

A Guide to Effective Recruiting Practices for Administrative and Support Staff Positions



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A Guide to Effective Recruiting Practices for Administrative and Support Staff Positions at Gettysburg College

INTRODUCTION

At Gettysburg College, our perspective on diversity and inclusion is grounded in our core values. We believe in the worth and dignity of all people and the limitless value of their intellectual potential. We are also committed to providing a diverse and inclusive learning and working environment because it enhances the educational experience for all students. Research shows us that a diverse college environment is linked to the development of critical thinking skills. Nurturing, respecting, and sustaining an inviting campus climate where individual differences and identities are perceived as strengths, not deficits, is critical to developing a sense of belonging. We strive to be that place where everyone can live authentic lives without concern that this authenticity will negatively impact their opportunities for success.

This guide provides a checklist of best practices for the hiring process for administrative and support staff positions at Gettysburg College. These practices will be incorporated into all full-time and part-time, ongoing administrative and support staff searches conducted on our campus.

Hiring managers and supervisors are charged with the responsibility to recruit candidates for open positions from a diverse backgrounds and experiences. At Gettysburg College, we define diversity very broadly. It refers to all the ways in which people differ, including primary characteristics, such as age, race, gender, ethnicity, mental and physical abilities, and sexual orientation; as well as secondary characteristics, such as education, income, religion, work experience, language skills, geographic location, and family status. Put simply, *diversity* refers to all of the characteristics that make individuals different from each other.

The purpose of this guide is to equip all search committees for administrative and support staff positions with the means to ensure that each search is conducted in a way which guarantees that the job seeker has equal access to the entire process and equal opportunity throughout the process.

Please address all comments and suggestions to Human Resources at HR@gettysburg.edu.

REQUIREMENTS TO CONDUCT A SEARCH

All full-time and part-time positions lasting a year or more are subject to the full search requirements. The College encourages as broad-based a search as possible for these positions. For most administrative positions, a national search is required.

Managers and supervisors will only be permitted to waive the search process in the following situations:

- Temporary appointments that last 1 year or less – however a newly-hired temporary employee may not move into the position on an on-going basis without doing a full search (national search for administrative positions)
- Departmental restructure or reorganization
- Previous search pool for identical position – Search conducted within the previous four months or less
- Formal reclassifications of existing positions
- Internal promotions within the same department – Only if there are no other possible internal employees qualified to move into the position, otherwise an expedited search may be allowed.

To waive a search, please complete the form found in the appendix (Appendix I) and forward it along to the Human Resources Office for approval prior to making any final arrangements or speaking with the impacted employee(s).

TRAINING REQUIREMENTS

All search committee chairs and search committee members are required to complete the following trainings at the beginning of the search process. The trainings must be completed prior to the process of narrowing the pool of candidates.

Online training through Vector. Please contact Human Resources after the search committee has been identified to assign committee members this course.

CONFIDENTIALITY

Confidentiality is vital in recruiting strong candidates and preserving the integrity of the search. All persons involved in the search are responsible for maintaining the confidentiality of the search process. Information obtained during the application and interview process must remain confidential throughout the entire process and thereafter.

Search committee members or members of the interview team may not contact an applicant individually, discuss the qualifications of an applicant outside of the search committee, or call references without the approval of the Search Committee Chair.

Additionally, search committee members may not serve as references for applicants in the pool for which they have assumed search committee responsibilities.

Before the Search

SELECTING SEARCH COMMITTEE MEMBERS

No committee on campus has a greater ability to make profound and substantive changes in a department than that of a search committee. Search committees play a critical role in developing and shaping a rich and diverse community at Gettysburg College.

Every member of the search committee should thoroughly understand the requirements of the position to be filled, the needs of the department, the College's efforts to diversify our community, and the mission of the department and the College. The individuals appointed to the committee should have good judgement and a strong commitment to diversity and inclusion. They should represent different backgrounds, career stages, and areas of expertise.

INCLUSION OF HISTORICALLY UNDERREPRESENTED GROUPS

It is important to include women, underrepresented racial and ethnic minorities, and members of other represented groups on search committees whenever possible, as a diverse search committee is more likely to generate a strong applicant pool.

IDENTIFY AN INCLUSION PARTNER

In order to ensure that the search is exhaustive and gives due consideration to all candidates, each search committee must include an Inclusion Partner. A listing of current Inclusion Partners can be found on our website.

