

UNTHSC Search Committee Process Review

Committee Members

- For a position such as a director, department chair or other position requiring a great deal of interaction among groups; it is wise to use a search committee for the recruiting and hiring process. It promotes fairness in the search and cooperation or “buy in” since various parties are allowed to be a part of the process.
- When determining committee members, consider who or what functional areas that the person will deal with most frequently. Select/invite delegates from those areas. Consider crossing disciplines, schools, departments or even a counterpart department in another work unit.
 - Example: If hiring a coordinator for the School of Public Health’s Student Affairs Office, then invite the coordinator from TCOM’s Student Affairs Office
- Size of committee
 - Keep the size of the committee to a manageable number otherwise it will be difficult to coordinate and make progress
 - Odd numbers such as 5 or 7 members are good for “voting” reasons
- Invitations
 - Members can be invited to serve via email, memo or letter from the hiring manager and/or the search committee chair.
 - Search committee chair – select someone with the best interests of the school, department, etc in mind and with some familiarity regarding the job description and responsibilities.
 - Option – have a co-chair depending on the visibility and importance of the position
- Search coordinator – depending on the search, you may need to have someone support the administrative functions of the search committee. They would:
 - Take minutes for search committee meetings
 - Schedule and coordinate meetings
 - Arrange candidate travel if needed
 - Process expenses related to search functions (meals, lodging, travel, etc)
 - Serve as a host for the candidates during the on-campus interviews
 - Serve as the liaison between the committee and candidate
 - “Other duties as assigned” – often includes driving directions, arranging food, making copies, etc

Timeline

- Often when an aggressive hiring deadline has been established, then it’s best to work backwards from that date to determine job posting date, committee meetings, interview schedules, etc.
- Determine how long you need to leave a position open to accept a good number of applications
- Remember, it only takes 1 good/great candidate to fill a position...no one is perfect in all aspects!

Job Description*

***Be sure to have HR & Marketing approve all ads/postings for required language**

- Provide a draft job description for the search committee prior to the 1st meeting to give them time to review (it’s easier than starting from scratch with a group) & still gives them input into the process
- Compare the job description to others in similar departments, organizations, etc
- Some positions such as faculty or specialized clinicians or researchers may need a “short” and “long” version. The short is typically what will fit into the UNTHSC job posting and the long includes additional info such as UNTHSC background, history/direction of the hiring area, goals for the 1st year, 3-5 yrs, etc. The long version is good to give candidates additional information and can be accompanied by organizational charts, budget info, business unit/department statistics, UNTHSC handouts such as Campus Connection, quarterly magazine, etc.

Advertising*

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- Whether you advertise the position outside the UNTHSC website depends on your budget, audience you wish to reach, specialty of the position, timing of the search and competition for the position you are filling.

Applicants

- Determine when the job is posted who will check the website for applicants and how the committee will review the applications
- When in doubt, email is a good tool for initial screening without requiring the committee to meet
- Depending on the length of the search, you may want to acknowledge each application via email advising on a general timeline
- If a candidate does not meet the requirements, it is best to code and process them along the way vs. having to do all of the applicants at the end of the search

Interview Process

- Have the search committee determine how you want to handle the interview process and how many rounds of interviews to conduct
 - Options include:
 - Screening interviews via phone w/chair of search committee
 - Off-site interviews at a hotel or neutral meeting room
 - ❖ Especially helpful when discretion is required
 - On-site interviews
 - ❖ Remember recruiting is a two-way street and the candidate is interviewing the organization via the search committee and every person they come in contact with
- Interview timing
 - When a candidate is meeting with a variety of groups besides the search committee, be sure to allow time for breaks, walk time, meals, travel time to and from the airport, etc
 - 45 minute to 1 hour meetings are average for each group
- Questions
 - Interview questions should be developed and assigned with input by the search committee
 - Each committee member should ask the same question of each candidate to promote fairness and consistency
 - It also helps each committee member in their note-taking
 - Keeps inappropriate or illegal questions from being asked
 - HR has some basic, acceptable questions that can be used as a guide or starting point