



Search Orientation Workshop

Office of Diversity and Equity

Welcome

- Welcome to the ODE Search Orientation Workshop
- Search Compliance Coordinators
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Goals

- Gain an understanding of required search paperwork at both interview and hire phases
- Become familiar with what ODE reviews and why

ODE Search Review

- Auditors
 - State - CHRO
 - Federal – EEOC and OFCCP

- Standard of Review
 - Good Faith Effort

Proving Good Faith

- Hiring and Promotional Goals Analysis
 - Detailed narrative of **every** hire and promotion
 - Narrative is written from the information in the search forms and search application

Search Committee

- Should include:
 - Individuals with different perspectives, expertise, and with a demonstrated commitment to diversity.
 - Individuals who have a thorough understanding of the position and those who are committed to the academic mission and goals of the University.
 - A diverse group of people on the committee.

Search Committee Role

- Recruitment
- Evaluation
- Interviews
- Selection
- Confidentiality

Questions



Job Description

- Develop detailed and clear job description before you launch the search
- Work with Human Resources
- State all the minimum and preferred qualifications in all job advertisements
- Job advertisement is your “contract” with the public and the applicants

Qualifications

- Formulate from the job duties and responsibilities
- Cannot be added after advertising or after applicant pool is established
- Only stated minimum and preferred qualifications can be used for applicant evaluation and ranking

Minimum Qualifications

- Critical knowledge and skills/education and experience that an applicant must have to perform the core responsibilities as indicated in the job duties/responsibilities.
- Based on the essential duties and responsibilities of the job and relate to what the employee actually needs to do in the job.

Preferred Qualifications

- Additional desired job-related education, experience, skills, competencies, and credentials.
- Not essential to the job but enhance a candidate's ability to perform the job.
- Specific enough to narrow down the applicant pool to the most potentially successful candidates.
- Not so restrictive as to limit the consideration of applicants from under-represented groups and applicants with non-traditional career paths.

Questions



Recruitment Goals

- Goals are set to address underutilization
- Goals provided at search initiation in RSA
- Use goals to determine recruiting sources and strategies

Proving Good Faith Effort

- Recruiting effort is the first step of ODE review
- Search may not be allowed to proceed without proof of the good faith effort in recruiting
 - ODE will require additional recruiting

Proving Good Faith Effort

- In order to prove good faith:
 - Must demonstrate aggressive and **PROACTIVE** recruiting
- Reactive Recruiting
 - Does **NOT** prove good faith
 - Advertising solely through HuskyHire

Recruitment Strategy

- Recruitment Strategies should be ongoing. A plan should be in place at the time a search is initiated.
- Recruitment efforts encompass more than paid advertising
 - Non traditional
 - Aggressive
 - Widely publicize position

Recruitment Contacts

Includes:

- Advertisements (on-line and print)
- Listserv postings
- Postings, letters, and contacts with professional associations and conferences
- Phone calls and letters to professionals contacts
- All networking efforts

- Documentation

Advertising

- Contact Department of International Services and Programs (DISP) for additional assistance regarding international applicants
- Phone: 486-3855

Questions



Applicant Evaluation

Minimum qualifications

To differentiate the
“qualified” and
“unqualified” applicants

Preferred qualifications

To differentiate the
“interview” and
“qualified” applicants

“A” = Interview group

- **Must** be invited for interview
 - Meet **All** minimum qualifications
 - Meet **All or Most** preferred qualifications
 - No limitation on number of “A”s
 - Qualified UCPEA members to be interviewed

“Q” = Qualified Group

- Meet all minimum qualifications
- Some preferred qualifications
- If “A” group depleted, “Q” could be considered for interview

“U” = Unqualified group

- Do not meet the minimum qualifications
 - Never considered for interview
 - Could not be hired

Applicant Dispositions

- Document that all applicants were screened against same objective criteria
- Prove all applicants were evaluated based on stated qualifications
- Prove there was no discrimination

Disposition Reasons

- Specific and concrete
- Related to qualifications
- Objective – no feelings or emotions
- Responsibilities v. Qualifications
- Applicants evaluated against qualifications

Protected Classes

- race, color, ethnicity, religious creed, age, sex, marital status, national origin, ancestry, sexual orientation, genetic information, physical or mental disabilities (including learning disabilities, intellectual disabilities, past/present history of a mental disorder), prior conviction of a crime (or similar characteristic), workplace hazards to reproductive systems, gender identity or expression

Disposition Problems

- Candidates cannot be ranked differently for the same reason
- Overqualified
- Outside or secondhand knowledge

Interview Certification

To receive interview certification:

- All recruitment efforts documented
- All applicants ranked with concrete, qualification based dispositions
- Submit request to ODE via RSA
- Changes to pool require re-submission/certification

Interviews

- All “A” candidates must be invited for interview
- First round of interviews can be by phone/Skype/videoconference
 - Allows for flexibility in number of “A”s
- Ensure same treatment of all applicants

More "A"s Needed?

- Move 'Q's to 'A's
- Re-evaluate recruitment plan and repost
- Other options:
 - Re-evaluate job description/qualifications
 - Cancel search

Moving “Q” to “A”

- Determine the most qualified applicant(s) from “Q” group
- Change rank of candidate from “Q” to “A” via RSA and re-submit request to interview to ODE

Questions?



Post Interview Dispositions

- Provide a disposition of all interviewed applicants
- All applicants ranked “A” must be accounted for
 - Including applicants who withdrew
 - Including applicants interviewed by phone/Skype/videoconference

Post Interview Dispositions

- 4 to 5 sentences for the selected candidate detailing why this candidate is the best choice for the position
- 2 to 3 sentences for candidates not selected explaining why candidates will not be offered the position

Faculty Offer Process

- Only faculty offers may be verbally negotiated at this stage.
- Dean and department head review finalists from “A” candidates and can begin negotiations
- Must be within terms of original agreement with Provost’s Office. No approved offer letter, verbal negotiations only.
- Can move to next choice if top candidate declines

Faculty Offer Process

- Candidate verbally accepts
- Include disposition of all interviewed applicants, including the selected candidate
- Indicate candidates selected and declined
- Include draft offer letter for HR review.
- Hire Request submitted to ODE/HR via RSA.

Faculty Search Toolkit

- <http://hr.uconn.edu/faculty/index.html>
- Guidance for:
 - Planning
 - Recruitment
 - Evaluation/Selection
 - Hire

Staff Offer Process

- No verbal negotiations before ODE/HR approval.
- Submit request to hire via RSA and include:
 - Dispositions for all “A” candidates
 - Copy of draft offer letter for HR review
- If a candidate declines, each subsequent offer will require an additional ODE and HR approval

Questions?



Search Help Desk

For assistance with questions about the on-line search application and technical issues

P 486-3033

E-mail:

HRSearchFeedback@uconn.edu

Contact Information

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