The Search Chair should select an Inclusion Partner from outside of their department. If the Search Chair is unable to add an Inclusion Partner from another department, they must, at the very least, choose an individual who does not report to them to serve as the Inclusion Partner. Although all committee members need to be trained on issues of diversity and inclusion and make sure best practices in fair and open searches are followed, the Inclusion Partner can help the committee stay focused on these efforts.

The Inclusion Partners have been employed by Gettysburg College for at least one year and have participated in a number of training sessions to help them do their work. A listing of their responsibilities are on page#4.

RESPONSIBILITIES OF THE SEARCH COMMITTEE CHAIR

- Ensure that the search committee charge is understood and implemented.
- Ensure that the search guidelines are followed.
- Select an Inclusion Partner to be a part of the search.
- Ensure compliance with equal opportunity and diversity requirements.
- Facilitate all committee meetings.
- Ensure that the appropriate search records/documentation and meeting minutes are maintained.
- Perform all regular duties of a search committee member.
- Maintain confidentiality throughout the search process.
- Also responsible for all items below as a member of the search committee.

RESPONSIBILITIES OF THE SEARCH COMMITTEE MEMBERS

- Understand College's strategic plan, as well as applicable equal opportunity and diversity goals.
- Adhere to the search guidelines.
- Evaluate applicants fairly based on the qualifications advertised in the job ad.
- Create an open and welcoming environment and establish positive rapport with candidates during the interview.
- Attend all scheduled committee meetings and actively participate in the search process.
- Maintain confidentiality throughout the entire search process.

RESPONSIBILITIES OF THE INCLUSION PARTNER

- Understand College's strategic plan, as well as applicable equal opportunity and diversity goals.
- Assist the search chair in the development of the evaluation criteria and the recruitment plan. Share the recruitment plan with the Human Resources Office prior to posting the position (A full recruitment plan is only necessary for administrative searches).
- Assist the search chair with developing the vacancy announcement.
- Attend all scheduled committee meetings and actively participate in the search process (including phone and campus interviews).
- Educate the search committee on unconscious bias, appropriate interview questions, etc.
- Watch for unconscious biases in the hiring process and be willing to address it appropriately with search committee members.
- Have a conversation with Human Resources to discuss the demographics of the pool, prior to beginning phone interviews.
- Assist the search committee with the development of their interview questions (generally all candidates should be asked the same set of interview questions).
- Report unethical search committee conduct immediately to either HR or the Chief Diversity Officer.
- Receive regular ongoing professional development consisting of participating in 2 meetings per year (1/semester) to maintain their knowledge and skills in this area.

THE SEARCH COMMITTEE'S CHARGE

The search committee's responsibilities are to identify a listing of qualified candidates for the position vacancy. In the charge, the Search Chair should emphasize that this responsibility includes advancing the goal of identifying outstanding candidates who are women, underrepresented minorities, or members of other underrepresented groups.

Search committees should always receive their charge before they begin their work. The charge should include the committee's tasks, deadlines, and a review of the job description as well as the agreed-upon selection criteria for the position.

Charge Checklist:

- a. Distribute position description
- b. Discuss the essential functions of the position (required vs. preferred criteria)
- c. Explain screening procedures (search rubric, etc.)
- d. Discuss interview procedures (appropriate interview questions, etc)
- e. Explain the policy for handling late or incomplete applications
- f. Review the institutional policy on diversity
- g. Assign duties of individual committee members
- h. Determine timeline for the search
- i. Maintain confidentiality
- j. Determine preferred number of finalists to visit campus for interviews
- k. The search committee should bring forward a short narrative of each candidate based on pre-determined criteria (strengths, challenges, etc). Search Committee members are not responsible for making the hiring decision.

INTERVENTIONS TO AVOID COMMON BIASES OR ERRORS IN THE SEARCH PROCESS

Mitigating unconscious bias in the hiring process allows search committees to make better hiring decisions, helps to create an environment where all committee members can share their ideas and opinions, and allows the committee the opportunity to help build a more diverse and inclusive community.

Think about incorporating the following evidence-based interferences to mitigate unconscious bias.

