Shepherd University
Staff Search Manual
# Table of Contents

- Introduction .................................................................................................................. 3
- Steps in Hiring New Staff Members ........................................................................ 3
- Initiation of Staff Search .......................................................................................... 3
- Tips on Forming a Search Committee ........................................................................ 4
- Charge to Search Committee .................................................................................... 4
- Job Posting ............................................................................................................... 5
- Required Information for Job Posting ....................................................................... 5
- Job Advertising ....................................................................................................... 5
- Application Submission ............................................................................................ 6
- Evaluating Candidate Attributes ........................................................................... 6
- Attributes Sought by the University ......................................................................... 6
- Rating Candidates .................................................................................................. 7
- Sample Candidate Rating Sheet ............................................................................. 7
- Telephone Interviews .............................................................................................. 8
- Planning and Arranging Telephone Interviews ..................................................... 8
- Sample Telephone Interview Questions ................................................................ 9
- Candidate Telephone Interview Evaluation ......................................................... 9
- Sample Candidate Telephone Interview Evaluation .......................................... 10
- On-Campus Interviews .......................................................................................... 11
- Interview Preparation ............................................................................................. 12
- Tips for Search Committee’s Interview with Candidate ...................................... 12
- Sample General Interview Questions .................................................................... 13
- EEO Considerations in Interview and Reference Check Questions .................... 14
- Sample Reference Check Questions ...................................................................... 15
- Sample Campus Interview Itinerary ...................................................................... 15
- Sample Interview Evaluation Based on General Observations .......................... 16
- Sample Candidate Evaluation Form for Open Session Feedback ........................ 17
- Selection of Successful Candidate ......................................................................... 18
- Hiring Procedures .................................................................................................. 18
- Communicating with Unsuccessful Candidates ...................................................... 18
- New Employees .................................................................................................... 19
Introduction

The purpose of the *Shepherd University Staff Search Manual* is to provide guidance and resources for Search Committee Chairs, Search Committee members and others involved in the staff search process. The *Staff Search Manual* is designed to be used for both non-classified and classified positions so some of the material included in the manual may apply to one status but not the other. The *Staff Search Manual* includes sample tools that can be used throughout the search. Additional information about staff searches may be obtained through the Human Resources Office.

Steps in Hiring New Staff Members

1. Resignation occurs or new position is created
2. Permission is obtained to recruit
3. Search Committee is formed (if Search Committee is needed)
4. Job posting is prepared
5. Position is advertised
6. Applications are evaluated
7. Search Committee ratings are compiled (if Search Committee is used)
8. Telephone interviews are held (if department chooses to conduct telephone interviews)
9. References are checked
10. Interviews are held
11. Additional references are checked
12. Candidate is selected
13. Offer is made by the appropriate University official
14. Hiring Proposal is done in PeopleAdmin (the online HR system)
15. Appointment letter is mailed by the President’s Office or Human Resources Office

Initiation of Staff Search

When a staff resignation letter occurs, the supervisor needs to begin a Separation Notice using PeopleAdmin, the online Human Resources (HR) system, in order to remove that employee from the position. Please see the HR System Administration Site link on the HR website ([www.shepherd.edu/hrweb](http://www.shepherd.edu/hrweb)) for instructions for completing online personnel actions. The Separation Notice should be started when it is known to the supervisor that the staff member is leaving the University.

The supervisor should seek permission from the Department head or appropriate official to recruit for the vacant position.

The Department head or supervisor forms a Search Committee in compliance with University policies. It is the responsibility of the Search Committee Chair, after consultation with the Department head, to ensure involvement in the staff search of the personnel who will be impacted by the hire.

Training will be provided by Human Resources about EEO issues and hiring practices. This training is available through a desktop tutorial created by HR and accessible through Sakai. Please note that
there are some questions that cannot be asked of candidates and topics that may not be discussed in relation to the hiring process. Search Committee members must be alert to avoid discussing candidates or talking with them in a way that might be considered as discriminatory. This topic is addressed in greater detail later in this document.

The Search Committee, in consultation with the Department head or appropriate University official, writes a position description which includes the prospective starting date for the new staff member, what materials candidates should submit in the application package (i.e., cover letter, resume, and/or references) and other aspects of the position.

