FACULTY & STAFF VACANCY MANAGEMENT PROCEDURES
&
SEARCH COMMITTEE GUIDE

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Introduction:

Heidelberg University is committed to attracting and developing the best talent, experience, and knowledge to achieve a community of learning that promotes and nurtures intellectual, personal and professional development, leading to a life of purpose with distinction. This guide is designed to provide instruction and resources to assist with vacancy management and the hiring process by each hiring manager or search committee. It is designed as a reference manual for the search process and assisting search committees and their chairs. For the faculty and staff members who serve on search committees it serves as a how-to guide for performing all the tasks with which the search committee is charged.

The Office of Human Resources is responsible for overseeing vacancies, recruitment and search committee activity, hiring and on-boarding of new employees. The Office of Human Resources is charged with planning, developing, implementing and monitoring programs and activities to ensure compliance with laws governing EEO / AA, disability, and equity. This guide will assist in promoting diversity while providing leadership to create opportunities for equal participation in an environment free from discrimination.

The procedures detailed in this guide are applicable to all University searches regardless of the position's funding source (i.e., grant or 3rd party funding source).

Non-Discrimination Statement:

From its founding, Heidelberg University has believed in the dignity of the individual, and it is an affirmative action, equal opportunity institution. Heidelberg does not discriminate on the basis of race, color, national and ethnic origin, religion, age, political affiliation, socioeconomic status, sex, or disability in the administration of its admissions policies, educational policies and programs, financial aid programs, employment practices, and athletic and other school-administered programs and activities.

Further, it is our policy to support and abide by all legal requirements assuring non-discrimination in employment and admission for all qualified persons without regard to race, sex, disability, religion, national origin, color, age, veteran status, sexual orientation, marital status, parental status, socio-economic status, gender identity, and gender expression.

Affirmation of Our Commitment to Diversity:

Diversity is the experience of meaningful exploration and exchange through ongoing dynamic and reciprocal interactions. To experience diversity, we all become teachers, and we all become learners, in participating deeply and directly in an extended and constructive conversation. This conversation is part of what it means to be an academic community. No one should be excluded from this conversation and the conversation should be characterized by inclusion, civility, and respect. These are values to which Heidelberg University, starting with the recruitment process, is committed. The expectation is that the recruitment process will cultivate a diverse finalist candidate pool inclusive of multicultural person(s) of color, racial and/or ethnic backgrounds. A Search Advocate, as described in the following pages, is trained to assist with generating a candidate pool that meets this expectation.

Affirming diversity at Heidelberg means recognizing the individual and cultural gifts of our students, faculty and staff; integrating opportunities for diverse experiences inside and outside the classroom; developing social networks for every student to feel supported and appreciated; and providing opportunities for productive encounters that will bring about the benefits of living and learning in a diverse community. Diversity is affirmed when every member of our community feels heard, respected, supported, understood, productive, and safe.

CONTENTS:

Section 1: Overview of Search Activity Procedures

Below is an overview of the search procedures that apply to all faculty and staff positions. Detailed information on each area is found on the following pages. The Office of Human Resources is available for assistance and support at each step of the search process.

Develop Position Description and Request Approval	• For new positions, the appropriate Vice President, Dean, or department director should contact Human Resources to draft the description and classify the position. • For replacement positions, contact Human Resources for any description updates and / or compensation adjustments. • Complete a ***Request for Position Recruitment*** and confirm all approvals prior to posting a vacant position.
Develop Position Announcement/ Advertisement	• Include EOE / AA Statement at the beginning of the announcement. • Provide minimum and preferred qualifications which will be the basis of the hiring decision. • The final announcement must be approved by the Office of Human Resources.
Form Search Committee	• A Search Committee chair should be appointed. • Search committee to include three or more persons representative of a diverse Heidelberg community, including the student population. The VPAA and / or President should approve the composition of the search committee. • The Search Committee must also include a Search Advocate or a member of the Office of Human Resources.
Share / Review Applicant Pool	• After closing date, review composition of applicant pool. Contact Human Resources for information and/or assistance regarding applicant materials and/or credentials. • Initiate additional recruitment efforts if necessary. Contact female and minority caucuses within professional organizations; notify female and minority organizations; target advertising in publications with female/minority audiences; solicit applications from predominately female/minority colleges/universities.
Reduce Applicant Pool to "Short List"	• On the basis of the predetermined position competencies and selection criteria, the initial pool of applicants may be reduced to a "short list." • Select a manageable number for phone or Skype interview • Invite final candidates to campus.
Interview Candidates (1st & 2nd Interviews)	• Ask job, knowledge, skill and ability related questions. Questions may be selected from the interview question guide. • Keep interview process equitable for all candidates. • Provide candidates a full position description and Heidelberg employment and benefits information.
Prepare for Hiring Recommendation	• On the Search Activity Report (SAR), list and rank the final candidates, indicate the proposed selection decision(s) and provide explanation(s) as to why a candidate was selected and why each unsuccessful candidate was not interviewed or selected. • Check References for your top candidate(s).
Make Employment Offer(s)	• Once the proposed hiring decision is approved by the President and Provost (for faculty positions), the appropriate division head (VP or Dean) OR Office of Human Resources may extend an offer of employment. • Notify final interview candidates of their selection or non-selection. • Attach the completed SAR and provide to Human Resources. • All materials considered in the selection process must be returned to the Human Resources office. Materials are maintained for a period of 3 years.

Typical Timeframes:

Position	Advertising Time	Selection Time	Timeframe for Starting	TOTAL TIME
Support / Administrative / Coaches	4 – 6 weeks	3 – 5 weeks	2 – 4 weeks	9 – 15 weeks
Directors / Managers	4 – 8 weeks	3 – 5 weeks	2 – 6 weeks	9 – 19 weeks
Faculty	4 – 8 weeks	3 – 6 weeks	1 – 6 months	2.5 – 9.5 months
Vice President	4 – 8 weeks	1 – 3 months	1 – 6 months	3 – 11 months
President	3 months	3 – 6 months	1 – 6 months	7 – 12 months

Section 2: Steps to Position Recruitment

Develop the Position Description:

One of the most overlooked steps in the recruitment and hiring process is the first and most important one: ***job analysis***. The chief by-product of a job analysis is a written position description (purpose for position, key tasks, essential duties and responsibilities that a job entails). The position description should be reviewed and updated before submitting a request for position recruitment. If no position description is available, the department head should develop a list of essential duties and responsibilities, minimum and preferred qualifications, and knowledge, skills, and abilities to complete a new position description. The hiring supervisor / manager should work with Human Resources to complete the job analysis and subsequent position description. Once finalized, the written position description is approved by the supervisor, appropriate Vice-President or Senior Leadership Team member, the Chief Human Resources Officer, and the President. Human Resources maintains a position description "bank" both electronically and original hard-copy of each position description of the University consistent with HLC guidelines.