- Educate committee members on unconscious bias – All committee members are required to take the online training entitled "Managing Bias" through Vector prior to narrowing the pool of candidates. *Please Human Resources to assign training to all search committee members prior to narrowing pool of candidates.*
- Establish evaluation criteria – Making snap judgments where his or her first impression (either positive or negative) cloud the entire interview.
 - **First-Impression Error** – snap judgments where his or her first impression (either positive or negative) cloud the entire interview.
 - **Inconsistency in Questioning** – Asking different questions of candidates.
 - **Halo/Horn Effect** – Allowing one strong point that the candidate values highly to overshadow all other information. When this works in the candidate's favor, it is called the halo effect. When it works in the opposite direction, with the interviewer judging the potential employee unfavorably in all areas on the basis of one trait, it is called the horn effect.
 - **Shifting standards** – Holding different candidates to different standards based on stereotypes
 -

- **Similar-to-me bias** - which is people's tendency to like people who are similar to them (graduated from the same school, have similar hobbies, etc).
- **Stereotyping** – forming generalized opinions about how people of a given gender, religion, or race appear, think, act, or feel.
- Spend enough time reviewing applications – Allow 15-20 minutes per candidate to decrease the likelihood of arriving at biased judgements of applicants

DEVELOP A RECRUITMENT AND OUTREACH PLAN

Developing a comprehensive recruitment and outreach plan is one of the most important components of the search process. The search must include a broad spectrum of strategies which will yield a more diverse pool of qualified candidates. A sample recruitment plan can be located in Appendix II. Recruitment plans are only required for administrative searches.

Before the search committee does its work, a recruitment plan must be created for each administrative search which includes substantial outreach aimed at developing a diverse pool of candidates. The Inclusion Partner must be a part of establishing the recruitment plan and it must be forwarded to the Human Resources Office at the beginning of the search for approval.

A full national search is recommended for administrative positions. Although support staff positions may require a more local/regional recruiting approach, it's still very important to think about how to broaden these searches as well.

DEFINING THE POSITION

Prior to beginning the search, the department or search chair, along with the Inclusion Partner, should engage in a relatively extensive review of the position requirements and the job description to determine screening criteria. The search chair should share a draft with the search committee for review. In order to attract a wide range of applicants, the department should aim for consensus on specific criteria, while planning to cast the hiring net as broadly as possible. The search criteria must be finalized before any review of the application materials.

Advertised qualifications must be consistent with the qualifications outlined in the job description. Minimum qualifications must be clearly stated. To obtain the largest pool of candidates, identify only the minimum qualifications. Desired qualifications that are not actual requirements should be specified as "preferred" or "desired".

CRAFT THE POSITION ANNOUNCEMENT

Proactive language should be included in the vacancy announcement to emphasize the College's commitment to diversity. Examples of approved statements can be found in the Appendix (Appendix III). These statements should be listed toward the beginning of the announcement, not at the end.

During the Search

ACTIVE RECRUITING

A robust and diverse applicant pool is the most helpful tool for recruiting highly qualified candidates who can further the institutions mission and strategic initiatives. Active recruiting includes making information about the vacancy widely known, both through advertising broadly and seeking out individuals through professional networks. The search committee must take an active role in the recruitment process; it is not solely HR's responsibility.

STRATEGIES TO ENHANCE THE DIVERSITY OF THE APPLICANT POOL

- Consider non-traditional advertising venues. (Example: Professional associations).
- Personally invite members of underrepresented groups to apply for position openings.
- Maintain ongoing professional contacts with colleagues at other institutions to solicit nominations of well-qualified women and people of color.
- Advertise positions in a variety of publications and with professional organizations that reach diverse populations.
- Maintain close contact with diverse graduates from Gettysburg College.
- Identify institutions with programs that provide diverse graduates (year-round recruiting)

SCREENING APPLICANTS

When search committees evaluate candidates, it's important to make sure that the process is fair and gives due consideration to each candidate.

1. Establish criteria to evaluate candidates – As discussed earlier, the evaluation criteria should have been identified prior to reviewing application materials. Select criteria that reflects requirements of the position.
2. Adhere to evaluation criteria – Use a standard evaluation form (rubric) to determine that all candidates are evaluated based on the same set of screening criteria. Be aware of this potential unintended bias. Evaluate all candidates based on the same set of standards. See sample rubric in the appendix (Appendix V).
3. First, look for strengths – In the initial review of applicants, it's helpful for search committee members to search for reasons to continue to consider the individuals for the position. This approach will ensure that strengths are not overlooked and that all promising candidates are included in the process.
4. Give each applicant enough time – Allow 15-20 minutes to review each candidate's materials to ensure that each receives a thorough assessment.
5. Consider candidate's record of working with diverse students and colleagues – Gettysburg College is committed to building a diverse and inclusive search process. To that end, attention should be given to candidates who have a similar track record.
6. Avoid ranking — Make sure that all candidate materials have been given the time and attention prior to expressing preferences for particular candidates.