Tips on Forming a Search Committee

1. The Search Committee Chair should be a person who holds a position at the same level as or at a higher level than the vacant position. The Department head is responsible for constituting the search committees, with guidance as needed from the Vice President/Executive Officer.
2. The size of the Search Committee should reflect the scope of the position.
3. Committees should have an odd number of members, if possible. This can help eliminate the potential for a tie when votes are taken. All votes should be taken by secret ballot, if practical.
4. All members of the Search Committee should be present for all candidate interviews. Search Committee members must have met with all candidates during the campus interviews in order to cast a vote for semi-finalists or finalists.
5. Search Committees should be diverse. Diversity includes such factors as gender, race, and sexual orientation.
6. It is important that each Search Committee appointee has sufficient time to devote to Search Committee duties. It would be helpful to have a potential search time line prepared to show prospective Search Committee members in advance of their commitment to participate.
7. The Search Committee must possess expertise sufficient to make astute comparisons among applicants.
8. The Committee should represent a variety of perspectives on the role and function of the vacant position.

Charge to Search Committee

The Department head or appropriate University official will develop a charge to the Search Committee that may include the following:

1. Time frame for completing the search
2. Essential and preferred criteria for selection
3. Duties of the Search Committee Chair and individual committee members
4. Procedure for the review of applications
5. Reaffirmation of the University's commitment to affirmative action and equal employment opportunity and the expectations of the committee in this regard
6. Preferred number of candidates to visit the campus
7. Format in which the Search Committee's final recommendations are to be brought forward (ranked/unranked, etc.)
Job Posting

The supervisor must contact the Human Resources Office to begin a job posting through PeopleAdmin, the online HR system, in order to have the job posted on the University’s website and to have it advertised externally.

Required Information for Job Posting

- Position title
- Length of appointment (9-month, 10-month, etc.)
- Position number (for existing positions)
- Fund, Org and Account numbers
- Department
- Name of Search Committee Chair
- Job summary – This is the main description that you want applicants to see in the posting.
- Minimum qualifications – The credentials that are required. Candidates cannot be hired unless they have those credentials.
- Preferred qualifications – The credentials you hope that the candidates will have but are not required.
- Documents that are required and documents that are optional – Choices include resume, CV, cover letter, teaching philosophy, list of references and other. If a document is marked as being required, then applicants will not be able to complete the application process without including it, so please be sure that it really is necessary before you mark it as being required.
- Special instructions for applicants – Examples of things shown in this section in past searches include things like, “For more information, please contact ___ (name and contact information of Search Committee Chair)”; “Applications received by X (date) will receive priority consideration”, etc.
- Where position should be advertised – HR will distribute the job advertisement. Please note: If you are placing an ad yourself, for example, in a trade journal or through your professional listserv, please be sure to show the position as it appears in the approved job posting. Additionally, it is essential to direct all candidates to apply online (https://jobs.shepherd.edu). Candidates may not be considered unless they apply through the official application process, which is the online HR system.

Job Advertising

Jobs must be posted for a minimum of 10 days. Preferences for external advertising should be noted in the job posting requisition. The HR Office will advertise the job, after the job posting has been approved by everyone in the hierarchy and reaches the HR Office. Once the job is posted, the Search Committee Chair may send the position announcement to such sources as may maximize racial and ethnic diversity and gender representation of the staff, depending on the level of the position.
Application Submission

Individuals who are interested in the vacant position will apply online and the Search Committee can view the applications online. Human Resources will provide information to the Search Committee Chair about accessing the applications online, and the Chair will in turn distribute that information to the Search Committee members at the appropriate time. The applications go directly to the Search Committee; they are not pre-screened by the HR staff. When applicants complete their online application, they receive confirmation that their application was received. Applicants may provide affirmative action demographic information when they apply, and that information is kept separately from their applications and cannot be seen by the Search Committee.

Evaluating Candidate Attributes

The Search Committee members evaluate the credentials of the candidates (depending on the status) and provide a quantitative analysis of their assessment. The individual candidate ratings are compiled by the Search Committee Chair to assist in the selection of candidates to be interviewed. The candidate rating process is likely to be time-consuming and might involve multiple meetings of the Search Committee members as the top candidates are identified.

In addition to the required qualifications, the following non-inclusive list include examples of attributes that might be sought by the University. Search Committees can use these examples as a guide in developing a list of needs for a particular search.

