# Ten Steps to a Great Search – An Outline of Best Practice

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| 1 | Develop criteria & collect data | • Following a Search Committee training the committee is given access to the pool of applicants in Interview Exchange.<br>• Each committee member reviews and signs the Confidentiality and Conflict of Interest Agreement form and Search Chair retains until end of search. If candidate is a close relative, step off the search committee. If a candidate is known to you, inform the committee and provide the Search Chair and Human Resources with a Disclosure of Appearance form before interviews start, stating if you can judge candidate and entire pool fairly.<br>• As a committee, discuss and develop a complete list of qualifications, experience, and skills needed to perform the job well. Use this list as a guide for the initial applicant screening.<br>• Set a schedule for meetings and interviews. |
| 2 | Interview questions | • Develop the interview questions; develop skill demonstration (test or presentation) if fitting.<br>• If using questions from a previous search, review and revise as needed and follow next bullet.<br>• Forward interview questions to Human Resources for approval (Jean Beal with Tracy Daborowski as backup) |
| 3 | Screen applicants | • Make notes on the Application Screening Matrix form to evaluate all the applicants in the pool. Committees may use the Excel spreadsheet provided or create their own matrix.<br>• After the committee discusses the applicants, the Search Chair sorts the applicants into one of three folders in the Interview Exchange hiring system:<br>  ○ Significantly exceeds or exceeds qualifications move to the “Yes” or “Interview” folder<br>  ○ Meets qualifications move to the “Maybe” folder<br>  ○ Does not meet qualifications move to the “No” folder<br>• The Search Chair sends an Interview Exchange system generated email regret letter to applicants in the "No" folder.<br>• All internal applicants (current benefitted employees) and alumni that meet the <u>minimum</u> qualifications are moved to “Yes” and receive a $1^{st}$ round interview. |
| 4 | HR and EO review | • The Search Chair emails Human Resources to request a review of the chosen applicant pool in the “Yes/Interview” folder to be interviewed. (Jean Beal with Tracy Daborowski as backup) |
| 5 | Choose candidates | • Zoom or phone interviews increases the number of $1^{st}$ round applicants screened, perhaps 6 to 10 candidates. The format can be shorter in length, from 30-60 minutes.<br>• Choose 3 to 5 candidates for $2^{nd}$ round campus interviews (faculty searches = 3 campus interviews)<br>• The Search Chair conveys regrets to non-qualified internal applicants as soon as feasible (in person or by phone <u>and also in writing</u>). |
| 6 | Schedule interviews | • The Search Chair (or designee) contacts candidates for interview by Interview Exchange, WSU email, and/or phone; if the phone goes to voice message, leave a name and call back number along with possible interview dates and times. |

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| 7 | Interview guidelines | • Each committee member takes detailed notes during the interview.<br>• Ask candidates the same interview questions; ask follow-up questions based on their responses.<br>• Complete the Interview Rating form (Faculty and Professional Search Committees may create their own rating form or use the one provided. AFSCME must use the form provided.).<br>• Determine if the Department Head wants to meet the candidates at the time of interview. Faculty searches have specific guidelines (obtain Academic Affairs' search guidelines from Susan Davignon).<br>• Only ***qualified*** internal applicants should receive an interview.<br>• After each interview use your notes to complete the Interview Rating form. |
| 8 | Deliberate | • Use all sources of information to determine the finalist(s) (application, supporting materials, interviews, references, notes and rating forms).<br>• The Search Chair (or designee) checks ***at least three*** finalist(s)' references, completes a required reference form for each contact, and reports the results to the entire committee.<br>• If the Search Committee decides to reconsider their choice based on the reference report, they should consider the next best candidate and repeat the reference check process. |
| 9 | Forward finalist(s) | • The Search Chair should submit a written Narrative Search Summary to the hiring authority ***and*** Tracy Daborowski in Human Resources with a justification for the finalist(s) selection. (See *Narrative Summary Guide*)<br>• A copy of the summary **must** be included in the search materials that are forwarded to Human Resources at the conclusion of the search. |
| 10 | Conclusion | • The hiring authority/Dept. Head must fill out the "Request to Hire" form to start the appointment/hiring process.<br>• The Search Chair (or designee) forwards all interview notes, rating forms, matrix, reference check forms, signed confidentiality forms and any disclosures of appearance of conflict of interest to Jean Beal in HR via email or internal office mail (hard copies).<br>• The Search Chair (or designee) shreds any documents that were printed from Interview Exchange but not written on. |