

# Indiana University Bloomington Libraries

## Search and Screen Guidelines for Librarians

### Introduction

This document is intended as a resource for hiring managers and the search and screen committee members for the Libraries recruitment process. It is not meant as a step-by-step explanation of all procedures and paperwork associated with this process, but as a general guide. These guidelines are to be used as an added resource only. Libraries Human Resources (LHR) should be contacted prior to initiating any search for Libraries positions at any level.

It is important to note that while many people are involved in the recruitment process, the Ruth Lilly Dean of University Libraries (henceforth Dean) is the Libraries hiring authority.

LHR is available to assist in coordinating the recruitment process by:

- Advertising open positions.
- Working with the hiring manager on selection criteria.
- Processing the necessary letters and required forms.
- Assisting with the organization of the interview itinerary.
- Noting administrative support available to the hiring manager and the search and screen committee.
- Specifying minority and gender underutilization and affirmative action considerations.
- Providing information regarding all state, federal, and local laws and policies.
- Monitoring the process for efficiency.
- Noting all administrative requirements.
- Assisting with the final negotiations and formal offer to the candidate.

### Goals of the Search and Screen Process

The selection and recruitment of librarians is an important process that impacts the Libraries as a whole and the larger IU community. The goal of the Libraries recruitment process is to attract highly qualified individuals to the Libraries and to select the best candidate possible while adhering to the affirmative action guidelines and goals of the Libraries and Indiana University.

### The Search and Screen Committee

The Libraries employ a standing search and screen committee (henceforth Committee). The Committee comprises four librarians and one exempt professional staff employee. Each member serves a one-year term<sup>1</sup>. Members of the Executive Council and the Bloomington Library Faculty Council may recommend librarians and staff to serve on the Committee. The Dean selects and appoints the members to the Committee.

If one of the members of the committee is the hiring supervisor for a position being filled, s/he will be excused from the duties for that search and another employee will be selected to assume the member's duties for that search.

This Committee is required to manage all librarian searches with the exception of temporary/visiting positions and high-profile or specialized positions for which the Dean determines there should be an independent search and screen committee.

For some searches it may be appropriate to have a person outside the Libraries, or even outside the university, serve on the Committee, such as a faculty member or professionals in a field related to the work of the position. If the hiring manager would like to add such a person to the committee, s/he should submit a request to LHR. The dean will make the final determination if an additional member will be added.

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<sup>1</sup> Members are expected to complete all searches started during their one-year term, which means their commitment may extend beyond the initial twelve-month period.

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The responsibilities of the Committee include:

- Recommending advertising methods or potential candidates when requested by the hiring manager.
- Providing input on position postings when requested by the hiring manager.
- Applicant screening and evaluation.
- Recommending candidates to be interviewed.
- Participating in the interview process.
- Preparing an executive summary.

### Roles and Responsibilities

#### **Director of Human Resources**

The Director of Human Resources for the Libraries (henceforth HR Director) coordinates the entire search and screen process for all vacant or new librarian positions at Libraries. The HR Director is ex-officio for the Committee and her/his responsibilities include:

- Emphasizing the necessity of confidentiality in all Committee discussions and documents.
- Maintaining communication with the hiring manager and the Committee Chair (henceforth Chair); reporting to Libraries Administration on the timeline and progress of each search
- Meeting with the Chair to review search and screen procedures at the beginning of her/his term

#### Obtaining Approval to Fill

- Providing the hiring manager with information on the established procedures to obtain approval to fill the position.

#### Recruitment Plan

- Assisting the hiring manager with drafting a job posting
- Meeting with the hiring manager to develop a recruitment plan prior to assigning the position to the Committee.

#### Initiating Search

- Attending an initial meeting of the Committee meeting for each search.

#### During Interviews

- Meeting with candidates during the interview
- Providing transportation at the beginning and end of each interview day.

#### **Hiring Manager**

The hiring manager is the person to whom the position reports. The hiring manager is responsible for the search and screen process and should assist in its development prior to and provide input throughout the search. The hiring responsibilities include:

- Keeping all information connected with the search confidential.
- Maintaining open communication with the Chair, HR Director and department head.

#### Obtaining Approval to Fill

- Following the established procedures to obtain approval to fill the position.

#### Recruitment Plan

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- Drafting a job posting for the position in consultation with the appropriate administrator<sup>2</sup>, the HR Director, and others as appropriate.
- Meeting with the HR Director to develop a recruitment plan prior to the HR Director assigning the position to the Committee.

### Initiating Search

- Attending an initial meeting of the Committee.
- Outlining for the committee the desired timeline for start date and reports from the committee.
- Noting any departmental constraints that may impact the search.
- Requesting assistance from the Committee with advertising strategies, potential candidates or with the job posting if desired.

### During Search

- Reviewing the secure website frequently to monitor the receipt of references or new applications.
- After reviewing the applications and the Committee's interview recommendations, the hiring manager will notify her/his supervisor<sup>3</sup> which candidates s/he plans to interview.
- Determining the interview schedule with input from the Committee.

### After Interviews

- Consulting with the department head and appropriate administrator to make the final recommendation for hire after reading the Committee's executive summary and other pertinent documentation provided by the Committee,
- Submitting her/his recommendation and the Committee's executive summary to the Dean.