Generally, a ***position description*** is used to identify the skills and competencies that the ideal candidate would possess as well as to describe the essential functions of the position. These competencies are used in the recruitment process to attract a pool of qualified candidates and in the screening process as a basis on which to evaluate the applicants. A position description should paint the position in broad strokes allowing for additional duties as related to the position. Appropriate attention to job analysis and the production of an accurate position description will facilitate every other task in the hiring process as well as future employment related transactions including but not limited to: performance evaluation, promotion and merit, performance improvement plans, work-related injury analysis, and transitional duty orders. Finally, the position description should be shared with all candidates who are invited for interviews and to other applicants upon request. The position description is provided to the new employee upon hire and should be continued to be utilized in future performance assessment conversations.

Complete the Request for Position Recruitment:

The ***Request for Position Recruitment*** (formerly referred to as the Personnel Action Form) has been revised to reflect the key pieces of information needed for approval to staff a vacant position. The Request for Position Recruitment must be completed by the hiring manager and / or appropriate Vice President and includes a series of notifications and approvals to ensure that the recruitment process is coordinated smoothly among several offices. The Chief Human Resources Officer and the President must approve the Request for Position Recruitment. Key position information is included on the Request for Position Recruitment. Specifically, the position classification and approved salary range. The hiring manager and / or appropriate Vice President should work closely with the Chief Human Resources Officer to make classification and compensation determinations. Finally, the Request for Position Recruitment documents the recruitment and advertising sources that are to be used for the position announcement.

Develop the Position Announcement / Advertisement:

A position announcement or advertisement is the first communication from Heidelberg University to prospective employees. Position announcements must be consistent in their format and must also include several key components as found on the Position Announcement Template:

- The position title and a brief description.
- The Heidelberg Diversity and Commitment to Student Success Statement.
- A brief summary of the key duties and essential functions.
- A brief summary of the minimum knowledge, skills and abilities (KSAs) including the minimum and preferred levels of education and experience.
- If faculty, include a rank and tenure track (if applicable).
- Application instructions including application deadline and / or review date.

Search Tip!

Watch out for "fit!" What does it mean to be a "good fit" for this job? With the search committee and before posting the position, discuss and define what performance skills will be a good fit for the job.

The position announcement it utilized for external and internal advertising as well as the posting placed on the Heidelberg web site. A Template for the position announcement is available. If the position announcement is prepared outside of the Office of Human Resources, please provide a copy to the Chief Human Resources Officer for approval. The Dean/Chair of a department will provide the final approval for faculty position announcements. Additionally, the Provost should provide a copy of the position announcement to the Faculty Personnel Committee at the time a faculty position is posted.

Advertising Guidelines:

Advertising the position should run long enough to attract a broad spectrum of candidates, and, generally, should not be less than one (1) month before the application deadline and / or application review date.

Methods for publicizing openings include:

- Timely advertise in the major professional journals and / or registries of the discipline. It is strongly recommended to have at least one professional association / journal ad appropriate for the field. If there are no professional associations / journals appropriate for the field that allow recruitment postings, then one of **either** the Chronicle of Higher Education or HigherEdJobs should be used for faculty, administrative, and most professional appointments.
- An active and committed effort to recruit a diverse applicant pool, through methods such as direct letters to graduate departments and career services offices of HBCUs, the distribution of the advertisement on listservs of minority, women, persons with disabilities, veterans', and / or tribal organizations, or the publication of the advertisement in venues including, but not limited to, DiverseJobs or Academic Keys. At least one minority or diversity recruiting source or activity must be included with all position announcements for faculty and administrative positions.
- Take specific affirmative steps to recruit a diverse applicant pool. If the normal recruitment procedure yields a lower representation of a diverse applicant pool, then the hiring manager / supervisor and / or Search Committee Chair should contact Human Resources to develop a second recruitment plan.
- Utilize Human Resource and Career Placement job boards at similar institutions or Universities; Post on websites (academic, professional, trade, service organizations).

Unless otherwise noted and approved, Human Resources will coordinate all advertising upon receiving the approved Request for Position Recruitment.

All open positions are posted upon the Heidelberg web site on Thursday of each week:

http://www.heidelberg.edu/careers

Additionally, each position includes a link to Heidelberg's online application process. This process is used for all open positions.

Section 3: Search Committee Composition & Duties

A search committee should be broadly representative of Heidelberg and its members should be able to provide a variety of perspectives on the role and function of the position in question. A committee might include peers of the new hire, in the position's reporting chain, and among the position's clients / constituents. In the case of top positions, the committee may also include representation from Heidelberg's stakeholders, such as representation from alumni, the community, or the Board of Trustees.

Generally, the number of the people who should serve on the committee should be appropriate to the level of the position. Between three and five would be typical for most line and / or support function positions. Between five and seven would be typical for most faculty and director, department head, or dean positions. Between seven and eleven members would be the norm for senior leadership or vice-president level position. Generally, no more than eleven members are recommended for search committees. A member of the Office of Human Resources is available to be appointed to serve as an ex-officio member and assist the search committee understand laws and regulations as well as Heidelberg's criteria relevant to the search process. See legal resources (Title VII of the Civil Rights Act, ADA, etc.)

A Search Advocate or a member of the Office of Human Resources must also be appointed to serve as a member, or de facto member, of the committee. A Search Advocate should be "outside" of the unit seeking to fill a position. The role of the Search Advocate is to ask questions outside of the norm or culture of the hiring unit or department. Additionally, it is more difficult to serve in the role of an Advocate when simultaneously working the role of a hiring manager or departmental colleague. The Search Advocate role is further defined in Section 7: Resources.

Tips on Forming a Search Committee:

- Committee chairs should hold positions at or above the level of the vacant position and are typically the position's direct supervisor. An exception may be made for faculty who may be asked to chair a faculty search committee regardless of the rank or tenure status.
- Ensure the committee is diverse in terms of gender and race.
- Appoint as a committee member an individual who has supervised the vacant position or a similar position.
- Share the search timeline at the beginning of the search and determine whether each potential appointee has sufficient time to devote to search committee duties. If participation on a search committee may involve evening and / or weekend hours OR may result in overtime compensation, approval by the employee's direct supervisor is required PRIOR to joining a search committee.

Search Tip! **Place the new position's start date on your calendar and work backwards from that date to set up an interview schedule and committee meetings.**

- A representative of the Office of Human Resources is available to serve on a search committee or assist with facilitating a search committee.
- The search committee membership must be shared with the Chief Human Resources Officer, the VPAA (for faculty searches), and the President.

