

# Recruitment Procedures for Appointed Professional Positions

Professional positions that are classified as a Level 3 or below no longer require a search and screen committee to assist in filling a vacancy. The hiring official must still follow the present search procedures, but not appoint a search and screen committee. If you have questions, please contact Gerry Stroman at [gstroman@iuk.edu](mailto:gstroman@iuk.edu) or Jerre Fercho at [jfercho@iuk.edu](mailto:jfercho@iuk.edu).

## Request to recruit

1. When a position becomes vacant, the hiring official should request a copy of the current job description from Human Resources. The job description should be updated to reflect any changes that may have occurred in the position. The hiring official should review the changes with the Director of Human Resources to see if the changes require a reclassification review.
2. The hiring official should then initiate the Position Request Authorization form. The form needs the signature approval of the appropriate vice chancellor, the Vice Chancellor for Administration and Finance, and the Chancellor.
3. Exceptions to the procedures enumerated below must be approved by the Chancellor at the time the Position Request Authorization form is submitted.
4. Appropriate justification for filling the vacancy and any support costs should be attached to the authorization form.
5. After the Chancellor has approved the Position Request Authorization, the Office of the Chancellor will notify the hiring official, the Affirmative Action Officer, and the Director of Human Resources that the search for the position has been approved. The original Position Request Authorization form should be forwarded to Office of Human Resources for filing.

## Search and screen committee

1. After the Position Request Authorization form has been approved, the hiring official is responsible for appointing the Search and Screen Committee and selecting one member of the committee to serve as the chair. (Note: appointed positions for one year or less or less than full-time do not require a Search and Screen Committee but must follow all other procedures.)
2. The hiring official should complete the Search and Screen Committee form. The committee should include 3-5 members. The members could include faculty, staff, students, and/or other appropriate individuals. The make-up of the committee should include a diverse mix based upon race and gender. At least one committee member should have working knowledge of the position. The hiring official would normally not be a member of the committee.
3. The completed Search and Screen Committee form should be sent to the Affirmative Action Officer for approval. After the Affirmative Action Officer has approved the committee, a copy of the form will be sent to the Office of Human Resources.

4. The role of the committee is to serve in an advisory capacity to the hiring official. The committee's primary responsibility will be to pre-screen candidates, select the candidates who should be interviewed, conduct telephone reference checks, and interview the candidates. In addition, the hiring official needs to clarify the role(s) of the committee in evaluating the candidates. Should the committee
  - a. list the strengths and weaknesses of each of the candidates that were interviewed; and/or
  - b. identify the acceptable candidates for hire; and/or
  - c. rank order the candidates?
5. The Affirmative Action Officer and Director of Human Resources will serve as ex-officio members of each Search and Screen Committee.
6. The chair of the Search and Screen Committee should schedule the first committee meeting. The Affirmative Action Officer, the Director of Human Resources and the hiring official should attend the first meeting. At this meeting the Affirmative Action Officer will review the search and screen policies and procedures; the Director of Human Resources will review the ad, the recruitment sources, and the projected timetable for filling the vacancy; and the hiring official will review the job description and qualifications for the position with the committee.
7. The Committee should
  - a. discuss the evaluation criteria and the screening process;
  - b. determine who will review the resumes of the applicants who meet the minimum qualifications for the position. Does the committee want to review all of the qualified candidates, or should the Director of Human Resources, the chair of the committee, and/or the hiring official screen the candidates down to the 10-12 most qualified candidates for the committee to review?; and
  - c. make suggestions to the hiring official of individuals who should participate in the interview process.

## **Advertising**

1. The Director of Human Resources will contact the hiring official to
  - a. discuss the ad content and recruitment sources;
  - b. determine the wording for receipt of applications:
    1. The deadline for receipt of applications is \_\_\_\_\_.
    2. The review of applications will begin on \_\_\_\_\_.
    3. Applications will be received until the position is filled.
  - c. discuss the timetable for filling the vacancy; and
  - d. determine the information to be provided each of the candidates invited to campus for an interview.
2. The Office of Human Resources will develop the ads and the job vacancy announcements to advertise the opening.
3. All ads should include the following three statements:
  - a. "For more information about IU Kokomo and this position, visit our Web site at [www.iuk.edu](http://www.iuk.edu)."

- b. "Individuals needing assistance to participate in this application process should contact the Office of Affirmative Action at (765) 455-9529. Documentation of disability may be required."
  - c. "Indiana University Kokomo is an Equal Opportunity/Affirmative Action Employer."
4. Recruitment sources:
- a. Depending on the type of recruitment required for the position vacancy ([Attachment A](#) identifies the type of search required for each position), the following list indicates the required advertising sources for either a regional or national search.

Source	Regional	National	By request
<a href="#">HigherEdJobs.com</a> web page		X	X
<a href="#">IUK.edu</a> web page	X	X	
<a href="#">WTHR.com</a> web page		X	
Human Resources job board	X	X	
Chronicle of Higher Education		X	
Indianapolis Star (state edition)		X	X
Indianapolis Recorder			X
Kokomo Tribune	X		
Workforce Development	X		
Local black organizations	X		
Minority colleges and universities	X	X	(via e-mail)
La Ola Latino-Americana newspaper			X
Affirmative Action Registrar			X
Black Issues in Higher Education (top schools)			X
Hispanic Outlook in Higher Education (top schools)			X
Schools with appropriate academic programs			X

Appropriate professional organizations			X
Attending professional association conferences			X

(Note: Advance approval must be obtained from the Chancellor. The hiring official must outline how resumes collected and/or candidate interview commitments will be incorporated into the regular search and screen procedures.)