Attributes Sought by the University

1. Understands and supports diversity
2. Supports professional development
3. Flexible in terms of job responsibilities and their evolution
4. Possesses leadership experience
5. Customer service oriented
6. Teamwork oriented
7. Has a sense of humor
8. Adaptability
9. Welcomes innovation, creativity, new perspectives
10. Supports service learning
11. Understands accommodations for people with disabilities
Rating Candidates

Search Committees should develop a quantitative method for evaluating the credentials of candidates to ensure objectivity and increase efficiency. The following spreadsheet is an example of a tool that can be used for this purpose.

Sample Candidate Rating Sheet

<table>
<thead>
<tr>
<th>Desired credential (example: required degree)</th>
<th>Desired credential</th>
<th>Desired credential</th>
<th>Desired credential</th>
<th>Desired credential</th>
<th>Desired credential</th>
<th>Desired credential</th>
<th>Desired credential</th>
<th>Other significant strengths, weaknesses – add points for strengths and deduct for weaknesses</th>
<th>Total Points (possible __ points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Telephone Interviews

Telephone interviews may be conducted as an inexpensive way to further narrow the pool of candidates, once the Search Committee has agreed upon the top candidates. Certain rules of uniformity should be followed when conducting telephone interviews: The same questions should be asked of all candidates, the same information about the process should be given to all candidates, and the same members of the Search Committee should participate in all telephone interviews in order to vote for the semi-finalists.

Telephone interviews with the Search Committee must be planned in advance. When candidates are called with an invitation to participate in a telephone interview, they should be given a brief description of the process so that they can be prepared. This would be a good time to ask the candidates’ permission to begin calling their references, at least those whose names have been provided by the candidates. One of the most important parts of any search is thorough reference checking.

The telephone interview should be conducted in a room large enough for all committee members to sit comfortably and within hearing and speaking range of the telephone. There should be at least two Search Committee members in the room. There should be no distractions -- cell phones and pagers should be turned off, the door should be closed, etc. Committee members should be seated and ready before the interview begins. A "dry run" to insure proper logistics can be helpful.

Many progressive organizations are using Skype or video conferencing in lieu of telephone interviews. Several classrooms on campus have the necessary equipment to conduct interviews in this manner, although because of bandwidth limits, it may not always be practical, especially during peak usage times. If you need help with Skype, please contact the Instructional Technologist in the Center for Teaching and Learning.

Planning and Arranging Telephone Interviews

1. Consider time zone differences.
2. Allow time to debrief between interviews – or at least take breaks.
3. Schedule a call of no more than 30 minutes with each interviewee.
4. Review interviewee's application materials.
5. Prepare questions and make copies of them for all committee members.
6. Determine the order in which interviewers will introduce themselves.
7. Assign questions to interviewers and determine the order in which the questions will be asked.
8. Test the speakerphone.
9. Make sure there are no scheduling conflicts with the interviewing room.
10. Agree on an evaluation tool.
Sample Telephone Interview Questions

1. Describe your educational background and experience.
2. Why are you interested in working at Shepherd University?
3. Describe your experience as it relates to this position.
4. How did your most recent position support the accomplishment of the mission of your organization?
5. In your previous position, what do you consider your greatest accomplishment(s)?
6. What were your most significant failures?
7. How would your supervisor and co-workers describe your work?
8. What is your reason for leaving your current position?
9. Describe your preferred work environment.

Candidate Telephone Interview Evaluation

On the following page is a sample of the type of rating sheet that can be used for telephone interviews. It is important to rate all candidates in a consistent manner, using a tool that allows for flexibility and objectivity.
Sample Candidate Telephone Interview Evaluation

Name of Candidate: _____________________________________________________________

<table>
<thead>
<tr>
<th>Question 1</th>
<th>Question 2</th>
<th>Question 3</th>
<th>Question 4</th>
<th>Question 5</th>
<th>Question 6</th>
<th>Question 7</th>
<th>Question 8</th>
<th>Question 9</th>
<th>Question 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td>9</td>
<td>10</td>
</tr>
</tbody>
</table>

Overall Rating

<table>
<thead>
<tr>
<th>Overall Rating</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
</table>

Summarize Candidate's Strengths: __________________________________________________

Summarize Candidate's Weaknesses: _______________________________________________

General Comments: _____________________________________________________________
On-Campus Interviews

Narrowing the Candidate Pool: Following the telephone interviews, additional reference checking should be done (listed references only, at this point) and the Search Committee should have a quantitative process for deciding which of the candidates who were interviewed by telephone will be invited for on-campus interviews. Generally, up to three candidates may be invited to the campus for an interview. The decision about how many candidates to bring to campus should be coordinated with the appropriate Vice President/Executive Officer.