Search Committee Charge:

Search committees should always receive their charge before they begin their work. The hiring official should keep in mind that a poor hiring recommendation by the committee is often a result of a poorly conceived charge. The charge should indicate without any ambiguity the committee's task, deadline, and the kind of candidate that the hiring official wishes to attract (level of experience, education, performance, and potential). In most cases, the search committee is instructed to make a hiring recommendation and may be asked to provide an assessment of the top candidate. In other cases, the committee may be instructed to rank order the candidates for the hiring official and / or provide a "hireable" or "not-hireable" rating for the candidates. The search committee charge should make clear when the hiring official is not bound by the committee's ranking and / or ratings in making his or her selection.

The search committee charge should include:

- Official and / or working title of the position accompanies by a copy of the position description and the position announcement.
- Timeframe for beginning and completing the search.
- Duties of the search committee chair and committee members.
- The hiring official's involvement in the search process.
- The number of finalist candidates approved to visit campus and a general idea of the itinerary of the campus visit.
- The format in which the committee's final recommendations will be presented to the hiring official (i.e., single candidate, ranked candidates, narrative).
- Where and how the committee will receive administrative and logistical support.
- Human Resources support and monitoring of the process.

Duties:

Search Committee Chair:

- Serve as the liaison between the committee and the hiring official.
- Call and chair all meetings.
- Ensure that proper records and meeting minutes are kept of all committee meetings and interview activity.
- Correspond with semifinalists.
- Coordinate administrative and logistical support.
- Serve as lead host for candidates on campus.
- Coordinate the efforts of all committee members.
- Perform all duties of regular committee members.
- Perform other duties as requested by the hiring official.

Search Committee Member:

- Help to identify and contact potential applicants.
- Attend all scheduled meetings.
- Review all materials.
- Screen applicants.
- Host candidates.
- Participate in the interview process.
- Check references as assigned.
- Maintain appropriate confidentiality about search committee proceedings before, during, and after search process.
- Other duties as assigned by the Search Committee Chair.

Section 4: Applicant Selection Process

All applications received via http://www.heidelberg.edu/careers are handled the same way. Applicants submit their cover letter, resume / cv, references, and any additional documents by uploading the materials via an online application. The application and uploaded documents is received by the Office of Human Resources via email (hr@heidelberg.edu). An automatic reply is generated from HR to the candidate thanking the individual for their employment interest in Heidelberg University and encouraging their voluntary participation in completing an affirmative action data form. The affirmative action data form is a link within the email and by clicking on the link, candidates can complete the questionnaire (previously a hard copy form was mailed to candidates). If the candidate completes the voluntary form, it also generates an email that is sent to Human Resources with the data requested. The Office of Human Resources maintains the affirmative action data separately and uses the data to calculate annual applicant statistics.

The applications (candidate email + any uploaded documents) are forwarded to the Search Committee Chair (or designee). There are several options that the Search Committee Chair may take to hold, review, and share the applicants. The most successful searches follow one of the two following initial processes:

Search Committee Chair Initial Review	Committee Review
The Search Committee Chair reviews all applications as they are received.	The Search Committee Chair creates a shared folder in which each candidates' materials are housed for review.
The Search Committee Chair makes a "first cut" and eliminates any applicants who do not meet the minimum qualifications.	The Search Committee begins review of all applicants.
The Search Committee Chair creates a shared folder in which each minimally qualified candidates' materials are housed for review.	The Search Committee makes a "first cut" and eliminates any applicants who do not meet the minimum qualifications.
The Search Committee begins a review of all of the minimally qualified applicants.	The Search Committee determines a reasonable number of applicants (short list) to make initial contact and invite for a first interview.
The Search Committee makes a "second cut" and determines a reasonable number of applicants (short list) to make initial contact and invite for a first interview.	

With both of the above process, the critical step is to ensure that each candidate's qualifications are compared with the qualifications specified in the job ad or position announcement.

The Short List: Determining a reasonable number of candidates for initial contact and invitation for a first interview opportunity is an important step. What is a reasonable number for the short list? It depends. Considerations for determining the right number should include:

- The timeline of the search – Is this search being "rushed" due to a last minute resignation?
- The Search Committee's availability – How much time can be devoted to first interviews?
- Upcoming Breaks – What does the overall campus calendar look like in the next few weeks and months?
- Manageable – What is a manageable number to be interviewed and how long does the first interview need to be?

Generally, the number of candidates invited for a first interview is between 3 and 10 and the below guide may be useful to determining the duration of the first interview:

Position	Number of Candidates	Duration of First Interview
Support / Administrative Line / Coaches	3 - 5	30 – 45 minutes
Directors / Managers	5 - 7	30 – 45 minutes
Faculty	5 - 7	40 – 50 minutes
Vice President	7 - 9	45 – 60 minutes
President	8 - 10	60 – 90 minutes

Additionally, it may be helpful to have a short list which includes "extras" in the event a candidate withdraws or is found unacceptable prior to the first interview.

Initial Contact: The initial contact to an applicant should be a phone call from the Search Committee chair to the candidate. It is wise to schedule this phone call with a brief introductory email. The amount of information included in the introductory email should be aligned with the type of position and the type of first interview the hiring manager and / or search committee anticipate completing. This email should be sent from the Search Committee Chair or from the Office of Human Resources.

Sample:

Hello, [candidate],

I hope this email finds you well!

We are excited to receive your materials for our [position]. Please allow this email to provide you with a tentative timeline at this point in our search process. We have completed our active review of candidates and we would like to schedule a brief, introductory phone call with you on [date]. Is there a time that is convenient for you?

We are anticipating our first round of interviews will be held with our search committee during the week of [date] via Skype.

I hope this information is helpful to you and that you continue to remain interested in employment with Heidelberg University. If, at any time, I can provide additional information or answer questions for you, please do not hesitate to contact me!

Thanks!

The purpose of the introductory phone call is to determine the candidate's continued interest as well as convey Heidelberg's excitement and interest in the candidate. **Additionally, the Search Committee Chair should share the salary range for the position.** By sharing the salary range up front, Heidelberg is expressing our respect for the candidate's time and compensation expectations in advance of moving through the process.

The introductory phone call also formally begins the evaluation and decision-making process for both the University AND the candidate. It is strongly encouraged that a representative of the Office of Human Resources assist with the introductory phone call.

Preparing for the First Interview: For most vacancies, Heidelberg utilizes a Skype Interview for the initial interview. Candidates selected to advance to a Skype interview should be provided with specific information prior to the Skype interview.

Sample:

Hello, [candidate]!

On behalf of the members of the search committee, please let me express our excitement for your advancement through the next phase of the recruitment process for [position] for Heidelberg University!

Please allow this email to confirm your Skype interview for [date] at [time] (EST).

I have attached a brief "Skype How-To's" prepared by our Instructional Resource Center. Additionally, you will need the Skypename to establish Heidelberg as a contact:

Skypename: heidelberg.careers (please note all lowercase)

It is anticipated that the Skype interview will last 45 - 60 minutes. In the event of a technical difficulty, we will contact you via your preferred telephone number [number].

