Help!
I need to fill a position
Five roles in each search:

- The Hiring Manager/department
- Search chair
- Search/selection committee
- Human Resources
- Social Equity
Hiring manager/department

• Prepare the search documents

• Upload documents to posting in PeopleAdmin

• Explain to the search chair and committee what the position will involve and what type of qualifications are critical, number of candidates to recommend

• Interview three people and select finalist

• Do a hiring proposal to hire the best person within parameters
Selection/search committee

• Review applicants
• Determine which ones are qualified based on job-related reasons
• Determine whether phone inquiries are needed
• Determine which ones to interview based on job-related reasons
• Recommend to hiring manager candidates to hire – usually ask for three names (ranked or unranked)
• Maintain confidentiality
Search chair

• Lead the meetings of the committee
• Change the status of applicants and candidates in PeopleAdmin
  • Determined did not meet....
  • Candidate
  • Selected for campus interview
  • Recommend for hire
• Collect all search materials from members when recommendations are made
Role of Human Resources

• Ensure process is fair, legal, confidential, has integrity (any conflict of interest is known) and complies with union contracts

• Are Search materials consistent – do qualifications listed in the posting match the selection criteria and the criteria listed in job description and EFIF

• Questions asked are related to qualifications

• Applicants have adequate time to apply

• Can we hire person without the right to work in the US?

• Is candidate receiving a pension?
Social Equity’s role

• Ensure that selection decisions are based on job related reasons
• Ask for reasons for all applicants
  • Use spread sheets with drop-down boxes to help

• Ensure that the pool of candidates is diverse
• Ensure compliance with veteran’s preference

• Will need to give reasons each time the “pool” shrinks
Applicants

Candidates (Meet required qualifications)

Interviewed Candidates

Successful Candidate
Help!

I need to fill a position
First step – get approval

1. Supervisor
2. Supervisor’s supervisor, depending on the position’s place in the organizational structure
3. Vice President seeks Cabinet approval and when approved notifies Human Resources
What will the person do

Prepare Job/position description
  what will the person do?
  to whom will they report?
  how will they be supervised? Weekly? Daily?
  will the person supervise anyone?
JOB-DESCRIPTION

Employee Name (Last, First) [ ] Request Initiated By [ ]
[ ] Employee [ ] Agency [ ]

Department: [ ] Division: [ ]

Present Class Title: [ ] Position #: [ ]

Work Type: FT [ ] PT [ ] Perm [ ] Temp [ ]

Regular Schedule or Hours of Work

<table>
<thead>
<tr>
<th>Day</th>
<th>MON</th>
<th>TUES</th>
<th>WED</th>
<th>THURS</th>
<th>FRI</th>
<th>SAT</th>
<th>SUN</th>
<th>Length of Lu</th>
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Explain Shift Rotations (if any): [ ]

Describe in detail the work you do, listing the most important duties first. Try to explain your work in a way that someone unfamiliar with your job can understand. If you use machines or equipment, please list them and the approximate amount of time you use them. [ ]

State System of Higher Education → Management Position Description Questionnaire

MILLERSVILLE UNIVERSITY

POSITION-DESCRIPTION-QUESTIONNAIRE

Management Positions
(Please Type or Print Clearly in Black Ink)

This questionnaire was designed to collect important job content information about your position. The questionnaire will aid you in describing your present position in terms of its major responsibilities, duties and requirements. Please use language that is clear and concise so that someone unfamiliar with your position will be able to understand what, how, and why it functions, simply by reading the completed questionnaire.

NOTE: If this is different from what is currently on file, please underline and bold the changed information.

Identifying Information

Employee’s Name: [ ]
Current Working Title: [ ]
Name of Supervisor: [ ]
Title: [ ]
Proposed Working Title: [ ]
(if changing)
College/Department/Unit: [ ]

Organizational-Structure → Complete all the appropriate boxes in the chart below using job title

Attach department/organization charts as necessary.
What will the person do

Prepare Essential Functions Identification form
what will this person lift, carry, push?
will this person drive, handle chemicals, work outdoors?
work on scaffold or ladder? Underground?
work alone or in a group?
ESSENTIAL FUNCTIONS IDENTIFICATION FORM
(Addendum to Position Description)

INSTRUCTIONS: Prior to the completion of this addendum form, the immediate supervisor and the employee need to ensure that the position description on file in the Personnel Office is current and accurate.

The supervisor and the employee jointly complete this form and return the form to the Personnel Office. If the position is vacant, the supervisor independently completes the form. The original of this form will be returned with the position description in the Personnel Office. A copy of this addendum will be returned to the supervisor after a review.

[Blank]

Class/Title: [Blank] Department: [Blank]
Incumbent's Name: [Blank] Position No.: [Blank] (Completed by HR)
Supervisor's Name: [Blank]
Manager/Reviewing Officer's Name: [Blank]

The following two sections, Position Purpose and Essential Functions, are to be completed by the immediate supervisor.