Scheduling the Interview: The Search Committee Chair arranges the interview schedules for on-campus interviews with the Search Committee members and other appropriate University representatives. It is important to check the schedules of everyone who needs to be a part of the process before scheduling the candidates and, especially, before any airline tickets are purchased! The Search Committee Chair ensures that the appropriate people have copies of the resume for each candidate who is brought to campus for an interview well in advance of the interview date.

Travel Logistics: The Search Committee invites applicants to campus for interviews and provides them with state regulations and procedures regarding travel arrangements, reimbursable expenses information (hotel, airline tickets, travel expenses, etc.). The Search Committee sends each applicant a schedule for the visit and interview. Included in what is provided to each candidate should be information about Shepherd University, Shepherdstown, the region, hotels, map of the campus, etc., as appropriate. If this information is not sent in advance of the candidates’ arrival, it should be presented to the candidate as they are greeted by a representative of the Search Committee.

Candidates are asked to make their own airline reservations and pay for their airline tickets up front. Candidates who come for an interview will be reimbursed for their ticket following their on-campus interview, with the submission of the travel expense reimbursement form. When possible, Search Committee members should use a vehicle from the University car pool for driving candidates. When hosting candidates for meals, Search Committee members should pay for the meals and then seek reimbursement afterward or, preferably, use the department’s state purchasing card. Please remember that alcohol cannot be reimbursed.

Hosting Candidates: Hosting each candidate graciously is extremely important. Each candidate must be treated the same. Search etiquette includes actions such as picking up the candidate from the airport, escorting the candidate from one meeting to another when the candidate is on campus and, generally, making every possible effort to help the candidate feel comfortable. Provide to candidates the opportunity for a campus tour and a tour of the local area. Please remember that hosting job candidates is an opportunity to showcase Shepherd to people who may not have had any prior exposure to the University. We want candidates to have positive perceptions and memories of Shepherd, even if they are not offered the position.

Discussion of Salary: The Department head or appropriate University official shall discuss salary with each candidate prior to the candidate’s campus interview or before the candidate leaves campus.
Interview Preparation

1. Schedule a conference room where there will be no distractions and schedule other facilities, as needed.
2. Make sure all of the interview participants have the required materials, being mindful especially of those who are not serving on the Search Committee, such as the Department head or Vice President/Executive Officer.
3. Review the job description.
4. Draft and agree upon specific questions to be asked of all candidates. Questions should be open-ended, informational, situational, and behavioral.
5. Review the candidate’s resume/application.
6. Agree on the format for the interview and the candidate evaluation tool that will be used.
7. Ensure that you know and can identify the indicators of the candidate’s ability to perform the job.

Tips for Search Committee’s Interview with Candidate

1. Introduce committee members.
2. Describe the format of the interview.
3. Let the applicant do most of the talking.
4. Keep the interview on track.
5. Observe nonverbal behavior.
6. Take notes, and make sure that your notes are strictly job-related.
7. Leave time for the candidate to ask questions.
8. If references have not yet been checked, ask if you can check the references provided by the candidate as well as references not provided by the candidate.
9. Describe the remainder of the search process and the approximate time frame. Do not make promises you can’t keep and keep the promises that you make. If you tell a candidate that you will get back to him/her by a specific date, be sure to follow through. If the time frame changes, then be sure to notify the candidate so that your credibility is not compromised.
10. Thank the candidate for his/her time.
Sample General Interview Questions