Members of the Search Committee who will be participating are:

[names & titles]

We are looking forward to meeting and learning more about you and how your knowledge and goals align with the mission and values of Heidelberg! If at any time you have questions or need additional information, please do not hesitate to contact me.

If you are attaching documents for the candidate's review, please list those as well. Remember to ensure that the time zone is listed with the confirmation. Additionally, please note that ONE (1) Skype name is available for all candidate Skype interviews.

Skypename: heidelberg.careers

The password (not provided to candidates) is: heidelberg1850

The "Skype How-To's" document is found in Section 7 (Resources) of this guide, in the Human Resources folder of Server Six, and on inside.heidelberg.edu. Please include the document as an attachment to the confirmation email sent to each candidate. Candidates should request heidelberg.careers as a connection through Skype. The Search Committee Chair will be able to accept the contact upon launching Skype. The Office of Human Resources can also monitor Skype for you and accept connections as they are requested. (Note: You must provide your short list to HR for this assistance.)

Skype Interview Considerations:

- Have a back-up plan in the event the connection is lost on either end. A good back-up is to have the candidate's preferred phone number and convey that in the event of a technical difficulty you will reach out to that number. Make sure someone on the committee has a cell phone with speaker phone capabilities. Do not spend more than 5 minutes trying to fix a technical difficulty. In fairness to the candidate, do not spend their interview time trying to diagnose and repair a technical problem which may be outside of Heidelberg.
- If you are not comfortable setting up / logging into Skype and conducting the technical side of the interview, assign that task to someone on the Committee, utilize the media center's assistance, and / or contact Human Resources.
- Conduct the interview in a space that will not suffer interruptions, and that shows your department in a positive and professional light. Remember that the job candidate can see you. The preferred campus locations for Skype interviews are Adams 401 or Saurwein 232. A small conference room in Bareis (325) is available for if Google Hangouts is utilized.
- Introduce everyone on the search committee individually.

- Make sure all of the committee members stay for the entire interview. If someone needs to leave, please time the exit in between interviews.
- Expect all participants to remain engaged and attentive throughout. No checking your cell phones, please.
- Remember: It is awkward to conduct interviews virtually so have a prearranged choreography of questions [see Section 7: Resources] to minimize long uncertain silences, on the one hand, and blurted interruptions, on the other.
- Save a few minutes of the scheduled time for the candidate to ask the committee questions.
- During the Skype-Day Interviews: If you are planning a full day of Skype-interviews (minimum of 6 hours) which includes either a working lunch or less than 30-minute break for lunch, you may request to have meal service paid for by the Human Resources recruiting budget. More information on Search Expenses is found in *Section 6: Search / Candidate Expenses*.

On-Campus Interviews: The on-campus interview often takes a half-day up to a full-day and a half, depending on the position in question. For senior academic and administrative positions, up to two days may be needed. Recommendations for invitations to the on-campus interview must be evaluated and affirmed by the Search Advocate to ensure a diverse finalist candidate pool that meets within the expectation as stated in the Affirmation of Our Commitment to Diversity. If, at the recommendation of the Search Advocate, the finalist candidate pool cannot meet that expectation, the Office of Human Resources will request the President's approval for either continuing the search without meeting the expectation or for declaring a failed search.

Two major factors must be taken in account in the scheduling of on-campus interviews:

- First, most candidates for faculty and professional-level positions meet not only with the search committee but also with people with whom they would interact on campus if they were hired. Depending on the positions, candidates might meet with the appropriate Vice-President or Dean to who they would ultimately report. Various customers or constituents might be included in interviews as well.
- Second, is the potential need for the search committee to arrange or provide meals and other quasi-social events as well as convey transportation and lodging needs. The Search Committee Chair is usually the chief host but will often seek volunteers or assign committee members to the task of hosting and / or accompanying the candidate while on campus. The hiring department should assist with the many administrative and logistical requirements of arranging and holding on-site interviews.

When on-campus interviews will involve meetings with many people and various meal and other functions, the Search Committee Chair should ensure that candidates and individuals responsible for escorting the candidate have a full schedule of events in advance. The schedule should note the names and titles of the individuals with whom the candidate will meet.

The on-campus interview should be fully communicated to the candidate with as much advance notice as is possible prior to the visit. The communication should include overnight accommodation information, a campus contact with a cell phone number, a link to a campus map, and any special instructions for preparation for the day.

Sample:

Hello, [candidate]!

Please allow this email to confirm your on-campus interview for [date]. Attached, please find a packet of information for your consideration. Enclosed, you will find:

- *Information for your overnight and campus visit;*
- *Itinerary for your on-campus interview;*
- *[Department] Organizational Chart; and,*
- *For your teaching presentation / open forum [description of goal / objective / expectation / audience].*

My contact information, including cell phone, is enclosed and you should feel free to contact me in the *event you have any questions or need any additional information.*

We are excited for your visit to Heidelberg and hope you are too!

Guidelines for Interview Sessions:

- Ask only the information that you intend to use to make a hiring recommendation / decision.
- Know how you will use the information to make that decision.
- Recognize that the practice of seeking information, either first hand or through an informal search (i.e., Google or Facebook search the Candidate) that is not related to the position can be difficult to defend.
- Utilize *Section 7: Resources* for suggested interview questions for both staff and faculty.

<u>Interview Process Checklist:</u>

Before the Interview:

- ☐ Book appropriate location(s).
- ☐ Review the job description.
- ☐ Draft and agree upon the interview questions to be asked. Utilize assistance from the Human Resource Office.
- ☐ Review the candidate's resume / application.
- ☐ Agree on the format for the interview.
- ☐ Ensure that you know & can identify indicators of the candidate's ability to perform the job.

During the Interview:

- ☐ Provide each candidate a "welcome packet" that can be obtained from the Office of Human Resources. Please add the business card of the search committee chair, campus visit itinerary, and specific department or office information or publication samples.
- ☐ Always include introductions of the committee and / or the interviewing group.
- ☐ Describe the format of the interview.
- ☐ Ask open-ended informational, situational, and behavioral questions.
- ☐ Let the candidate do most of the talking!
- ☐ Observe non-verbal behavior.
- ☐ Take notes.
- ☐ Leave time for the candidate to ask questions and be prepared to answer questions.
- ☐ Thank the candidate for his or her time.

In Closing / After the Interview:

- ☐ Describe the remainder of the search process and the time it will take.
- ☐ Answer any additional questions.
- ☐ Collect the W-9 and any receipts for expense reimbursement or remind the candidate to complete the form and return the information to the Office of Human Resources.
- ☐ Document the interview and evaluate the candidate (See *Section 7: Resources* for suggested evaluation components).

Remember, during an on-campus interview the candidate is evaluating Heidelberg University and its faculty and staff as much as, if not more than, you are evaluating the candidate.

Making Travel Arrangements and Accommodations: The search committee should notify each candidate in writing of which expenses for travel and accommodations will be reimbursed and to what amount. Please see *Section 6: Search Process / Candidate Expenses* for guidelines on expenses and reimbursements.