POSITION PURPOSE: (Please summarize)

RANGE OF MOTION: (What physical exertion is required.) Check One

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>REQUIRED</th>
<th>FREQUENCY</th>
</tr>
</thead>
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<td>☐ ☑</td>
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<tr>
<td>Climb stairs</td>
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<tr>
<td>Crawl</td>
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<td>Kneel</td>
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<tr>
<td>Lift</td>
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<td>Mop/Sweep</td>
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<td>Reach Above Shoulder</td>
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<tr>
<td>Reach At Shoulder</td>
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<tr>
<td>Reach Below Shoulder</td>
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<td>Ride</td>
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<td>Shovel</td>
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<td>Sit</td>
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<td>Squat</td>
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<td>Stand</td>
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<td>Stoop/ Bend</td>
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<td>Stretch</td>
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<td>Twist</td>
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<tr>
<td>Walk</td>
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<td>☑ ☑</td>
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<tr>
<td>Work Above Ground</td>
<td>☑ ☑</td>
<td>☑ ☑</td>
</tr>
<tr>
<td>Work Under Ground</td>
<td>☑ ☑</td>
<td>☑ ☑</td>
</tr>
<tr>
<td>Other</td>
<td>☑ ☑</td>
<td>☑ ☑</td>
</tr>
</tbody>
</table>
Qualifications

What education will a successful candidate need?
What experience will a successful candidate need?
What knowledge, skills and abilities will a successful candidate need?

What education, experience, knowledge, skills and abilities would we prefer they had?
Qualifications

When developing required qualifications, don’t be too narrow
Want a broad diverse pool of candidates
Don’t require more than the Commonwealth specifications
  Plumber – 4 years experience in plumbing trade or completion
  of approved apprenticeship or any equivalent combination
Don’t require a degree in English if any degree would work
Don’t require experience with specific software package Millersville
uses if the person can learn it – use generic
Preferred qualifications

Preferred qualifications are preferred
Experience using SAP
Experience working in union environment
Experience working in higher education
Qualifications

Are there multiple ways to gain the skills needed? Don’t be too narrow.

If you are hiring an advisor to students
- master’s degree or
- one year of employment advising students or
- two years experience advising students as a graduate assistant
- two years experience in university administration that includes advising individual students
- any work that demonstrates ability to advise and mentor students and to understand pre-requisites, policies, systems and flow charts

Exercise - Charmayne
What do you need from the applicant
resume
cover letter
three current professional references
transcripts?
sample of work – brochure?
Why ask supplemental questions?

- Can be sure that the applicants explain how their education and experience matches the required qualifications
- Can compare applicants more easily
- Can disqualify those who do not have a degree or the number of years of experience with yes/no questions
2. * Do you have a minimum of 2 years experience or an Associate’s degree in the IT field?
   - No - (disqualifying)
   - Yes

3. * Do you have at least two years’ experience in Windows systems administration and data center operations?
   - Yes
   - No - (disqualifying)

4. * Do you have at least one-years’ experience in MS Active Directory administration?
   - Yes
   - No - (disqualifying)

5. * Do you have experience in a virtualized environment such as VMWare ESX(i), HyperV or any or other virtual environments?
   - Yes
   - No - (disqualifying)

6. * Do you hold a current VMware certification?
   - Yes
   - No

7. * Do you hold a current Microsoft Windows Server certification?
   - Yes
example of open-ended supplemental questions

Describe your experience in financial aid.
Describe programs you developed and implemented to ensure diversity in admitted students.
What days are you available to work?
Describe a strategy you used to explain a new technology to an adult.
What role do student activities play in student success?
Demonstration while on campus?

Cooking demonstration?
Typing, excel, spelling, proofreading tests
How do you restring blinds?
Type of search

Internal search
  Bidding – AFSCME if job is in a series
  Transfer
  Promotion

External search – internal people can apply as well
Advertising and recruiting

Where will you advertise
   HR pays for the three most expensive ads
   Lancaster only – for some searches

Where will you recruit - listservs, networks

Prepare short ad – sell the position and refer people to the web site

Prepare timeline for search - post for 5 days, 15 days, 30 days
Post the job
Screening applicants

• Who is applicant? Who is candidate?
Screen the applicants

• Use job related, qualification reasons

• Exercise - Cheryl
How will you know if the person is qualified?

Look at resume, application and cover letter
  do they have months, years of experience required?
  do they have degree, training required?
If writing skills needed, look for typos, grammar
Look at work sample if requested
Review answers to supplemental questions
How will you know if the person is qualified?