### **Search and Screen Committee Chair**

Each year the Dean will appoint one member of the Committee to act as chair. As suggested by the Office of Affirmative Action, typically the chair is not the hiring manager of the position (There are exceptions to this for temporary and visiting positions. This option should be discussed with the HR Director). The Chair is a facilitator who ensures that the process is timely, fair, and on track while guiding and assisting the Committee in its task. The Chair is responsible for the following:

- Emphasizing the necessity of confidentiality in all Committee discussions and documents.
- Maintaining communication with the hiring manager and HR Director.
- Meeting with the HR Director to review search and screen procedures at the beginning of her/his term
- Scheduling Committee meetings that occur on a regular basis so issues and new assignments can be addressed in a timely manner.

### Initiating Search

- Inviting the hiring manager and HR Director to an initial Committee meeting to review the position requirements and any other pertinent information once a position has been assigned to the Committee,
- Working with the Committee to assist with advertising strategies, potential candidates or with the job posting if requested by the hiring manger.

### During Search

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2 The 'appropriate administrator' is the Associate Dean for the unit or library in which the position will reside. In some cases this will be the Executive Associate Dean or Dean.

3 If the hiring supervisor is an associate dean or a director who reports directly to the dean, s/he does not need to notify her/his supervisor.

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- Preparing a grid to be used while reviewing candidate files and for the final records.
- Documenting all justification for the elimination or recommendation of all candidates.
- Reviewing the secure website frequently to monitor the receipt of references or new applications.
- Contacting LHR to request references for candidates or any other necessary information to assist in the search process. Reference should be requested once the list of onsite interviews has been set.
- Preparing a memo to the hiring manager, the department head, and the HR Director to recommend candidates for interview.
- Providing input to the hiring manager on the interview schedule.

### During Interviews

- Working with the Committee to develop questions for their interview with the candidates.
- Working with the hiring manager and LHR on the interview itinerary.
- Escorting and introducing candidates to each meeting during the interview or appointing a designee from the Committee. Taking candidates on tours of Bloomington and/or the campus. Serving as a backup to the HR Director in providing transportation at the beginning and end of each interview day

### After Interviews

- Compiling all evaluative statements from individuals participating in interviews for discussion by the Committee following the interviews and providing this information to the hiring manager for the final selection.
- Preparing an executive summary for the hiring manager, department head, and HR Director assessing whether or not each candidate is considered acceptable for the position.
- Delivering all Committee files to LHR at the completion of each search.

### Search Committee Members

Committee members are responsible for the review and evaluation of candidates. Committee members should understand what is expected of them, the timetable for the search process, and take into consideration the time obligation needed for the full process of the search. Committee members are responsible for:

- Keeping all information connected with the search confidential.
- Reviewing all documentation submitted by the HR Director and hiring manager to prepare for the search process.
- Reviewing all applications and making use of the grid prepared by the Chair before meeting to discuss the candidates.
- Assisting the Chair by providing input in the development of any necessary reports to the hiring manager.
- Assisting the Chair in the development of the interview itinerary and with any routing of the candidates during the interview.

## Considerations for Committee Effectiveness

### **Confidentiality**

As noted throughout the process, all deliberations of the search and screen process should be kept confidential.

### **Initial Screening**

Initial screening of candidates is based solely on the minimum qualifications set out in the job posting. These requirements should be listed on the grid first with preferred criteria listed last. Decide as a group how you will evaluate requirements such as leadership skills, excellent communication skills, etc. so everyone is clear on how screening will be accomplished. The interview is most likely the best time to evaluate these skills.

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### **Candidate Interviews**

The Committee should recommend three to four candidates for interview, but no less than two if possible. If there is a very large pool and the Committee would like to narrow down the candidates for onsite interviews, LHR can arrange preliminary telephone interviews. The Chair should check with the hiring manager to see if s/he would like to be involved in the telephone interviews.

### **Reference Checks**

The campus requires written reference letters for librarian candidates. The Committee can consider customizing the request for references to indicate the specific information they require.

LHR contacts the candidate prior to contacting references. Individuals not listed by the candidate should not be contacted by the Committee. In the case where a supervisor is not listed and the Committee feels this information is necessary, the HR Director will contact the candidate for approval.

### **Open Meetings**

This is an excellent time for candidates to demonstrate communication skills and effective presentation techniques, and specific knowledge and experience for the position. Consult with the hiring manager for an open meeting topic. This is also a good time to include faculty and other constituents for positions that require external contact within the scope of the position's responsibilities.

### **Objectivity**

Committee members should remain objective throughout the search and be open to diverse perspectives and possibilities.

### **Consistency**

All effort should be taken for the search and screen process to be as consistent as possible for all involved. Take care to have a core set of questions for all interviews. There will be deviation due to questions by the candidate or in response to the candidate, but stay as consistent as possible.

### **Cultural Differences**

Committee members should be prepared for cross-cultural interviews. There may be gender, racial, or other group differences to be aware of such as customs affecting eye-contact, communication style, etc.

### **Special Needs**

Some candidates may have special needs for onsite interviews such as accessibility issues, dietary issues, etc. LHR will work with the candidate, Chair, and hiring manager to accommodate those needs to the best of the Libraries ability.

### **Resources:**

Office of Affirmative Action

<http://www.indiana.edu/~affirm/>

Office of the Vice Provost for Faculty and Academic Affairs

<http://www.indiana.edu/~vpfaa>

Academic Handbook – Appointment Policies

[http://www.indiana.edu/~vpfaa/policies/handbooks\\_guides\\_docs/Academic\\_Handbk\\_08-1.pdf](http://www.indiana.edu/~vpfaa/policies/handbooks_guides_docs/Academic_Handbk_08-1.pdf)