1. Please describe your present responsibilities and duties.
2. How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
3. Discuss some of the problems you have encountered in past positions.
4. What do you consider to be your most important accomplishments in the last two or three positions you have held?
5. What would you want from your next job that you are not getting now?
6. Describe your involvement with committees, your role on the committees, and what you learned from each experience.
7. In previous positions, how much of your work was accomplished alone and how much as part of a team effort?
8. Describe the most difficult interpersonal challenge you have been faced with and what you did about it.
9. Have you had public speaking experience? If so, who was the audience, and what was the purpose?
10. Give an example of a potentially volatile situation or individual that you successfully calmed down and how you went about it.
11. Describe the best boss and the worst boss you have ever had.
12. Describe your ideal job.
13. Describe a time when you went "beyond the call of duty" to accomplish a task.
14. What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
15. What new programs or services have you started?
16. How would you describe "on-the-job stress" and how do you handle it?
17. Tell us how you would learn your new job aside from a formal training program.
18. Think about a co-worker from the present or past whom you admire. Why?
19. Can you share with us your ideas about professional development?
20. Describe some basic steps that you would take in implementing a new program.
21. Name one or two of your proudest professional accomplishments.
22. Give us some examples of your efforts to promote diversity in the workplace.
23. 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.
24. Describe your volunteer experience in community-based organizations.
25. What professional associations do you belong to and what is your level of involvement?
26. Tell us about your preferred work environment.
27. What experiences or skills help you manage projects?
28. Tell us how you would use technology in your day-to-day job.
29. In what professional development activities have you been involved over the past few years?
30. What things have you done on your own initiative to help you prepare for your next job?
31. Do you have any additional information that you would like to share?
32. Do you have any questions for us?
EEO Considerations in Interview and Reference Check Questions

It is very important that the questions a supervisor and Search Committee ask during reference checks and interviews are directly related to the applicant’s ability to perform the particular position under consideration. Make a list of questions and ask the same questions of each applicant or reference, in the same order. Questions related to the applicant’s gender, race, age, national origin, religion, sexual preference or orientation, handicap, familial status, or other considerations not related to the job may be discriminatory and may not be asked. Instead, focus on skills or traits directly related to the job. Also, when talking to other people about the candidates, the comments should be limited to job-related qualities.

<table>
<thead>
<tr>
<th>Unacceptable Question</th>
<th>Employment Issue</th>
<th>Acceptable Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>About maiden name, marital status</td>
<td>Work history</td>
<td>Have you ever worked under a different name?</td>
</tr>
<tr>
<td>Wish to be addressed as Mr., Miss, Mrs. or Ms.?</td>
<td>None</td>
<td>None</td>
</tr>
<tr>
<td>About number, age of children</td>
<td>Work availability</td>
<td>What schedule can you work?</td>
</tr>
<tr>
<td>About babysitter</td>
<td>Work availability</td>
<td>Are there times you cannot work?</td>
</tr>
<tr>
<td>About skin coloring, requesting a photo</td>
<td>None regarding race</td>
<td>None</td>
</tr>
<tr>
<td>About location of current address, home ownership</td>
<td>None regarding race</td>
<td>None</td>
</tr>
<tr>
<td>About length at current address, home ownership</td>
<td>None regarding age</td>
<td>None</td>
</tr>
<tr>
<td>High school, college graduation date</td>
<td>Education</td>
<td>Do you have the diploma, degree required for the job?</td>
</tr>
<tr>
<td>What is your age?</td>
<td>None regarding age</td>
<td>None</td>
</tr>
<tr>
<td>Where were you born? Where are your parents from?</td>
<td>Employment eligibility</td>
<td>Are you legally eligible for employment in the U.S.?</td>
</tr>
<tr>
<td>What is your native language?</td>
<td>Job-related language proficiency</td>
<td>If job-related, in what languages are you fluent?</td>
</tr>
<tr>
<td>About religious practices; labor union, club, lodge or society membership</td>
<td>None regarding non-job related organizational affiliations</td>
<td>Do you have non-work responsibilities that could interfere with job duties and requirements, like travel?</td>
</tr>
<tr>
<td>About home ownership, wage garnishing, bankruptcy</td>
<td>Job-related credit history</td>
<td>Must comply with Fair Credit Reporting Act of 1970 and Consumer Credit Reporting Reform Act of 1996</td>
</tr>
<tr>
<td>Do you have a car?</td>
<td>Work availability</td>
<td>Are there times you cannot work?</td>
</tr>
<tr>
<td>Have you ever been arrested?</td>
<td>Job-related criminal history</td>
<td>Have you ever been convicted of a crime? If so, when, where, and what was the disposition of the case?</td>
</tr>
<tr>
<td>About job disabilities</td>
<td>Job performance</td>
<td>Can you perform the duties of the job for which you are applying?</td>
</tr>
<tr>
<td>About military service dates, discharge type, veterans disability pension</td>
<td>Military record</td>
<td>What job-related education and experience did you receive in the military?</td>
</tr>
</tbody>
</table>
Sample Reference Check Questions