Section 5: Hiring Process

As part of the final recommendation, reference checks / calls should occur. The Search Committee Chair should confirm with the candidate that reference checks / calls will occur and that the candidate should notify individuals that you will call them for a reference. Additionally, ask the candidate if references from individuals not on the reference list may be contacted (i.e., a supervisor from the candidate's former institution such as an Athletic Director for a former coach). Ask if there is anyone you should not contact and why you should not contact that person. The Search Committee Chair may assign references among the Search Committee. Utilize the Reference Call Protocol found in *Section 7: Resources* to make each reference call.

After the conclusion of the final interviews, the search committee determines which candidate(s), if any, to recommend. The committee can recommend one candidate, rank all the semi-finalists, or provide a report outlining the strengths and weaknesses of each semi-finalist as requested by the hiring official in the charge given to the committee. The Search Committee Chair should also receive feedback from the campus community and/ or individual interview sessions and incorporate that feedback as appropriate to formulating a recommendation. No one other than the hiring official should be notified of the recommendation.

If a candidate does not accept the offer of employment, the search committee may be asked to recommend another candidate. It also may be asked to extend or re-open the search by the hiring official.

Making an Employment Offer: Once a proposed hiring decision is approved, an initial verbal offer of employment may be extended by the appropriate supervisor and/or the appropriate Vice President. Upon verbal acceptance of the initial offer of employment, the Office of Human Resources will coordinate a pre-employment, post-offer criminal background screen. Upon the satisfactory result of the background screen, a formal written letter of appointment is sent to the selected candidate. Once the formal written letter is sent, all other candidates in the search process should be notified of their non-selection. The Office of Human Resources will coordinate the notification for all candidates NOT invited to campus. Candidates who were invited to campus, but not selected should receive a phone call from the hiring manager to advise them of their non-selection.

Phone conversation sample:

Hello, Dr. Candidate? This is Ms. Supervisor from Heidelberg University. I wanted to take a few minutes to speak to you about your candidacy for [position]. On behalf of the search committee and [office], I appreciate the time and interest you have taken in Heidelberg University. We appreciated learning more about you, your skills, and experiences. Unfortunately, we have determined to extend the offer of employment to another candidate. We do, however, wish you the best of luck in your future endeavors. Are there any questions that I can answer for you at this time?

It is not unusual for a candidate to inquire specifically about the skills or knowledge of the chosen candidate over their own skills / knowledge. Additionally, some candidates will inquire what specific improvement they could make for their next employment opportunity. Though internal candidates should be informed in person and given actionable items on which to improve, deciding how and what to inform external candidates can be more challenging. Hiring managers are not required to provide additional feedback or advice to unsuccessful candidates and a response to these types of specific questions with very few exceptions should be general in nature. Such responses might include:

- *The hiring recommendation from the search committee followed a very thorough process and another candidate was selected to move through the hiring process.*
- *While we appreciated learning about your knowledge and experience, the candidate selected to continue through the hiring process had skills and knowledge which more closely aligned to our required and preferred qualifications.*

Section 6: Search Process / Candidate Expenses

The Office of Human Resources monitors and manages the University's recruitment budget. Most expenses associated with a search, including by not limited to meals, travel, and reimbursements must be approved in advance by the Chief Human Resources Officer.   Generally, expenses will be approved according to the below limits. Expenses exceeding the stated limits will be charged to the hiring department.

Advertising Expenses: The Office of Human Resources will coordinate all advertising in which a charge is incurred. Job advertising "packs" are purchased for HigherEdJobs.net and the available inventory is monitored by the Chief Human Resources Officer. Search committees are encouraged to post approved position announcements via a listserv or other membership when appropriate and free (or part of membership). A listserv or association posting which requires payment in advance can be arranged with the Chief Human Resources Officer. Local adverting is also coordinated with the Office of Human Resources and various local media (*The Advertiser-Tribune, The Findlay Courier*).

Search Committee Meals: When, with the approval of the hiring manager and appropriate Vice President or Dean, the search committee is **required** to meet for an extended period of time (in excess of 3 hours), light refreshments and / or a meal may be requested. With the advance approval of the Chief Human Resources Officer, the billing may be directed to the Office of Human Resources up to the following limits:

- Light Refreshments: up to $ 5.00 per person
- Meals: When the meeting extends through and beyond and entire meal period (i.e., 10a – 1:30p), a meal up to $ 9.50 per person

On-Campus Interview Expenses: All on-campus expenses, such as meal services, require advance approval of the Chief Human Resources Officer. As much as possible, campus dining services are encouraged. In conjunction with Parkhurst Dining, several Search & Committee Meal options are available. In all cases, meal services must adhere to the following guidelines:

- ***Candidate Breakfast:*** If the candidate's on-campus itinerary begins at or before 7:30 a.m., up to $8.00 per person up to a maximum of 6 individuals is permitted for breakfast expenses.
- ***Candidate Lunch:*** The lunch is considered a part of the interview day when the on-campus interview is scheduled for a full day (at least 6 hours of interview meetings). This time should be used as an additional "screening" opportunity. Lunch should be ordered in advance and any dietary requests or considerations should be included in the invitation for an on-campus interview. A served, buffet, or boxed lunch in a private setting is preferred. On-campus lunch expenses of $10.00 per person for up to 6 individuals may be requested. The candidate should not be scheduled for more than one lunch. Please be cognizant of the candidate's ability to eat by allowing the candidate an opportunity to ask the lunch group questions.
- ***Candidate Dinner:*** On occasion, a candidate invited to campus may arrive the night before. A dinner may be provided, if the dinner is being used as an additional screening opportunity (i.e., part of the interview), as follows:
    - Faculty positions: Dinner with the Search Committee Chair (or designee) and one additional person, up to $ 85.00 (excluding gratuity).
    - Manager/Director positions: Dinner with the Search Committee Chair (or designee) and one additional person, up to $ 85.00 (excluding gratuity).
    - Administrative Leadership: Dinner with the Search Committee Chair (or designee) and up to 2 additional guests, up to $125.00 (excluding gratuity).

Candidate Expense Reimbursement: Heidelberg will reimburse expenses for candidates traveling at least 45 miles one way, to interview for full-time, faculty and staff positions which have been advertised with a maximum $1,000 total reimbursement. No more than three candidates should be scheduled for on-campus interviews if travel expenses are involved. Any exceptions must receive approval by the Chief Human Resources Officer and the President. Any expenses exceeding the guidelines must be pre-approved by the Chief Human Resources Officer. The candidate must complete and return a W-9 and must present all receipts for expenses.

