/life experiences</p> <p><u>Qualifications</u>: limit required qualifications to those necessary to do the job, limit rigid/numeric thresholds, provide multiple ways to become qualified, customize the diversity qualification</p> <p><u>Hiring official</u>: share work product with hiring official and continue to refine until the committee and hiring official are in alignment</p>	<p><u>Handbook</u>: chapters 5-6, checklists 1a and 1b</p> <p><u>PPT slides</u>: position development, go-to questions,</p> <p><u>Handout</u>: Develop Diversity in the Position Description</p> <p><u>Search Excellence</u> – Position Description Analysis & Development</p>
<p style="text-align: center;">Screening Criteria</p> <p>Complete before posting to reduce bias and ensure consistency in recruitment and screening</p>	<p>Entire committee works together to decide</p> <p><u>Relationship to job</u> - understand how each qualification will be used to ensure or enhance successful performance in the position</p> <p><u>Screening criteria</u> - all the different ways someone might meet each qualification (stretching beyond the “usual” limits)</p> <p><u>When to assess</u> - when each qualification will be screened and when people will be eliminated for not meeting it</p> <p><u>Weight</u> – relative importance of each qualification</p> <p><u>Hiring official</u>: share work product with hiring official and continue to refine until the committee and hiring official are in alignment</p>	<p><u>Handbook</u>: chapter 7, checklist 1c</p> <p><u>PPT slides</u>: Entire SA Update workshop “Using the Criteria Matrix”</p> <p><u>Other</u>: Blank criteria matrix form in Word and Excel available in Canvas</p>
<p style="text-align: center;">Recruit</p> <p>Cast a wide net to reach those who might not otherwise apply</p>	<p><u>Compliance</u> – use the EOA Recruitment Resource Guide</p> <p><u>Broadcast</u> – go beyond usual recruitment sources – include listservs, caucuses of underrepresented groups in professional organizations, minority-serving publications</p> <p><u>Network</u> – actively solicit nominations/ recommendations to help us reach those from institutions and identity backgrounds we often miss; use existing recruitment networks if any; ask committee members to spend 5+ hours personally contacting prospective candidates.</p>	<p><u>Handbook</u> – chapter 8 , checklist 2</p> <p><u>PPT slides</u>: Recruit, Go-to Questions</p> <p><u>Search Excellence</u> – Recruit</p> <p>EOA Recruitment Resource Guide</p>

<p style="text-align: center;">Screen</p> <p>Evaluate the most important criteria for this stage; mitigate bias; enhance equity, validity, and diversity</p>	<p><u>First question</u>: What is the most important information we need to evaluate at this stage (hint-see criteria matrix!)</p> <p><u>All committee members</u> participate in consensus-based process – what are the most important things for us to learn at this stage? Discuss every candidate who meets MQs and avoid numeric ranking</p> <p><u>Known candidates and conflicts of interest</u> - Identify BEFORE reading applications, agree to withhold or delay sharing info about known candidates, decide how to address COIs.</p> <p><u>Use criteria matrix</u> and focus on highest priority quals you agreed to evaluate at this stage</p> <p><u>Screen in</u> - for each candidate that meets measurable minimum qualifications, look for reasons to advance before identifying reasons to screen out</p> <p><u>Speculation</u> – do you have facts to confirm that something is a strength/weakness, or is your intuition raising a question that will require research to answer?</p> <p><u>Demographics</u> – check demographic impact of each stage of screening with Business Center or Search Advocate program; work with Anne to explore any disparities.</p> <p><u>Applicant Disposition Worksheet</u> – consider volunteering to complete this so committee doesn’t mind you asking multiple questions about screening reasons</p> <p><u>Hiring official</u>: share work product with hiring official and refine until committee and hiring official are in alignment</p> <p><u>Release candidates</u> – encourage search chair to inform candidates no longer under consideration of their status after each stage of screening. Chair may also notify reserve candidates that they are not advancing now, but that you’d like to hold them in the pool for continued consideration if they are willing. People like this.</p>	<p><u>Handbook</u> – chapter 9, checklist 3 & 4</p> <p><u>PPT slides</u>: Screen, Go-to Questions</p> <p><u>Handout</u> – Known Applicants and Conflicts of Interest</p> <p><u>Search Excellence</u> – Screening Applicants, Communicating with Applicants</p>
<p>Continue to recruit candidates during interview; collect info about the most important criteria to evaluate at this stage; mitigate bias; enhance equity,</p>	<p><u>First question</u>: What is the most important information we need to collect and evaluate at this stage (hint-see criteria matrix!)</p> <p><u>Plan for candidate needs/interests</u> (offer meetings with affinity groups, work-life coordinator, realtor, local school representative, etc.)</p> <p><u>Phone/skype interviews</u> – engage warmly with candidates when you interview by phone. Candidates who are more relational/high-context may have more trouble in a phone interview than in a site visit interview.</p> <p><u>Questions</u> - use behavior-based interview questions to learn about the most important things we need to know at this stage –</p>	<p><u>Handbook</u> – chapter 10. Checklist 5</p> <p><u>PPT slides</u> – Go-to questions, Interview, Behavior-based interview questions</p> <p><u>Article</u> – “Don’t Dodge the Diversity Question”</p> <p><u>Search Excellence</u> – Interviewing, Communicating with Applicants</p>