Ask questions to determine if applicant is qualified
  phone inquiry questions
  campus interview questions

Observe their cooking demonstration, results of typing test

Exercise - Sylvia
When interviewing candidates

• Talk about the job and give the candidate a copy of the job description
• Give them a tour
• Set up time for hiring manager to interview them
When interviewing candidates

• Have them sign their application- save it! “Wet” signature verifying (printed from PeopleAdmin)

• Have them sign the Essential Functions Identification Form as interviewee – save it – saying yes I understand this is required.
  • Printed from PeopleAdmin
  • Uploaded as Posting Document
Checking references of finalist

Determine whether hiring manager or committee will check references. If the committee is checking references, involve more than one person.

Tell the candidate you will be calling references.

Contact three references.

If reference doesn’t respond, ask candidate for another.

Be sure to talk with a supervisor – current or past.

Keep notes.

Can use standard reference questions (see packet).
Recommending candidate for hire

Search chair in consultation with hiring manager moves candidate(s) to “recommend for hire.”

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Documents</th>
<th>Application Date</th>
<th>Workflow State (Internal)</th>
<th>Workflow State (External)</th>
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<tbody>
<tr>
<td></td>
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<td>Cover Letter/Letter of Application, Curriculum Vitae, Unofficial Transcripts 1, Teaching Philosophy, Research Statement, Letter of Recommendation, Letter of Recommendation</td>
<td>March 12, 2018 at 06:20 PM</td>
<td>Det'd Did Not Meet Min Quals</td>
<td>In Progress</td>
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<td>Cover Letter/Letter of Application, Curriculum Vitae, Unofficial Transcripts 1, Teaching Philosophy, Research Statement, Other Document 1, Letter of Recommendation, Letter of Recommendation</td>
<td>March 12, 2018 at 07:52 PM</td>
<td>Recommend for Hire</td>
<td>In Progress</td>
</tr>
</tbody>
</table>
Recommending candidate for hire

Search chair organizes, scans and sends all search materials to Hiring Manager
Search materials

1. Any and all Employment Applications signed by interviewees
2. Any and all Essential Functions Identification Forms signed by interviewees
3. Selection Criteria sheets & spreadsheets evaluating multiple applicants
4. Any and all phone inquiry notes
5. Any and all campus interview notes
6. Any and all reference check notes
Hiring manager

1. Starts hiring proposal in PeopleAdmin
2. Asks HR to start Act 34 clearance and degree confirmation.
## Document Upload

<p>| | |</p>
<table>
<thead>
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<tbody>
<tr>
<td>1.</td>
<td><strong>EEO Final Report</strong> (PDF</td>
</tr>
<tr>
<td>2.</td>
<td><strong>Reference check notes for ALL candidates</strong> (PDF</td>
</tr>
<tr>
<td>3.</td>
<td><strong>Employment Applications signed by ALL interviewees</strong> (PDF</td>
</tr>
<tr>
<td>4.</td>
<td><strong>Selection Criteria sheets for ALL applicants</strong> (PDF</td>
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<tr>
<td>5.</td>
<td><strong>Campus interview notes for ALL people interviewed</strong> (PDF</td>
</tr>
<tr>
<td>6.</td>
<td><strong>Essential Functions Identification Forms signed by ALL interviewees</strong> (PDF</td>
</tr>
</tbody>
</table>
Five steps of hiring proposal

• 1. Hiring Manager
• 2. Director/Dean
• 3. Social Equity
• 4. Vice President
• 5. Applicant Pre-employment checks - HR
  • Act 34
  • Degree confirmation
When can I offer the job?

When Human Resources contacts you and tells you to offer the job
When will HR contact me?

• Act 34 is completed and clear

• Degree confirmed

• Pre-employment physical is passed
What information will HR give me?

Human Resources will tell you the **starting salary**
Union positions – step one of the appropriate pay scale
Management positions – starting range

Human Resources will tell you the **first possible start date**.
Human Resources will give you tentative orientation dates.
When is the contract mailed?

• When you tell HR that the person has verbally accepted, HR prepares and sends the contract letter and new employee paperwork.

• HR notifies IT and they can create these five basic accounts
  • Email
  • Employee Self Service (ESS)
  • D2L
  • Max
  • MyVille
When do applicants/candidates get emails

When candidate is approved for campus interview

“you have been selected for a campus interview for the --- position -- and will be contacted by the search committee to schedule the interview. After the interview, we would appreciate your completing a candidate evaluation form within which you can provide any comments and/or suggestions regarding the interview. This form can be accessed at the following link:
When do applicants/candidates get emails

When candidate is recommended for hire

“This email is being sent to you as one of several finalists in the search for the – position -- search at Millersville University of Pennsylvania. We are providing you this information in advance, in the event that you are the recommended candidate for this position, as a way to expedite the final steps of the employment process. In 2014 the Pennsylvania Legislature passed, and the Governor signed, legislation requiring expanded clearance checks for employees of Millersville University. Effective December 31, 2014, university employees are required to obtain three Pennsylvania clearances listed as follow:.......
When do applicants/candidates get emails

- At close of search, when finalist accepts – unless you ask HR to do it sooner