

Indiana University Bloomington Libraries

Search and Screen Guidelines for Librarians

Introduction

This document is intended as a resource for supervisors and the search and screen committee members for the Libraries recruitment process. It is not meant as a step-by-step explanation of all procedures and paperwork associated with this process, but as a general guide. These guidelines are to be used as an added resource only. Libraries Human Resources should be contacted prior to initiating any search for Libraries positions at any level.

It is important to note that while many people are involved in the recruitment process, the Ruth Lilly Dean of University Libraries (henceforth Dean) is the Libraries hiring authority.

LHR is available to assist in coordinating the recruitment process by:

- Advertising open positions.
- Working with the supervisor on selection criteria.
- Processing the necessary letters and required forms.
- Noting administrative support available to the supervisor and the search and screen committee.
- Specifying minority and gender underutilization and affirmative action considerations.
- Providing information regarding all state, federal, and local laws and policies.
- Monitoring the process for efficiency.
- Noting all administrative requirements.
- Assisting with the final negotiations and formal offer to the candidate.

Goals of the Search and Screen Process

The selection and recruitment of librarians is an important process that affects the Libraries as a whole and the larger IU community. The goal of the Libraries recruitment process is to attract highly qualified individuals to the Libraries and to select the best candidate possible while adhering to the affirmative action guidelines and goals of the Libraries and Indiana University.

The Search and Screen Committee

The Libraries employ a standing search and screen committee (henceforth Committee). The Committee comprises five librarians. Each librarian serves a two-year term¹. Members of the Executive Council and the Bloomington Library Faculty Council may recommend librarians and staff to serve on the Committee. The Dean selects and appoints the members to the Committee.

If one of the members of the committee is the supervisor for a position being filled, s/he will be excused from the duties for that search and another employee will be selected to assume the member's duties for that search.

This Committee is required to manage all librarian searches with the exception of temporary/visiting positions and high profile or specialized positions for which the Dean determines there should be an independent search and screen committee.

For some searches it may be appropriate to have a person outside the Libraries, or even outside the university, serve on the Committee, such as a faculty member or professionals in a field related to the work of the position. If the supervisor would like to add such a person to the committee, s/he should submit a request to LHR. The dean will make the final determination if an additional member will be added.

¹ Members are expected to complete all searches started during their two-year term, which means their commitment may extend beyond the initial twelve-month period.

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The responsibilities of the Committee include:

- Recommending advertising methods or potential candidates when requested by the supervisor.
- Providing input on position postings when requested by the supervisor.
- Applicant screening and evaluation.
- Recommending candidates to be interviewed.
- Participating in the interview process.
- Preparing an executive summary.

Roles and Responsibilities

Libraries Human Resources (LHR)

LHR coordinates the entire search and screen process for all vacant or new librarian positions at the Libraries. The Director of Human Resources for the Libraries (henceforth HR Director) is ex-officio for the Committee and her/his responsibilities include:

- Emphasizing the necessity of confidentiality in all Committee discussions and documents.
- Maintaining communication with the supervisor and the Committee Chair (henceforth Chair); reporting to Libraries Administration on the timeline and progress of each search.
- Meeting with the Committee to review search and screen procedures at the beginning of their term.

Approval to Fill

- Providing the supervisor with information on the established procedures to obtain approval to fill the position.

Recruitment Plan

- Assisting the supervisor with drafting a job posting
- Meeting with the supervisor to develop a recruitment plan prior to the HR Director assigning the search to the Committee.

Evaluating Candidates

- Providing the Committee access to the applicant pool.
- If recommended by the Committee, scheduling preliminary phone interviews.

Preparing for Onsite Interviews

- Working with the supervisor to determine the interview schedule.

During Interviews

- Meeting with candidate during the interview.
- Providing transportation at the beginning and end of each interview day.

After Interviews

- Providing guidance to the supervisor on submitting her/his recommendation to the Dean.

Supervisor

The supervisor is the person to whom the position reports. The supervisor is responsible for the search and screen process and should assist in its development prior to and provide input throughout the search. The hiring responsibilities include:

- Keeping all information connected with the search confidential.

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- Maintaining open communication with the Chair, HR Director, her/his supervisor, and the appropriate administrator².

