Recruitment, Selection & Hiring Toolkit

Guidance for the OSUL hiring process
Recruitment, Selection & Hiring – OSUL Process Outline

A guide to Recruitment, Selection and On-Boarding was developed as a resource to assist hiring supervisors by providing a comprehensive overview of the hiring processes here at OSUL. This tool will walk you through each step of the process from position approval to preparing for the new employee’s first day.

The single most important thing we do as a University is to hire and retain extraordinary people. Not only is it important to hire someone who is technically competent for their position, but their values need to be considered as well. We should strive to identify and hire people who match our fundamental values of openness, diversity, honesty, integrity, empathy, leadership and commitment to excellence. These characteristics foster collaboration, help shape our culture and drive both innovation and change. Research shows that culture is one of the greatest factors in an institution’s success. Values are the lifeblood of any organization. If we can align our people and processes with the University values, it will create an organization that is enjoyable to work for and help position us for long-term success.

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Position Approval Process
The first step in this process is to obtain approval to post our new position, whether it is a new position or simply filling a vacancy. All positions are approved through the Associate Director and Executive Committee level. HR will assist supervisors in drafting the position description and with personnel budget impact information, including salary and fringe benefit rates, prior to submitting for the approval process.

1. Create or revise the position description
   Supervisors, with HR support, are responsible for creating a current position description. Position descriptions are used for a variety of reasons. They are a tool for recruiting, determining salary ranges and grades, establishing job titles, creating employee goals and objectives, and conducting performance reviews. Because of this, it is very important to have written job descriptions that accurately reflect our employees’ current job duties and responsibilities.

   A properly designed position description (PD) provides a competitive advantage when sourcing talent. A well written and accurate PD benefits the department, hiring manager, and both potential and current employees by:
   • Creating a shared understanding of position responsibilities and performance expectations
   • Saving recruiting time and money
   • Providing all necessary information so potential candidates can assess whether the position and company are a good fit
   • Lowering turnover rates by discouraging unqualified and poorly suited candidates from applying and accepting the position
   • Identifying and assessing high-quality candidates more quickly

   In summary, when designing the PD, it is important to think about and include all details necessary to help candidates understand what the position involves, allowing them to assess fit. In addition to thinking through the functional or technical expertise you require of an individual, it is important to identify those attributes or behaviors that support employees in being successful. A great place to start is with the university values: [http://www.osu.edu/eminence/values/Values.html](http://www.osu.edu/eminence/values/Values.html)

   • Hiring Supervisors will start with the [Position Description Template](http://hr.osu.edu/public/documents/hrpubs/PDGuide.pdf); at this time HR will also begin dialogue with the supervisor regarding the new hire orientation and on-boarding process. HR will provide a final review and approval of the position description to ensure it is appropriately titled and classified. An initial wage analysis will also be conducted to confirm the target hiring range is equitable in comparison to internal OSUL staff members and other employees across the university in similar roles.

   • HR can also provide sample position descriptions to help guide you in drafting the document.

Resources:
2. Consult with HR regarding the final position description and to ensure appropriate classification.

3. Obtain approval for the position through your Associate Director and Executive Committee level.

4. Position approval at Office of Academic Affairs (OAA) and Office of Human Resources (OHR).
   - Once the position is approved within our unit, HR will obtain the final position approval through OAA/OHR. OHR conducts one final review to ensure the position description and job posting meet university guidelines. It is at this time that we will also indicate how long the position will be advertised.

**Position Advertising**

Once the position has been approved at all levels, HR will discuss advertising options. As indicated in the position approval process, the length of the job posting will need to be communicated within the HRA. The minimum posting requirement is **five business days**. All new positions posted on the University Jobs Website go live at 12:00am on Saturdays. To ensure the position will be posted by Saturday, HR requests that final position edits be submitted no later than **Wednesday at 10:00am**.

It is standard practice for all positions to post on the University Jobs Website, the Library Website and via NewsNotes. There are also additional options for advertising, to ensure we are developing a diverse pool of qualified candidates. Depending on the position, we may advertise in journals, professional trade magazines, national publications, diversity organizations, or via listservs relevant to the position. All faculty positions are routinely posted on ARL, ALA and the Chronicle of Higher Education web sites. Recognizing that supervisors will be subject matter experts within their professional fields, HR is available to strategize with hiring supervisors to tailor an effective recruiting strategy specific to each position. OSUL faculty and staff members who attend any of the local, regional or national conferences may also want to consider taking flyers, brochures and advertising materials for any current or future recruiting efforts.