INTERNAL APPLICANTS

Internal applicants should be considered similarly to external applicants. They must apply through the same process and are given similar scrutiny based on the same set of screening criteria as compared to external applicants.

USE OF THE INTERNET AND SOCIAL MEDIA IN THE SCREENING AND SELECTION PROCESS

Conducting internet research on applicants for employment can result in the discovery of information that cannot be verified or is untrue. This is particularly true of information that you would find on blogs, social networks and websites such as Facebook, Flickr, Twitter, Instagram and YouTube. Additionally, some of this information is protected under the College's nondiscrimination policy such as race, ethnicity, color, religion, national origin, disability, veteran status, marital/familial status, possession of a General Education Development Certificate (GED) as compared to a high school diploma, sexual orientation, gender identity, gender expression, sex, age, or genetic information in all aspects of employment, educational programs, activities, and admissions.

No internet searches of any applicant may be performed by the search committee members. If a search committee wishes to conduct an internet search, it must be performed by Human Resources on all of the finalists.

This policy does not prohibit verifying an applicant's current employment by accessing an official website of the applicant's employer.

*NOTE: There may be few exceptions to this rule. As an example, a candidate for a position in Communications & Marketing may require additional screening to determine how they utilize social media for their previous work. For those departments requesting an exception, please reach out to HR in advance - phone/zoom.

CANDIDATE SHORTLIST

Prior to inviting candidates for phone or campus interviews, the Inclusion Partner must review the short list with Human Resources to ascertain that all possible efforts were made to conduct a fair recruiting and evaluation process. The Human Resources Office will review the demographics of the pool with the Inclusion Partner at this time.

PHONE + ZOOM INTERVIEWS

After the candidate short list has been approved, the search committee may begin the process of phone interviewing. The Human Resources Office recommends phone interviewing at least 5-6 candidates for administrative and full-time support staff searches. During the phone interview stage, we recommend discussing the proposed salary range with the candidates. The purpose of the phone interviews is to determine if the candidate's qualifications, education, experience, and salary needs are compatible with the position.

ON-CAMPUS VISITS AND INTERVIEWS

It is now time for the search committee to identify the top 3 candidates to bring to campus for interviews. These visits are opportunities for candidates and department members to learn more about each other as potential colleagues.

DEVELOP THE INTERVIEW SCHEDULE

The interview schedule will look different for administrative vs. support staff searches. The following represents a full schedule for an administrative-type position. (Support staff positions may require a condensed version).

1. Structure the interview as much as possible.
2. Encourage participation on the interview team which represents a cross section of individuals from across campus who would work closely with the successful candidate (include, when possible, women, members of underrepresented groups, as well as both administrators and support staff).
3. Ensure that there are different ways in which each candidate may interact with campus partners and students. Social gathering over lunch or dinner are appropriate as long as the conversations stay on track and all members of the interview team remember to focus on job-specific questions. Avoid having alcohol at these events as it might make some candidates feel uncomfortable if they don't consume alcohol.

4. Consider a guided tour of campus as well as the community if the candidate wishes. See appendix for Dave Site's information (Appendix VI).

Dave is an alum and local realtor who has offered his services to our candidates.

CONDUCTING THE INTERVIEWS

1. Share the interview schedule with the candidate in advance of their visit to campus.
2. Provide a warm welcome to all candidates.
3. Let the candidate do most of the talking (80%).
4. Ask all candidates the same set of interview questions, all of which must be legal and appropriate for the position. Follow-up questions to clarify ideas are appropriate.
5. Do not ask leading questions – (Example: signaling expected answers or leading to preferred answers).
6. Be mindful that all questions about diversity should not always be posed by the interviewer who is a woman or a member of an underrepresented group.
7. Ensure that you do not make statements that presume a candidate's sexual orientation or gender identity.
8. Utilize good listening patterns.
9. At the end of the interview, it's important to ensure that no questions have been overlooked. Encourage the candidate to suggest anything to be expanded on or to help clarify their training and experience.
10. Advise the candidate of the schedule for filling the position and how and when the search chair will communicate their hiring decision.
11. Thank the candidate for their time.

