The Recruitment, Search & Hiring Process for Library Exempt Staff

All-Staff Presentation
December 8, 2016
Overview of Recruitment, Search & Hiring Process

1. Form Search Committee
2. Recruit Candidates
3. Review Vacancies
4. Approve Position
5. Hire New Employee

Flow: From Hire New Employee to Form Search Committee to Recruit Candidates to Review Vacancies to Approve Position to Hire New Employee.
Commitments to the Process

- Clear job description
- Seek most qualified candidates who best meet overall job requirements and qualifications
- Commitment to diversity and inclusion
- Fair and equitable treatment of candidates during search process
- Respect for candidates
- Confidentiality
- Broad staff participation invited
- Don’t hire unless convinced
Steps in the Process

1. Requisition and approval of position (including vacancies)
2. Job description & posting written/revised & posted
3. Search committee formed
4. Search committee conducts search, in consultation with hiring manager
   a) Reviews & screens applications
   b) Conducts phone interviews
   c) Hosts on-site interview visits
   d) Solicits feedback on candidates
   e) Checks references
   f) Reports a summary of strengths & weakness of final candidates
5. Hiring decision – consensus of Hiring Manager, University Librarian, OPG, and others as appropriate
6. Hiring Report filed in WorkDay; reviewed & approved by UHR
7. Background check performed (UHR contractor)
8. Job offer conveyed; salary & start date agreed upon

Based on University Library Recruitment/Search/Hiring Process, Revised May 2016
## Working Beyond First Impressions: Seeking Evidence of the Candidates’ Qualifications

### Examples of “Quantitative” Qualifications

- Educational degree(s)
- Years of experience
- Various types of experience (e.g., budget, supervision, etc.)
- Number of staff supervised
- Subject expertise
- Technical expertise
- Language skills
- Demonstrated understanding of and receptiveness to the uses of emerging technologies (e.g., social media)
- Evidence of scholarly engagement and active participation within the profession

### Examples of “Qualitative” Qualifications

- Organizational skills
- Ability to manage multiple priorities
- Ability to work cooperatively and maintain effective working relationships with colleagues, faculty, staff, and students
- Ability to work in a complex library organization with a strong service orientation
- Ability to lead and engage staff through the process of organizational improvement and change
- Excellent analytical, oral, and written communication skills
- Commitment to diversity
How Can We Improve Our Current Process?

- More structured and systemized
  - Prioritize and clarify at outset what is required and wanted in the new hire
  - Decide what we’re attempting to measure/reveal with interview questions and presentation topics
  - Frequent communication throughout process between Search Committee, Hiring Manager, and Library HR
- Evaluate candidates on how well they meet overall job requirements and qualifications
- Speed up process, when possible
- Commitment to diversity and inclusion
- Other...