For staff postings, an additional tool to consider when advertising a position is the use of **Supplemental Questions**. The university has core supplemental questions for all postings regarding level of education, number of full years paid employment and whether they are related in any way to faculty/staff members in the unit of the position they are applying for. Applicants are required to answer these questions as they complete the online application. We can ask questions specific to applicants’ level of experience in areas relevant to the position, for example:

- Do you have at least one year of experience in program planning and administration?
  - Yes / No
How many years of experience do you have working in a library setting?
- Less than 1 year
- 1 to 2 years
- 3 to 4 years
- 5 years or more

If a supplemental question is directly related to a position requirement, we have the ability to filter out applications for candidates who do not meet these criteria. Conversely, supplemental questions that focus on skills, abilities or experience not required for the position will not filter out applications. The search committee can sort these responses to quickly sift through applicants and narrow down the pool to those candidates who possess the qualifications we are seeking.

**Affirmative Action**

As an equal opportunity, Affirmative Action employer, all advertisements and announcements for university positions must be in compliance with the university affirmative action program and with state and federal regulations.

The Ohio State University is committed to building a diverse faculty and staff for employment and promotion to ensure the highest quality workforce, to reflect human diversity, and to improve opportunities for minorities and women. The university embraces human diversity and is committed to equal employment opportunity, affirmative action, and eliminating discrimination. This commitment is both a moral imperative consistent with an intellectual community that celebrates individual differences and diversity, as well as a matter of law.

**Resources:**


OSU Policy 4.45 – Equal Employment for Individuals with Disabilities: [http://hr.osu.edu/elr/affirmativeaction.aspx](http://hr.osu.edu/elr/affirmativeaction.aspx)

**Search Committees**

The Ohio State University Libraries embrace our mission to deliver quality teaching, research and service. One way we advance our mission is through search efforts. In every search effort our commitment is to diversity, quality and excellence in order to fulfill the institutional mission. The goal of a search process is to recruit the most diverse applicant pool and select the best candidate to become a member of the university community. Staff search committees vary according to the needs of the search process while faculty search committees are structured to include faculty, staff, and potentially representatives from across campus and membership is appointed by the TIU head. The purpose of the search committee is to participate as an objective unit to screen and recommend the most qualified candidate based on strengths, weaknesses and overall acceptability for the position. The search committee does not make the final hiring decision. A guide for search committee responsibilities has been developed as a reference: [Search Committee Responsibilities](http://hr.osu.edu/elr/affirmativeaction.aspx)
Establishing a strong and credible committee is essential for a successful search process. Because decisions are made most effectively and efficiently by groups no larger than 5-7 people, search committees should be limited in size. When possible, a majority of the members should have experience participating in successful searches, be open-minded, committed to diversity and fair process, and be knowledgeable in the area or field of the advertised position. It is important to also keep in mind that a diverse selection committee is more likely to generate a diverse candidate pool.

1. Organizing the Committee
   - Review the charge to the search committee
   - Identify tasks to be completed by the search committee chair
   - Plan search committee meeting schedule
   - Review committee expectations regarding confidentiality and attendance at meetings
   - Identify an individual to handle notes, correspondence, travel arrangements, and itinerary for candidates who visit the campus

2. Organizing the Search
   Develop timeline for search, including application deadline, interview schedule, and target dates for submitting recommendations. For faculty searches, there will be a kick off meeting including the supervisor, AD and Director. A guide for the Search Chair has been developed to provide an overview of their role and provides a good starting point to the process: [Search Chair Instructions](#)

3. Record Maintenance
   - HR maintains search records for three years, per the OSU records retention policy.
   - Personal interview notes should also be retained by search committee members for three years. Personal notes are private, but once shared with HR they will become a public record.

**Reviewing Applications**

To ensure an objective evaluation of the applicant pool, a ranking tool that closely aligns with the position description will be developed to guide search committee members in reviewing candidates based on the required and desired position qualifications. Search committee members will forward their rankings to HR, so the results may be compiled for further evaluation.