<p>validity, and diversity</p> <p>Interview</p>	<p>consider providing them in writing – and ask follow-up questions; avoid “risky” questions that could lead to discrimination</p> <p><u>Social activities</u> – <i>all</i> interactions with candidates during site visit are part of the interview – steer clear of personal questions</p> <p><u>Collecting feedback</u> - provide feedback instruments for those who participate in candidate interviews to keep evaluation focused on the criteria. Ask for specific examples that prompted people’s judgments about candidate.</p> <p><u>Assumption/speculation</u> – watch out for inaccurate assumptions (such as whether effective self-promotion at the interview predicts good performance on the job) – is it a strength, a question, or an area for development?</p> <p><u>Internal candidates</u> – make sure internal candidates receive the same hospitality, accompaniment, and assistance that outside candidates experience; try to make their site visits as similar as possible</p> <p><u>Demographic impact</u> – check the demographic impact each time the pool is reduced based on phone interviews and on-site interviews</p> <p><u>Hiring official:</u> share interview list and site visit plan with hiring official and continue to refine until the committee and hiring official are in alignment</p>	
<p>References</p> <p>Use structured reference calls to answer questions, gather missing information and validate/contradict current assessments (handled by HR/Search Chair)</p>	<p><u>First question:</u> What is the most important information we need to collect at this stage (focus on criteria matrix priorities and key questions that arose during interview)</p> <p><u>Notify candidates first</u> – “We are about to begin contacting references. We will only contact references you provide, but may reach out if additional references are needed. Do you need to notify anyone?”</p> <p><u>Plan the reference call</u> – schedule in advance, establish context for reference (dates of employment, working relationships, etc.) use behavior-based questions to elicit examples of relevant performance, ask about re-hire, seek clarification as needed, ask for others you can contact</p> <p><u>Avoid</u> – Google searches and other “random acts of reference checking,” jumping to conclusions based on your interpretation of non-verbal cues like silences.</p> <p><u>Multiple stages</u> – some searches do initial reference checking by letter or phone call before the site visit. Use the same strategies as above, but also tell the reference that you may contact them</p>	<p><u>Handbook</u> – chapter 11, checklist 6</p> <p><u>PPT slides</u> - References and Go-to Questions</p> <p><u>Search Excellence</u> – Reference Checking & More, Communicating with Applicants</p>

	<p>again if there are additional questions as the screening progresses.</p> <p><u>Hiring official</u>: share the planned reference check format with hiring official and ensure that any additional questions/concerns they have are incorporated.</p>	
<p style="text-align: center;">Select</p> <p>Develop a balanced, credible, thoughtful assessment of all finalists with supporting evidence.</p>	<p><u>First question</u>: Have remaining questions been answered, and do we have all the information we need to assess finalists? (See criteria matrix) If the answer is no, return to the appropriate stages to collect what's missing.</p> <p><u>Gather all information</u> – PD, criteria matrix, applications and application evaluations, interview information including notes and assessment, reference information</p> <p><u>Use criteria matrix</u> – focus on most important (heavily weighted) qualifications first, and synthesize all relevant information to produce a balanced, in-depth assessment of each finalist that will allow them to be compared across all areas of consideration. See handbook for information about assessing whether input is credible.</p> <p><u>Hiring official</u> – produce the work product they requested – unranked evaluation, ranked evaluation, or recommendation – with details. It can be helpful to have the committee meet with the hiring official as well, to explore any questions</p> <p><u>Close the loop</u> – be sure that</p> <ul style="list-style-type: none"> ● Hiring official informs committee of final hire and thanks them for their work ● All remaining candidates are contacted and released from the pool quickly and graciously 	<p><u>Handbook</u> – Chapter 12, checklist 7</p> <p><u>PPT slides</u> – Select and Go-to Questions</p> <p><u>Search Excellence</u> – Making an Offer, Communicating with Applicants</p>

<p style="text-align: center;">Integrate</p>	<p><u>Announce the hire</u> – check with hiring official about plans to announce the hire and provide rationale for decision.</p> <p><u>Plan for arrival</u> – ask the committee to begin planning at least their part in the new person’s welcome and their introduction to colleagues and unit culture.</p> <p><u>Follow up after arrival</u> – as advocate you know the candidate fairly well and are from outside their department. Schedule one or more coffee dates with the new person during their first few months to check in and help them trouble-shoot any areas of concern.</p>	<p><u>Handbook</u> – Chapter 13, checklist 8</p> <p><u>PPT Slides</u> – Integrate, Go-to Questions, Micro-aggressions, Faculty mentoring</p> <p><u>Articles/handouts</u> – Rockquemore articles about mentoring; mentor map</p> <p><u>Search Excellence</u> – Integration and Orientation for New Employees</p>
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*Resources:

- Search Advocate Handbook – Workshop materials, Canvas
- PPT Slides – Workshop materials, Update Workshop materials, Canvas
- Articles/handouts – Workshop Materials, Canvas
- Workforce Diversity Plan – Human Resources website:
http://internal.lowercolumbia.edu/departments/human-resources/_assets/documents/LCC2020HRWorkforceDiversityPlan.docx.pdf