1. In what capacity and for how long have you known the candidate?
2. Why do you believe the candidate is seeking this position?
3. What professional qualities would you list as being strengths of the candidate?
4. What do you feel has been the greatest contribution made by the candidate to his or her current institution?
5. Please comment on the candidate’s work ethic.
6. Please describe an event where the candidate demonstrated leadership by solving a difficult situation.
7. What do you feel has been the greatest contribution made by the candidate to his or her current organization?
8. Would you hire this candidate if he/she were applying for a similar job at your institution?
9. Is there anything else that you think I should know about this candidate?
10. Google searches and other Internet searches should be conducted in addition to references checks. If they are done for one of the candidates, they need to be done for all of them.

Sample Campus Interview Itinerary
(To be used for middle or upper level positions)

For each item, include the name of the person who will pick up or meet the candidate, along with that person’s title and contact information. This should be sent to the candidate five days before their arrival. Copies should be send to the appropriate department members and Search Committee members. Include candidate contact information and escort’s information as well as a campus map.

Day One
• Arrival (insert flight information to confirm plans)
• Airport pick up and hotel delivery
• Dinner (with individual or with small group depending on budget and preferences)

Day Two
• Hotel pick up
• Breakfast (with individual or small group depending on budget and preferences)
• Interview with Search Committee. Please include time to fill out required paperwork.
• Campus tour
• Lunch with Search Committee/select individuals
• Open session for Director and higher level positions
• Dinner with Search Committee/select individuals (optional)
• Deliver to airport for departure
Sample Interview Evaluation Based on General Observations

Candidate's Name ______________________________

Date of Interview ________________

Position Interviewed For ______________________________

1. Candidate's strengths:

2. Candidate's weaknesses:

3. Describe your level of satisfaction with the candidate's responses to questions asked. Which questions, if any, were left unanswered?

4. Does this candidate appear to be able to perform the job?

5. What reservations, if any, do you have about this candidate's ability to succeed at Shepherd University?

6. Other comments:

7. Where do you rank this candidate in relation to the other candidates who have been interviewed?

Name of Individual Completing Form ______________________________
Sample Candidate Evaluation Form for Open Session Feedback

Name of Candidate: ____________________________________________________________

1. Overall Rating
   (Circle one)  poor  2  3  4  5  6  7  8  9  10

2. Candidate's Strengths: ____________________________________________________

3. Candidate's Weaknesses: _________________________________________________

4. Comments: ______________________________________________________________

5. What is your primary category? (Circle only one)
   Student   Classified Staff   Faculty   Non-Classified Staff
Selection of Successful Candidate

When the Search Committee agrees on the leading candidates, the Search Committee Chair sends to the Department head or appropriate University official a list of the strengths and weaknesses of all acceptable candidates along with the recommendation of the person to be hired.

Hiring Procedures

The Human Resources Office (for classified positions) or the President’s Office (for non-classified positions) prepares appointment letters to be sent to the successful candidate. It is the supervisor’s responsibility to make sure that a Hiring Proposal is started through PeopleAdmin, the online HR system. Information that will be needed to begin a Hiring Proposal can be found on the HR website at http://www.shepherd.edu/hrweb/new-employee-info.doc. The Hiring Proposal is what triggers the submission of appropriate paperwork by the Payroll Office to the State Budget Office, placing the new employee onto the University payroll.

Communicating with Unsuccessful Candidates

The supervisor will notify the HR Office that a selection has been made so that the HR Office can initiate the generation of email notifications to the unsuccessful applicants telling them that the position has been filled. These email messages will be sent to the candidates who were not selected for interviews. It is the responsibility of the Search Committee Chair to call (as opposed to sending letters or email messages) all candidates who have been interviewed for the job, whether the interview was by phone or in person, to tell them that they have not been selected for the position. Notification to unsuccessful candidates should be done as soon as possible as a courtesy to candidates.
New Employees

Employees are not permitted to work until the supervisor is notified by the HR Office that the employee has been authorized to begin. The HR Office will provide this notification as soon as the approval is received from the appropriate offices in Charleston and, where applicable, after background checks have been successfully completed.