5. Ads will be reviewed by the Affirmative Action Officer prior to placement.
6. Allow one week for the Purchasing Office to obtain quotes on ads.
7. Ads will be placed by the Office of Human Resources.
8. Positions should be advertised for at least 10 working days.
9. All application materials will be sent to the Director of Human Resources.
10. The deadline for receiving/processing application materials should appear in the ad.
11. When the ad indicates a specific deadline for receipt of applications, applications received after that date will not be considered unless the search is re-opened.

## Screening applications

1. Following the receipt of applications and nominations, the Office of Human Resources will mail out acknowledgement letters & EEO forms to each applicant.
2. The EEO forms are to be returned to the Affirmative Action Office. The Affirmative Action Office will tabulate the responses to monitor candidates from protected categories.
3. After the deadline for receipt and/or review of applications has passed, the Office of Human Resources will conduct the initial screening of all applications to ensure that all candidates meet the minimum qualifications in order to be considered by the Search and Screen Committee.
4. The hiring official will establish the parameters for review of the qualified candidates:
  - a. the Search and Screen Committee will review all candidates, or
  - b. the Director of Human Resources, the Chair of the Search and Screen Committee, and the hiring official will screen the candidates and select the 10-12 most qualified candidates for review by the Search and Screen Committee.
5. The Search and Screen Committee will evaluate the candidates based on the selection criteria (qualifications) and identify the short list of candidates to be interviewed.
6. The Director of Human Resources will contact each of the candidates on the short list to let them know that the Search and Screen Committee has identified their candidacy as one that is still under consideration for the position. The director will:
  - a. review the parameters of the position with each candidate;
  - b. ask questions to verify their educational and work experience background;
  - c. inform the candidates of the starting salary/salary range for the position;
  - d. determine if the candidate is still interested being considered for the position;
  - e. tell the candidate the committee will be contacting their references;
  - f. request a copy of their transcript (to verify required educational requirement) be sent/brought to Human Resources; and

- g. determine the candidate's availability for a campus interview.
7. Telephone reference checks will be conducted on the candidates to be interviewed by the Search and Screen Committee. It's recommended that two members of the committee call all the references for all of the candidates.
8. The Director of Human Resources will submit a list of all the candidates to the Affirmative Action Officer. The list will show the reasons for selection and non-selection of candidates based upon the Search and Screen Committee's evaluation of the qualified candidates, or the reasons why the applicant did not meet the minimum qualifications for the position. Copies of the telephone reference check forms will be attached to the list.
9. The Affirmative Action Officer will review the evaluation of the candidates and the telephone reference check forms before invitations for interviews are extended. The Affirmative Action Officer will contact the Office of Human Resources to let them know they can call and schedule the interviews.
10. The Director of Human Resources will handle all contacts and correspondence with the candidates.

## **Interviewing**

1. Normally two or three candidates should be interviewed for each opening. The number can vary depending upon cost and availability of top candidates.
2. Each of the candidates should meet with the Director of Human Resources, the Search and Screen Committee, and the hiring official. The hiring official and the Search and Screen Committee can determine other appropriate individuals for the candidates to meet with including faculty, staff, students, or other appropriate parties. When appropriate, the appropriate vice chancellor and the chancellor should also meet with the candidates.
3. All individuals who participate in the interview process should complete a Candidate Evaluation form and return it to the Office of Human Resources. The Office of Human Resources will provide the hiring official with either a summary of the evaluations or copies of the evaluation forms.
4. Following the interviews, the Search and Screen Committee should prepare for the hiring official a written statement based upon the role of the Committee:
  - a. summarizing each candidate's strengths and weaknesses, and/or
  - b. indicating the candidate's acceptability for hire, and/or
  - c. listing their rank order of the candidates.
5. The summary should be given to the hiring official with copies to the Director of Human Resources, the Affirmative Action Officer, and the appropriate vice chancellor.
6. When appropriate, the hiring official should do their own reference checking on top candidate(s).

## **Making an offer**

1. The hiring official will discuss the candidates who were interviewed with the appropriate officials.
2. The hiring official will submit his/her recommendation for the candidate they would like to hire and a starting salary to the appropriate vice chancellor.
3. The vice chancellor will forward his/her recommendation to the chancellor.

4. The chancellor will authorize making an offer to the selected candidate. Either the chancellor or vice chancellor will notify the Director of Human Resources and the hiring official that an offer can be extended.
5. The Director of Human Resources will extend an oral offer.
6. When the offer has been accepted, the Office of Human Resources will prepare a written letter stating the terms and conditions of employment. (See [Attachment B](#) for a copy of this letter.) The Office of Human Resources will send a copy of the offer letter to the hiring official and the Affirmative Action Officer.
7. The hiring official should thank the members of the Search and Screen Committee for participating in the process; and should inform the committee of the candidate whom they selected for the position.
8. The Office of Human Resources will prepare letters for the other candidates indicating the position has been filled.
9. The Office of Human Resources and the Office of Affirmative Action will maintain a file of the hiring activities for three years.

*Revised: May, 2005*