- ***Guidelines:***
  - Transportation: Candidates may be reimbursed for air travel, rental car, personal vehicle mileage, parking, and tolls.
  - Lodging: Candidates may be reimbursed for lodging for one night near the interview location. Note: The Hampton Inn, Tiffin, will direct bill the University for a candidate's overnight stay.
  - Reimbursement Allowances:
    - Transportation:
      - Air travel at the domestic, coach rate up to a maximum of $600 round trip. International flights may be considered on a case-by-case basis.
      - One (1) checked bag or piece of luggage.
      - Rental car at the domestic, economy rate up to a maximum of $150.
      - Personal vehicle mileage at the rate of $0.40 per mile.
      - Parking fees incurred from an airport, lodging, or the interviewing location.
      - Interstate tolls.
    - Lodging: One nights' lodging, in addition to the Tiffin, Ohio stay, up to a maximum of $115.00 when an additional night is needed due to travel schedules.
    - Meals at the interviewing location up to a maximum of $60 total.
  - Non-reimbursable expenses include, but are not limited to:
    - Cost of travel or lodging for a candidate's companion;
    - Baggage fees in excess of one (1) checked bag;
    - Supplemental rental automobile insurance including but not limed to Collision, Loss Damage, Personal Accident, Personal Effects, or Liability Insurances coverages or waivers;
    - Trip or flight insurance;
    - GPS;
    - Traffic, speeding, or parking tickets;
    - Toiletries, personal entertainment, shoe-shines, or pet expenses;
    - Laundry or dry-cleaning charges;
    - Cost of meals at which no interviewing takes place;
    - Extraneous lodging expenses such as hotel phone charges, room / bar service, etc; and,
    - Costs incurred by third parties (e.g., placement firms) in interviewing candidates.
  - Procedures for Reimbursement: Candidates should complete a form W-9 and submit all receipts to the Office of Human Resources. This form and a postage paid return envelope should be included in the candidates' on-campus interview welcome packet. Reimbursements are processed by the Business Office and are mailed within ten (10) business days of the receipt of the completed form.

Section 7: Resources

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"***From its founding, Heidelberg University has believed in the dignity of the individual, and it is an affirmative action, equal opportunity institution. Heidelberg does not discriminate on the basis of race, color, national and ethnic origin, religion, age, political affiliation, socioeconomic status, sex, or disability in the administration of its admissions policies, educational policies and programs, financial aid programs, employment practices, and athletic and other school-administered programs and activities.***"

Heidelberg University Catalogue, 1983-1984

This statement, expressing a fundamental fact of Heidelberg's approach to education, has long been an imperative in setting and achieving goals at Heidelberg. With the increasing awareness that, however salutary, such statements are prohibitory rather than positive, the University now adopts a restatement of that position, emphasizing the University's affirmative posture and its determination to continue to plan programs which reflect that posture.

Further, it is our policy to support and abide by all legal requirements assuring non-discrimination in employment and admission for all qualified persons without regard to race, sex, disability, religion, national origin, color, age, veteran status, sexual orientation, marital status, parental status, socio-economic status, gender identity, and gender expression, or any other characteristic protected by law.

Affirmative Action Policy Statement

Heidelberg University believes in the dignity of each individual. The University offers qualified persons equal opportunity for admission as students and for employment, promotion and professionalization of its academic and non-academic staff without reference to race, religion, color, sex, or national origin. Heidelberg University strives to create an academic atmosphere at a campus environment that affirms this equality, while recognizing differentiation in talents, skills, interests, and merit.

Heidelberg University will continue to develop and design program plans to implement this policy statement.

Resource B - Americans with Disabilities Act, 1991

The Americans with Disabilities Act of 1991 (ADA) makes it unlawful to discriminate in all employment practices including but not limited to the following: **recruitment, hiring,** promotion, training, lay-off, pay, firing, job assignments, leave and benefits. Additionally, the ADA prohibits an employer from retaliating against an applicant or employee for asserting their rights under the ADA. Therefore, our search process is subject to all federal, state, and local regulations.

The ADA raises many questions for employers. Most significant are: Who is protected? What are the essential functions of a job and how are they determined? What is a reasonable accommodation? What information can be legally sought and relied on at various stages of the search process?

In all cases, the ADA is not designed to interfere with an employer's right to hire the best qualified applicant. A person with a disability and / or chronic medical condition (documented) must be qualified to perform the essential functions of a job with or without a reasonable accommodation.

Should you have any questions or concerns, the Office of Human Resources and / or the Stoner Health and Counseling Center.

Resource C – Search Advocates

Search Advocates engage in the search process from position development to welcoming the new appointee. Search committees should expect that the Search Advocate will ask questions of search committee members to test their thinking. Search committee members are subject matter experts. Search Advocates are process advisors. Search Advocates will seek to surface unexamined norms, assumptions, and practices where implicit bias may hide. Search Advocates will seek to promote search practices to advance diversity, equity, and inclusion in Heidelberg's search processes. Search Advocates will intervene or seek outside assistance if questions on process or diversity initiatives are raised. Finally, Search Advocates cultivate a blame-free, non-judgmental environment to explore bias.

Role: Extend an equity, inclusion, and diversity lens to other aspects of the University's life. Through the search process, Search Advocates will recognize and address process issues, structural biases, cognitive biases, and are empowered to take action when diversity is missing or overlooked. Search Advocates will recommend process improvements, practices to reduce/address both cognitive and structural biases, and make suggestions to advance diversity for Heidelberg University.

Eligibility & Criteria: All faculty, staff and students are eligible to participate as a Search Advocate. A list of Search Advocates is available from the Office of Human Resources and each search committee chair is responsible for selecting and inviting a Search Advocate to their committee. Search Advocates are encouraged to participate on a search committee as often as they are willing and available and believe they can make a difference to advancing diversity, equity, and inclusion for Heidelberg.

Training & Time Commitments: Search Advocates participate in an initial training comprised of a 2-part workshop series (approx. 8 hours) addressing implicit bias, diversity, legal considerations, Search Advocate role and participation strategies, and an analysis of bias risks/remedies and inclusive excellence practices. Annual continuing education of three (3) hours is required and will be provided by the Office of Human Resources. Continuing education may also be completed by participating in periodic assessment meetings of Search Advocates to discuss successes and challenges, through participation of Search Advocate training sessions (i.e., panel discussion member), and in planning meetings to develop future components of the Search Advocate program. Periodic updates and information sharing will be provided by the Office of Human Resources.

Resource D - Acceptable Interview Questions

For Faculty or Staff

1. Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
2. Why are you interested in leaving your current assignment and why do you feel that this assignment would be better for you?
3. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
4. How does this position fit into your overall career goals?
5. Describe the duties of your current job.
6. What do you dislike most about your current job?
7. What is your favorite part of your current job and why is it your favorite part?
8. What are the three college courses that best prepared you for your current job?
9. What qualities or experiences make you the best candidate for this position?
10. Describe two or three major trends in your profession today.
11. On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
12. Describe a situation in which you did "all the right things" and were still unsuccessful. What did you learn from the experience?
13. Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
14. Why did you choose this profession/field?
15. What new skills have you learned over the past year?
16. Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?
17. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
18. Describe the best boss and the worst boss you have ever had.
19. Describe your ideal job.
20. What would your coworkers or your supervisor say about you?
21. How are you driven by the determination to succeed or the fear of failure?
22. When are you happiest?
23. Why are you successful?
24. How is who you are today consistent or inconsistent with the person you were as a teenager?
25. Can you describe how you go about solving problems? Please give us some examples.
26. What is the biggest conflict you have ever been involved in at work? How did you handle that situation?