New employees may not work beyond three days without completing the Federal I-9 form. If they have not completed an I-9 Form by their third day on the job, then they may not return to work until it is done. This is a Federal requirement and not one that allows for flexibility at the institutional level.

New employees can go to the HR Office any time Monday through Friday, 8 a.m. to 4:30 p.m. to take care of employment paperwork such as the completion of their I-9 Form, tax withholding forms, etc. That can be done at any time once they have been hired, even before they arrive for their first day of work.

New full-time employees need to schedule an appointment with HR staff in order to work through the details of the benefits in which they wish to participate, such as health insurance and life insurance.

Additionally, employees need to go to the Rambler Card Office to get an ID card and to the University Police Office to acquire a parking permit. Department heads, supervisors, administrative assistants, and others should assist new employees in taking care of the requirements related to beginning work. It can seem like a complex process for new employees, and providing assistance will help to make them feel welcomed to the University community. A new employee checklist is available on the HR website (http://www.shepherd.edu/hrweb/new-employee-checklist.pdf) to help new employees and their departments know what actions are needed.

The Human Resources Office offers a New Employee Orientation Program. New employee members will receive invitations to that program.
# Index

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Submission</td>
<td>6</td>
</tr>
<tr>
<td>Attributes Sought by the University</td>
<td>6</td>
</tr>
<tr>
<td>Candidate Telephone Interview Evaluation</td>
<td>9</td>
</tr>
<tr>
<td>Charge to Search Committee</td>
<td>4</td>
</tr>
<tr>
<td>Communicating with Unsuccessful Candidates</td>
<td>18</td>
</tr>
<tr>
<td>EEO Considerations in Interview and Reference Check Questions</td>
<td>14</td>
</tr>
<tr>
<td>Evaluating Candidate Attributes</td>
<td>6</td>
</tr>
<tr>
<td>Hiring Procedures</td>
<td>18</td>
</tr>
<tr>
<td>Initiation of Staff Search</td>
<td>3</td>
</tr>
<tr>
<td>Interview Preparation</td>
<td>12</td>
</tr>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Job Advertising</td>
<td>5</td>
</tr>
<tr>
<td>Job Posting</td>
<td>5</td>
</tr>
<tr>
<td>New Employees</td>
<td>19</td>
</tr>
<tr>
<td>On-Campus Interviews</td>
<td>11</td>
</tr>
<tr>
<td>Planning and Arranging Telephone Interviews</td>
<td>8</td>
</tr>
<tr>
<td>Rating Candidates</td>
<td>7</td>
</tr>
<tr>
<td>Required Information for Job Posting</td>
<td>5</td>
</tr>
<tr>
<td>Sample Campus Interview Itinerary</td>
<td>15</td>
</tr>
<tr>
<td>Sample Candidate Evaluation Form for Open Session Feedback</td>
<td>17</td>
</tr>
<tr>
<td>Sample Candidate Rating Sheet</td>
<td>10</td>
</tr>
<tr>
<td>Sample Candidate Telephone Interview Evaluation</td>
<td>7</td>
</tr>
<tr>
<td>Sample General Interview Questions</td>
<td>13</td>
</tr>
<tr>
<td>Sample Interview Evaluation Based on General Observations</td>
<td>16</td>
</tr>
<tr>
<td>Sample Reference Check Questions</td>
<td>15</td>
</tr>
<tr>
<td>Sample Telephone Interview Questions</td>
<td>9</td>
</tr>
<tr>
<td>Selection of Successful Candidate</td>
<td>18</td>
</tr>
<tr>
<td>Steps in Hiring New Staff Members</td>
<td>3</td>
</tr>
<tr>
<td>Telephone Interviews</td>
<td>8</td>
</tr>
<tr>
<td>Tips for Search Committee’s Interview with Candidate</td>
<td>12</td>
</tr>
<tr>
<td>Tips on Forming a Search Committee</td>
<td>4</td>
</tr>
</tbody>
</table>
For questions about anything in the *Shepherd University Staff Search Manual* and/or for assistance with searches, please contact the Human Resources Office at: 304-876-5288 or 304-876-5299