Classified Hiring Flow Chart

01

Create a diverse Search Committee and Appoint Search Committee Chair.

02

Submit Job Posting Request in TMS (HR will route for approval from VP, Dean/Director, UBO, and Hiring Manager.)

03

Once Job Posting Request is approved, contact the HR Specialist to schedule the announcement or obtain a hiring list.

04

For AA1, AA2, or Custodian positions, you'll receive a hiring list. For all other positions, the job will be posted for a minimum of one week.

05

Once the position has closed, you will receive a hiring list and can schedule interviews.

06

When ready to offer, reach out to HR Specialist to receive permission to confirm hire.

07

Contact the candidate and make a verbal offer of employment. Discuss starting wage and start date.

08

Once the verbal offer is accepted, draft offer letter and email it to HR Specialist for approval.

09

Send approved offer letter to candidate. Include a signed copy with the Power PR form for processing.

Launching Your Search

Important Contacts

HR Business Partner for Talent Acquisition

Maggie Leitch

maggieleitch@isu.edu
208-282-3830

HR Specialist

Stephanie Richardson

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208-282-4828

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 with be the HR Specialist, and the HR Business Partner for Talent Acquisition will assist in the HR Specialist'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).

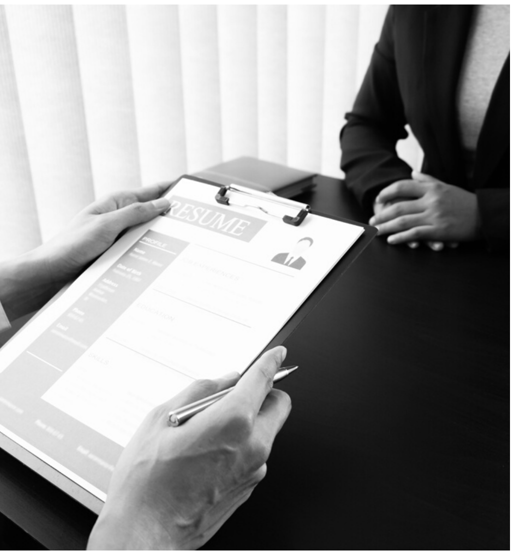
Job Posting Information

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.



Preparing to Interview

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.

Interviewing Guide

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 interviews are completed, send an email to the HR Specialist, noting who the committee recommends hiring, then wait for approval from HR before making a verbal offer. Once your hiring decision is approved, you can make a verbal offer and prepare the written offer letter for approval.

Concluding Your Search

Important Contacts

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Maggie Leitch

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208-282-3830

HR Specialist

Stephanie Richardson

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208-282-4828

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 has approved the Offer Letter.

Once the offer letter is approved by HR, you can deliver it to the incumbent. Upon receipt of the signed offer letter, a Power PR should be completed for benefited employees, and an EPAF should be completed for any non-benefited employees. With these steps complete, your search is concluded.

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!