27. What new programs or services would you start if offered the position?
28. Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views.
29. Tell us how you would learn your new job in the absence of a formal training program.
30. How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
31. Think about a coworker from the present or past whom you admire. Why?
32. What are the characteristics that you prize most in an employee? What behaviors or characteristics do you find intolerable?
33. What are your ideas about professional development?
34. Describe some basic steps that you would take in implementing a new program?
35. What are one or two of your proudest professional accomplishments?
36. What are your views about the unique role of a liberal arts university?
37. How do you feel about diversity in the workplace? Give us some examples of your efforts to promote diversity.
38. Tell us how you go about organizing your work. Also, describe any experience you have had with computers or other tools as they relate to organization.
39. Please tell us what you think are the most important elements of a good service.
40. Describe your volunteer experiences in community-based organizations.
41. What professional associations do you belong to and how involved in them are you?
42. Tell us about your preferred work environment.
43. What experiences or skills will help you manage projects?
44. Tell us how you would use technology in your day-to-day job.
45. In what professional development activities have you been involved over the past few years?
46. What volunteer or social activities have helped you develop professional skills?
47. What things have you done on your own initiative to help you prepare for your next job?
48. What questions or concerns would make you have reservations about accepting this position if it were offered to you?
49. What do you think uniquely qualifies you for this position?
50. What additional information that you would like to share?
51. What questions do you have for us?

For Faculty

1. Describe your teaching style.
2. Describe your teaching philosophy.
3. What technology applications have you utilized in the classroom?
4. How do you engage students, particularly in a course for non-majors?
5. Share your ideas about professional development.
6. In your opinion, how should the workload of a faculty member be split and into what areas?
7. What changes have you brought to the teaching of (name of field)?
8. How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
9. What courses have you created or proposed in the past five years?
10. What do you think are the most important attributes of a good instructor?
11. Where would this position fit into your career development goals?
12. How do you define good teaching?
13. What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
14. How do you feel your teaching style can serve our student population?
15. In what professional development activities have you been involved over the past few years?
16. What pedagogical changes do you see on the horizon in your discipline?
17. How would your background and experiences strengthen this academic department?
18. How do you adjust your style to the less motivated or under-prepared student?
19. How have you involved your students in your research?
20. What are your current research interests?
21. What is the next scholarly project you will undertake?
22. Please describe your scholarship in terms a layperson would understand.
23. How will your agenda fit with/advance the agenda of the department/school?

Resource E – Non-Acceptable Interview Questions

You cannot ask any questions during an interview that relate to an applicant's race, color, religion, age, gender, national origin, or disability. The fact that a candidate may reference information about a spouse, their religion, or children, does not change what may and what may not be asked during an interview. The following questions are merely a few of the questions that should not be asked:

1. Are you a U.S. citizen?
2. Where were you born?
3. What is your birth date?
4. How old are you?
5. Do you have a disability?
6. Are you married?
7. What is your spouse's name?
8. What is your maiden name?
9. Do you have any children?
10. Do you have child care arrangements?
11. What is your race or ethnic origin?
12. Which church do you attend? What is your religion?

Again, keep in mind that often a candidate will volunteer information (i.e., *"…my partner Jamie and I…"*) and that is fine. When information is volunteered, it does not change what can and cannot be asked.

The following questions may be relevant and could be asked only with a bona fide, job-specific reason to ask them. A situation where the following questions may be used would be extremely limited and the Office of Human Resources should be consulted for additional review and discussion. If asked of one candidate, they should be asked of all candidates for the same position.

Acceptable Alternative Questions

1. Do you have any responsibilities that conflict with the job's attendance or travel requirements?
2. Are you able to work in the United States on an unrestricted basis?
3. Are you able to perform the duties on the job description with or without reasonable accommodations?
4. If hired, can you provide proof of your eligibility to work in the United States?
5. Do you have any conflicts that would prevent you from working the schedule discussed?
6. What languages do you speak or write fluently?
7. Have you worked under any other professional name or nickname?
8. Do you have any relatives currently working for this institution?
9. Would you have any problem working overtime, if required?
10. Would anything prohibit you from making a long-term commitment to the position and Heidelberg University?

Resource F - Evaluation Components

The search committee process involves multiple evaluation periods of a candidate's qualifications relative to the job vacancy. The position description and position announcement should be referred to often to assess and compare candidates' qualifications. Many search committees have successfully utilized the Green-Yellow-Red process to evaluate candidates. The Green-Yellow-Red process can be used at each step of the search process.

Initial Candidate Review: Green-Yellow-Red

- Green: The candidate meets all minimum qualifications **and** meets all or some of the preferred qualifications. No further discussion needed.
- Yellow: The candidate meets the minimum qualifications. Continued discussion may be needed.
- Red: The candidate does not meet the minimum qualifications. No further discussion needed.

Evaluation of Candidate Following Skype Interview: Green-Yellow-Red

Experience / Professional Qualifications / Core Values	
Green = High (3) ***Yellow*** = Average (2) ***Red*** = Low (1)	**Score**
Personal & Professional Development: Candidate clearly and confidently articulates a vision for growth, both personally and professionally, including how securing the position for Heidelberg University either assists with or completes that growth.	
Relevant Experience: Candidate describes relevant professional experience throughout his / her career. This experience may include some aspect of transferable skills if increasingly responsible in nature (i.e., growth; breadth & depth of skills).	
Accountability: Candidate can describe circumstances in which decision-making and / or program management results were at a less than desired level / outcome AND (1) candidate shouldered responsibility, and, (2) utilized experience for growth.	
Interpersonal Savvy: to enable creative problem-solving, conflict resolution, group management, and decision-making processes.	
Industry Acumen: Candidate is able to describe key short- and long-range challenges affecting higher education including the ability to assist with strategically plan and prepare for effective programs and services.	
Balance: to work successfully both independently and inter-dependently. Demonstrated skills to function effectively alone, with staff and volunteers.	
Drive: for results to ensure allocation of time and resources on critical tasks that focus on the bottom line. Planning and process management to set clear goals, break down work, organize tasks, and set efficient work flows.	
Problem Solving: Experience utilizing specific problem solving skills that look beyond the obvious for solutions. Has participated in managing/measuring work to identify clear objectives, key metrics, and progress reports.	
Communication Skills: to ensure that complex reports and other information are understood by constituents, colleagues and decision makers. Demonstrated excellent written and verbal communication skills.	