When selecting the interview questions, the search committee should ask themselves: (1) Will the answers to this question, if used in making a selection, have a disparate effect in screening out candidates in a protected class? And (2) is the information essential to judge a candidate's

qualifications for the job? See the attached appendix for a listing of appropriate job interview questions (Appendix VII).

Based on the premise that past behavior is almost always an indicator of future behavior, we encourage search committees to ask behavioral interview questions of their candidates. These questions focus on how a candidate has specifically handled a certain situation in the past. Questions like this might begin with "Tell me about a time when you. . . .". If you choose to add behavioral questions to your interview list, please be sure to ask all candidates the same set of questions.

CHECK REFERENCES

References provide a valuable complement to the interview process, allowing search committees to gain a better understanding of the candidate's experience and professional accomplishments. Search committees must have a consistent approach to reference checking. See the appendix for a listing of good reference questions (Appendix IX). Be sure to only ask job-related questions.

Notify candidates that their references may be contacted. Candidate requests should be honored, if at all possible. As an example, if a candidate requests that a search chair not contact their current employer until the candidate is a finalist for the position, the request should be honored.

It is important to notify your candidate that the College reserves the right to check additional references that might not be on the original list provided.

The search committee should only feel compelled to check references on the finalist. Committees are not required to check references on all interviewees.

SELECTING A CANDIDATE AND MAKING THE OFFER

After all interviews have been completed and references have been checked, the search committee should meet to discuss all of the campus interviews. Adhering to the agreed-upon process for discussing and voting on the candidates will contribute to unbiased decision making that reflects the opinions of all members.

After the search committee determines their recommendations, the search chair will make a final selection and notify Human Resources via a **Hiring Recommendation Memo** (email) of the finalist's name and the recommended rate of pay to offer the candidate.

After the search chair receives approval from Human Resources, the chair will call the successful candidate to offer the position. It is recommended to inform the candidate that they may wish to visit the Human Resources Office website for information about benefit offerings. We suggest giving the candidates at least 2 days to review the offer before expecting response.

If the candidate accepts, the search chair is required to call all other candidates who were interviewed for the position and not selected to thank them for applying and going through the process. Please inform them that, after careful review and consideration, another candidate was chosen for the position.

The search chair must then work with Human Resources to send rejection letters to all of the other applicants for the position.

EVALUATING THE SEARCH

After the search is finalized, it's helpful for the search committee to reflect upon the search it just led. By documenting and sharing lessons-learned, future searches can better employ practices that will recruit a talented group of administrators and support staff at Gettysburg College.

The following questions can help guide the committee's evaluation of the process:

1. Did the committee use a checklist of best practices in their search?
2. What parts of the search went well?
3. What parts didn't go so well? How could they be improved next time?
4. Was the applicant pool diverse? Did it include women and members of underrepresented groups?
5. Are there ways that the department can become more attractive to women and members of underrepresented groups?

ONBOARDING YOUR NEW EMPLOYEE

Successfully onboarding your new hire is very important. It is the perfect opportunity to make a positive impression on your new employee and can have a dramatic effect on job performance, satisfaction, organizational commitment and retention. When you think about onboarding your new employee, you should consider the first day, first week, first month, and first year.

Managers, supervisors and search committees play a vital role in onboarding a new hire. It should not be left only to the Human Resources Office. Help make your new hire feel welcome, introduce them to people from across campus, take them on a campus tour, and explain the many benefits of being a Gettysburg College employee!

WELCOME AMBASSADOR PROGRAM

The New Employee Welcome Ambassadors Program is designed to provide new staff members of the College community with the basic knowledge and skills necessary to succeed during their first weeks at the College, and to help these individuals feel welcome. Through this New Employee Welcome Ambassadors Program, a Welcome Ambassador will be assigned to each newly hired administrative and support staff employee to offer a friendly resource for guidance and encouragement. The Human Resources Office manages the New Employee Welcome Ambassadors Program.

