Faculty & Professional Staff Recruitment Overview

Jen Martens
UNLV Human Resources
Employment Services
Roles of search chair and committee
Outreach
Demonstration of Consensus, UNLV’s ATS
Collective feedback
Search Guidelines
EEO/AA review of interview pool
Unconscious bias
Candidate experience
Hiring recommendation/approval
Determined by basis of position knowledge
Serve in a screening and advisory capacity
Include representation of women & minorities
Sign confidentiality agreement
Independently review application materials for advertised requirements & evaluate each candidate’s potential for success in the position giving full, fair, and impartial consideration
Moving Beyond Traditional Strategies

**Traditional**
- Write ad and wait…

**Proactive**
- Work circuits constantly
- Know where to find the best applicants
- Use conferences, social networks, professional associations, etc.
- Develop talent pipeline
- Consider developing a star
Outreach Activities

**General Outreach**
- Notices to counter-part senior administrators in peer institutions
- Placement offices of PhD granting institutions,
- Job fairs and conferences
- Social networks

**Diversity Specific Outreach**
- Connections with Historically Black Colleges and Universities, Hispanic Serving Institutions, Native American Tribal Colleges, & Community Colleges
- Diverse Issues in Higher Education
- Hispanic Outlook
- REFORMA Newsletter (targeting Latinos & Spanish speaking population)
- Women in Higher Education
- Affirmative Action Register
- Diversity.com
- AcademicDiversitySearch.com
- Las Vegas Sentinel Voice
- Sports Diversity Recruiting
- Asian Pacific American Library Association

*(More comprehensive list available in HR)*
Consensus (HR Search)

Check out UNLV's online application system

Ensure candidates apply online.

For assistance with UNLV’s online application portal, contact Employment Services at 895-2894.
Collective Feedback

Can be relied on if some conditions are met:

1) Diverse opinions
2) Independent
3) Good method to centralize opinions
Who is more often right?

Studio Audience: 91%
Expert: 65%
EEO/AA Review
(Adverse Impact Analysis)

✔ Performed by EEO/AA Officer (Dr. Juanita Fain) when requested by the Hiring Official or Search Reviewer

✔ Race and gender demographics of the entire applicant pool are compared to the race and gender demographics of the pool from which it is anticipated that the final interview pool will be selected

✔ EEO/AA approval of the review pool must be obtained prior to identifying the final pool of on-campus interviews
Search Guidelines

✓ Provide equal treatment of candidates at the same level
✓ Do not make promises you cannot keep
✓ Avoid use of numerical or weighted scoring of applications
✓ Courtesy interviews inappropriate
✓ On-campus interview pool of one requires advanced EEO/AA approval
✓ Prepare interview/reference questions in advance & ask same questions of each person
Interview Guidelines

✓ Ask job-related, open ended, & behavioral based questions (question bank available at hr.unlv.edu).

✓ Avoid questions or comments that relate to:
  age          sexual orientation
  sex         disabilities
  race        maiden name
  creed       citizenship
  color       job-related injuries
  religion    family or marital status
  national origin days sick


✓ Appropriate discussion during informal time.
IKEA Job Interview

Please have a seat
Avoid Unconscious Bias

“Our brains are wired to reflexively categorize and stereotype people, often in ways we consciously reject as false.”

- Barbara Reskin in Unconsciousness Raising

What to do?

• Keep deliberations about candidates “skills based” rather than “feelings based” & be cautious using “fit” when evaluating candidates

• Hold each other accountable for each decision rejecting or retaining a candidate

• Raise questions about whether gender- or race-related bias may be playing a role in the evaluations being made

• Be open to the possibility that someone on the committee may point out biases you may have

• Recognize that sometimes what you see as bias others might see as valid concerns
Career change is one of the most important decisions one can make.

- First impressions are key
- While they may not be a good candidate for this job they may be a:
  - perfect candidate for another position
  - potential customer (student/parent)
  - potential advocate/donor for UNLV
- How you treat them through this process makes a lasting impression

To make the best interview impression:
- Communicate & promote UNLV beforehand
- Contact interview candidate in advance to answer questions, & express excitement about impending visit
- Alert staff members & welcome the candidate
- Establish agenda & interview structure
- Consider appointing an interview “host”
- Share a copy of the job description & organizational chart
- Show candidate the actual work location
- Allow applicant to ask questions and avoid interruptions
- Explain next steps in the process & follow-up
Must include:

A) Composition of search committee
B) Brief narrative summary of process
C) Names of final interview candidates, brief narrative evaluation of each candidate, and rationale for hiring recommendation
D) Name of recommended candidate
E) Names & contact information of references

Reviewed and approved by EEO/AA Officer prior to conveying an employment offer.
Search Record Retention

- Documents obtained from applicants outside of Consensus must be kept for a period of three years.
- If using Consensus, HR archives & saves applicant data for three years.
- Individual notes of search committee members intended for personal use during discussions are not to be retained with search records.
Questions

Jen Martens
Manager of Employment
Human Resources
895-3886