1. Selection Criteria
   - Determine, prioritize, and document search criteria based on position duties.
   - Make criteria as objective as possible and consistent with essential job functions.
   - Screen for criteria and omit any information that would potentially exclude individuals on the basis of age, color, disability, gender identity or expression, national origin, race, religion, sex, sexual orientation, or veteran status.

**Resources:**
[Example First Cut Spreadsheet](#)
Selection of First Round Candidates & Structured Interviews

Coordinate with HR to schedule the search committee kick off meeting to review and identify first round interviewees. Utilize the first cut spreadsheet to identify applicants that do not meet minimum qualifications, and to objectively begin discussion on potential first round interviews. In addition to identifying our interviewees, the selection committee should begin discussion regarding interview questions.

1. Structured interviews and developing questions
   The OSUL utilize a structured interview process, where we develop a core set of questions for each interview process as a mechanism for gathering consistent information about each candidate considered. It is well-established that structured interviews are better than unstructured ones at predicting on-the-job performance. In addition, the information obtained from a structured interview tends to be more accurate and reliable, less subject to bias and more legally defensible. By writing down the questions and sticking to the same format in all interviews for the position, we reduce the risk that a rejected applicant may file a complaint for unequal treatment. All candidates are asked the same questions and their responses are assessed in a standardized manner against job-relevant criteria using a predetermined rating scheme. It is important to note that during the course of the interview it is acceptable and encouraged to ask pertinent follow up questions in order to seek clarity or additional detail about a candidate’s response. We may also ask resume specific questions, e.g. “You mentioned that you left your last job because of an interest in pursuing a new career path, please explain.” As the search committee begins to formulate interview questions, we will want to identify both first round Skype questions and in-person questions.

Resources:
Sample Interview Questions – Competencies and Behavioral:
Interview Questions Spreadsheet

Additional examples of behavior based interview questions:
http://hr.osu.edu/public/documents/hrpubs/behavioralinterview.pdf

First Round Interviewing
OSUL has adopted web based Skype interviews as the preferred method for speaking with first round candidates. Video conferencing provides a more personal interaction and generally gives the selection committee a better opportunity to evaluate the candidates. It is also an effective solution for travel constraints and accommodating schedules.

1. Skype Interview Process
   HR will lead the coordination and scheduling of all Skype interviews for the search committee. Ideally, interviews will last from 30-45 minutes each. HR will provide copies of the Skype interview questions for note taking during the interview.

   It is generally considered good practice to get the interview started off by giving the applicant some information about the job, the duties and how the role fits in with the organization. This allows candidates to get comfortable prior to starting with the formal questions. The search chair or HR will start the interview off with a welcome and general overview of the interview process. Each search committee member will introduce themselves and we will provide the candidate with a high level review of the position description. We typically target 10-12 structured interview questions and allow
time at the end for the candidate to follow up with any questions they may have about the position, libraries or OSU in general.

During the interview, it is important to stay focused on job requirements and OSU policies. Any questions that may discriminate against applicants on the basis of any of the following are prohibited: age, race, national or ethnic origin, religion, sexual orientation, marital status, family status, disability or personal finances. OSU has prepared a “Legal Do’s & Don’ts” document that provides greater detail and all search committee members are encouraged to review.

Legal Do’s & Don’ts:  
http://hr.osu.edu/public/documents/hrpubs/legaldd.pdf

2. Debrief and selection of final candidates  
At the conclusion of our Skype interviews, a debrief meeting will be scheduled to review and discuss our candidates. One of HR’s primary roles in this meeting is to help ensure each search committee member’s opinion is equally weighed. We will carefully evaluate each candidate’s education, experience and qualifications in relation to the requirements of the job to identify the strengths, weaknesses and acceptability to move forward in the process.

**On Campus Interview**

Once final candidates have been identified, we will want to carefully plan and schedule their on campus interview. Depending on the level of the position, on campus interviews can last from a few hours to several days. We will want ensure they are given opportunities to meet and interact with OSUL leadership, faculty, key collaborators and staff. Just as we will want to complete our due diligence in the process, we should also do our best to provide a realistic job preview to our candidates. Prior to the interview, HR will provide final candidates with a formal position description, the OSUL organization chart and the OSUL Strategic Plan.