Checklist: Best Practices in Search and Hiring for Administrative and Support Staff Positions

BEFORE THE SEARCH

1. Create a diverse search committee, including, *where possible*, women and a member of an underrepresented group.
2. Appoint an Inclusion Partner to the committee from our list. Notify Human Resources of your selection.
3. For administrative searches, create a recruitment plan with your Inclusion Partner, including a broad outreach, and forward it along to the Human Resources Office. See the sample in the Appendix. (Appendix II)
4. Add language to the job ad signaling a special interest in candidates who contribute to the department's diversity priorities. (Appendix III).
5. The Human Resources Office will ensure proper wording and formatting of the advertisement and will provide the PeopleAdmin URL.
6. The Human Resources Office will place the approved advertisement in the pre-determined locations. For administrative level searches, consider additional diversity recruitment locations and work with HR on those postings. (Appendix IV). These advertisements offer a broad outreach. The department will be responsible for placing the approved advertisement in the appropriate listservs or websites that reach their targeted audience (Via associations, etc.).
7. Search Committee Members complete required online training as well as in-person training with the Inclusion Partner.
8. The search committee chair meets with the committee at the beginning of the search process to officially "charge" the committee. At this committee meeting, the search chair, along with the Inclusion Partner, will reinforce the importance of diversity and the goal of identifying outstanding women, underrepresented racial and ethnic minorities and/or members of other underrepresented groups as candidates for the position, and reiterate the selection criteria.
9. Determine screening criteria, pulled from the position description and identified in the job ad, and discuss how criteria will be weighted and valued.

DURING THE SEARCH

1. Have the search committee chair and committee members reach out to colleagues at other institutions and/or professional associations that have diverse staff members and students to identify female candidates and candidates from underrepresented groups.
2. Advertise as broadly as possible, including interest groups with diverse staff members.
3. The Inclusion Partner will have access to all search materials in PeopleAdmin, along with the Search Committee Chair. HR does not conduct a preliminary review of the materials.
4. Ensure that each candidate is evaluated on all criteria listed in the job ad (See Appendix V for Sample Candidate Evaluation Form).
5. The Inclusion Partner should connect with Human Resources prior to inviting candidates for phone interviews to review the diversity of the pool of applicants.

6. The search chair or designee, updates PeopleAdmin throughout the search, moving candidates in the workflow on a regular basis as appropriate for the search.
7. The Human Resources Office recommends phone/zoom interviewing at least 5-6 candidates for administrative and full-time support staff searches. During the phone interview stage, we recommend discussing the proposed salary range with the candidates.
8. After phone/zoom interviews are concluded, we recommend bringing 3 candidates to come to campus. (See Appendix IX for search expense guidelines). Consultation with the Human Resources Office must occur before candidates are invited to campus for interviews. Send an **"Interview Memo"** electronically to the Human Resources Office explaining the candidates you would like to interview on campus and a general statement about how they meet your qualifications for your position.
9. During the phone/zoom interview and campus interview stage, only ask questions that are legally appropriate and are meant to gauge a candidate's education, experience and competencies necessary for the position. (See Appendix VII).
10. If possible, during the on-campus interview, connect the final candidates with employees who share similar background and interests.
11. To ensure that each candidate is asked about his or her demonstrated commitment to diversity, and experience working in diverse environments, designate one person to lead asking these questions. This person should (preferably) not be the only female or underrepresented minority committee member. A list of recommended questions is located in Appendix VI.

AFTER INTERVIEWS ARE CONCLUDED

1. The search committee discusses each top candidate. The search committee should not rank order candidates, rather they should provide a summary review of each candidate (overall strengths, challenges, etc.)
2. The search committee should discuss the process of conducting reference checks. References should be conducted on the finalist.
3. The search chair send a **"Hiring Recommendation Memo"** electronically to the Human Resources Office indicating the name of the final candidate and the recommended salary to be offered. The Human Resources Office must give approval before any offer of employment is made.
4. The search committee chair calls finalist to offer the position with the agreed upon salary approved by Human Resources.
5. After an offer has been made and accepted, the search committee chair calls all candidates who were interviewed for the position and not selected to thank them for participating in the search.
6. The search committee chair sends letter of regret to all other applicants using the College's applicant tracking system.

AFTER THE SEARCH

1. The search chair conducts a post-search debrief to review how the process went for the search committee, the chair, and the new hire, including a discussion of any candidates who turned down offers and what could have been done to make their recruitments successful.

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