Evaluation of Candidate Following On-Campus Interviews: Green-Yellow-Red

The below form can be utilized in hard copy or electronic survey form.

On-Campus Interview
FINALIST EVALUATION FORM

Rating Scale: Green – Excellent Yellow – Acceptable Red – Not acceptable

	RATING	COMMENTS
1. Explanation / Description of Relevant Experience and Background		
2. Record of Accomplishment, Achievements, and Professional Growth		
3. Administrative Leadership / Resource Management		
4. Learning Agility / Talent Growth & Potential		
5. Interpersonal Characteristics (demeanor, energy, eye-contact, excitement for opportunity)		
6. Understanding of Campus Mission & Liberal Arts Tradition with Professional Education		
7. Vision for the Position		
8. Overall Assessment		
Overall Comments:		

If no screening interview has been conducted, evaluation of the candidate's interview responses might focus on evaluation of the candidate's possession of the knowledge, skills, and abilities required for the job. Along with information collected on evaluation forms / surveys, the search committee may wish to consider feedback from individuals with whom the candidate met on campus.

1. Candidate's strengths:
2. Candidate's weaknesses:
3. Did the candidate answer all questions to your satisfaction? If not, which questions were left unanswered?
4. Does this candidate appear to be able to perform the job?
5. Do you have any reservations about this candidate's ability to succeed at Heidelberg?
6. Other comments:
7. How would you rank this candidate in relation to the other candidates who have come to campus?

Resource G – Telephone Reference Protocol

Upon the search committee finalizing the candidate recommendation list, reference calls should be completed on at least 3 of the candidate's references. The search committee may determine to assign all the references to one committee member OR may divide the reference list OR may utilize any combination of assigning the reference calls as is appropriate to the search and as will allow all of the reference calls to be completed timely and professionally. The following reference call outline should be utilized.

Heidelberg University
Telephone Reference Check Outline

Candidate: ____

Reference Name: ____

A. Introductory Questions:

a. Are there questions about Heidelberg University or the position that I can answer for you before we begin our conversation?

b. What is the nature and length of your relationship with [the candidate]?

B. Can you provide an example of [the candidate's] ability to balance multiple responsibilities and commitments including students, faculty, and administration?

C. Can you provide an example of when [the candidate] has collaborated with or between different campus community members as needed to advance the mission and goals of the institution?

D. Why do you believe [the candidate] is interested in our position?

E. How would you describe [the candidate's] ability to work as part of a team?

F. Have you observed [the candidate] create and build excitement for a vision? If so, could you please describe?

G. What do you believe would be [the candidate's] biggest learning curve in fulfilling the [title] position for Heidelberg University? How would you describe the candidate's learning agility?

H. Conclusion: Is there anything more that you would like to say?

THANK YOU!!! As you close your interview, remember to express your thanks and appreciation for the time the reference has taken to speak with you. In all likelihood, the reference will convey the conversation to the candidate – the content and the quality – so this is part of our recruitment process!

Resource H – Search Committee Activity Report

Upon completing the search, the committee chair should complete the following Search Committee Activity Report. The Report, along with candidate materials, evaluation sheets, rating matrices, forms, and materials used by the search committee should be returned to the Office of Human Resources. If the search committee materials were maintained in electronic format (i.e., Google Shared Drive), access should be provided to the Office of Human Resources.

SEARCH ACTIVITY REPORT

Use this form for all faculty and staff positions filled through search procedures.

- **JOB TITLE** ______________________________
- **DEPARTMENT** ______________________________
- **DATE POSITION OPENED** ______________________________
- **Check all**

☐ Regular Full Time ☐ Regular Part-time

☐ Adjunct Faculty appointment

☐ Temp Full Time ☐ Temp Part-time

Did you utilize any additional advertising sources NOT through the Office of Human Resources (i.e., listserv or association)?

Please list: ______________________________

List Members of Search Committee: ______________________________

____

____

____

____

____

Committee Meeting Dates: ______________________________

____

Was additional posting time requested? ☐ Yes ☐ No

Outcome of the Search: ☐ Committee fulfilled its charge ☐ Committee did not/could not fulfill charge.

Resource I – Relocation Expense Reimbursement Policy

The following moving expense reimbursement may be offered to new faculty and full-time exempt administrative staff, provided they are relocating from outside of Seneca County, Ohio.

- The greater of $750 or $1.25 per mile moved, not to exceed a total of $2,500. The University will pay the expense reimbursement when the employee relocates to a new permanent address in the Tiffin / Seneca County community. Any exception to this relocation provision requires the approval of the President.

- On occasion the University may recruit and hire two persons from the same family. In this circumstance only one moving expense reimbursement is permitted.

- The IRS requires that all moving expense payments be reported on the employee's W-2 Form unless paid to a third party. Qualified moving expenses will be reported separately from gross income. Non-qualified moving expenses will be included as taxable income on the W-2 Form. However, some of these expenses may be deductible when filing a federal tax return and employees are strongly encouraged to consult with their professional tax advisor for guidance.

- The University is required to withhold all appropriate payroll taxes, including FICA, on those amounts which the University believes will not be deductible. To comply with these requirements, the employee must submit a record, including receipts, of all moving expenses to the Office of Human Resources. The employee should also keep a set of the records as documentation for his/her federal tax return.

- Reimbursements for moving expenses must be submitted within the academic year of the individual's date of hire.

- Any exception or deviation to the policy requires the approval of the President.

Resource J – New Hire Checklist

Upon approval for hire, all new hires are issued an appointment letter detailing the specific provisions of their appointment. Additionally, the Office of Human Resources will initiate a New Employee Information form with the new employee in order to establish an OASIS number, net id, and email address. Once completed by CNIT, the hiring manager may also request specific access rights to University data and software (i.e., ServerSix, Banner, etc.). The new employee's onboarding is a combination of the hiring department / manager and the Office of Human Resources. The following lists are suggested considerations for new faculty/ staff hires:

___ Email Welcome: Send an email to the new employee welcoming them to Heidelberg and stating your excitement for their acceptance of the employment offer. This is also a great opportunity to confirm the start date as well as any specific details (i.e., please report to the office by 8:00 a.m.).

___ Set up an appointment with the Office of Human Resources for no later than the 2nd day of employment, to receive and complete new hire payroll and benefits forms.

___ Departmental/ Divisional introductions and orientation; Organizational chart.

___ University ID, Keys, Web Directory listing

___ Department practice for time-off requests / absences from work.

___ Building and campus tour.

___ Performance expectations and reporting relationships.

___ Website and inside.heidelberg.edu

___ OASIS including time entry or leave reporting process.

___ Lunch for first day

___ Departmental / office events; campus events.

___ Mentor or "buddy"

___ Confidentiality policy (if applicable)

___ Dress / Appearance expectations