1. Carefully design interview process and schedule:  
   - Welcome from HR  
   - Questions to be asked of candidate  
   - Meet with Key Collaborators  
   - Presentation, if appropriate  
   - Interview with Selection Committee  
   - Meet Supervisor  
   - Meet with AD, if appropriate  
   - Meet with Director, if appropriate  
   - Tour of facility, department  
   - Coordinate travel arrangements, lodging, meals (if applicable)  
   - Closing, status of search process  
   - Survey Monkey option for gathering anonymous feedback from OSUL staff and faculty members

**Resources:**  
Sample Interview Schedule:  
[Interview Schedule Template](#)
Selection Committee Debrief / Evaluating Candidates

One final meeting will be scheduled to provide an opportunity for the selection committee members to discuss the candidates and formally recommend who should be selected for the position. A key role of HR in this process is to ensure all parties are engaged and that their opinions are heard. The committee will strive to focus on the candidates’ knowledge, skills and abilities as they relate to the position requirements.

HR will also communicate the records retention requirements for our search documents. OSU policy asks that we maintain interview notes and search materials for a time period of three years. Each selection committee member will be asked to retain their own personal search documents.

Reference Checks & Offer of Employment

HR will be responsible for checking references prior to extending a job offer. This is a critical final step in the search process and can also be used to help guide a decision, should we have two closely matched candidates.

We will seek out information from the candidate’s former employers to confirm dates of employment, positions held, as well as soliciting information regarding their job duties, performance, strengths, and potential areas for continued professional development. Our goal is to obtain two-three professional references. As a general rule, two of these references will need to be current or former supervisors.

Once the reference checks are completed, HR will follow up with the search committee regarding their findings.

1. Extending the Offer

After we have identified our top candidate, HR will conduct a final salary analysis to determine a target rate of pay to offer. A number of factors are considered when trying to determine a competitive and appropriate salary, such as:

- Level of experience and qualifications of the candidate
- Internal OSUL employee salaries within the same position
- OSUL salaries within the same department, including the direct supervisor
- OSU employee salaries across campus within the same position
- Where appropriate, external market data is also available to provide further analysis

Please note that HR and the Vice Provost are the only members of OSUL with authority to extend an offer of employment. When appropriate, HR may consult with the hiring supervisor regarding salary.

Once the position has been accepted and the background check clears, HR will proceed to communicate and disposition the remaining candidates. All candidates that receive
Pre-Boarding

Now that we have identified our new employee, it is important to begin planning for their first day. On-boarding is the process by which new hires get adjusted to the social and performance aspects of their jobs quickly and smoothly, and learn the culture, knowledge, skills, and behaviors required for them to function effectively within OSUL. On-boarding is generally focused on an employee’s first day and beyond. Pre-boarding can be considered the time from receiving a signed offer letter to the new employee’s first day. Creating a good first impression for the new employee is essential to aide them in quickly engaging with the libraries in their new role. A well thought out orientation and training plan will help ensure the on-boarding process is effective.

HR has created several New Employee Orientation (NEO) Checklists to help guide hiring supervisors in planning:

**Resources:**
- NEO HR Checklist
- NEO Supervisor Checklist
- NEO Employee Checklist

OSUL HR will schedule a meeting with the hiring supervisor at least one week prior to the new employee’s start date to review the NEO Supervisor Checklist and help plan for their arrival. The employee ID and Name are two key pieces that will allow us to begin creating access to our computer systems and buildings. Our goal is to have the new employee complete their new hire paperwork as early as possible to ensure these processes can set up prior to the first day of employment.

**Additional Resources**
- OSU Policy 4.10 – Recruitment and Selection
  
- OSU Policy 4.15 – Background Check
  
  [http://hr.osu.edu/public/documents/policy/policy1010.pdf](http://hr.osu.edu/public/documents/policy/policy1010.pdf)
- OHR Professional Tools – Many links for resources on Attraction/Recruitment
  
  [https://hr.osu.edu/hrpmgr2.aspx](https://hr.osu.edu/hrpmgr2.aspx)