Obtaining Approval to Fill

- Following the established procedures to obtain approval to fill the position.

Recruitment Plan

- Drafting a job posting for the position in consultation with her/his supervisor, the appropriate administrator, the HR Director and others as appropriate.
- Meeting with the HR Director to develop a recruitment plan prior to the HR Director assigning the search to the Committee

Initiating Search

- Attending an initial Committee meeting for the search to review the position requirements and any other pertinent information, including noting any departmental constraints that might affect the search.
- Inviting the appropriate administrator to the initial Committee meeting
- If desired, requesting assistance from the Committee with advertising strategies and/or potential candidates.

Evaluating Candidates

- Reviewing the applicant pool frequently to monitor the receipt of references or new applications.
- After reviewing the applications and the Committee's interview recommendations, notifying her/his supervisor and the appropriate administrator which candidates s/he plans to interview.
- If preliminary phone interviews are scheduled, responding to the Chairs interview invitation.

Preparing for Onsite Interviews

- Working with the HR Director and the appropriate administrator to determine the interview schedule, with input from the Committee if desired.

During Interviews

- Meeting with candidate during the interview.
- Introducing the candidate during the open meeting.
- If requested by LHR, escorting candidates to meetings during the interview, taking candidates on a tour of campus and/or taking candidates on a tour of Bloomington.

After Interviews

- After reading the Committee's executive summary, consulting with her/his supervisor and the appropriate administrator to make the final recommendation for hire.
- Submitting her/his recommendation and the Committee's executive summary to the Dean.

Search and Screen Committee Chair

Each year the Dean will appoint one member of the Committee to act as chair. As suggested by the Office of Affirmative Action, typically the chair is not the supervisor of the position (There are exceptions to this for temporary and visiting positions. This option should be discussed with the HR Director). The Chair is a facilitator who ensures that the process is timely, fair, and on track while guiding and assisting the Committee in its task.

The Chair is responsible for the following:

- Emphasizing the necessity of confidentiality in all Committee discussions and documents.

² The 'appropriate administrator' is the Associate Dean for the unit or library in which the position will reside. In some cases, this will be the Executive Associate Dean or Dean.

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- Maintaining communication with the supervisor and HR Director.
- Scheduling Committee meetings that occur on a regular basis to address issues and new assignments in a timely manner.

Initiating Search

- Once the HR Director has assigned a search to the Committee, inviting the supervisor and HR Director to an initial Committee meeting to review the position requirements and any other pertinent information.
- If requested by the hiring manager, working with the Committee to assist with advertising strategies and/or potential candidates.

Evaluating Candidates

- Reviewing the applicant pool frequently to monitor the receipt of references or new applications.
- Preparing a grid to be used while reviewing applications and for the final records.
- Documenting all justification for the elimination or recommendation of all candidates.
- Sending an email to the supervisor and the HR Director recommending candidates for interview, noting if the Committee feels preliminary phone interviews are warranted to narrow the applicant pool.
- If preliminary phone interviews are scheduled, inviting the supervisor to attend.

Preparing for Onsite Interviews

- Contacting LHR to request references for candidates prior to interviews.
- If requested by the supervisor, providing input on the interview schedule.

During Interviews

- Meeting with candidate during the interview.
- Working with the Committee to develop questions for their interview with the candidates.

After Interviews

- Compiling all evaluative statements from individuals participating in interviews for discussion by the Committee following the interviews.
- Preparing an executive summary for the supervisor and HR Director.
- Delivering all Committee files to LHR at the completion of each search.

Search Committee Members

Committee members are responsible for the review and evaluation of candidates. Committee members should understand what is expected of them, the timetable for the search process, and take into consideration the time obligation needed for the full process of the search.

Committee members are responsible for the following:

Initiating Search

- If requested by the Chair, assisting with advertising strategies and/or potential candidates.

Evaluating Candidates

- Reviewing the applicant pool frequently to monitor the receipt of references or new applications.
- Making use of the grid prepared by the Chair.
- Assisting the Chair with the development of any necessary reports.

Preparing for Onsite Interviews

- If requested by the supervisor and/or LHR, assisting the Chair in the development of the interview itinerary.

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During Interviews

- Meeting with candidate during the interview.
- Working with the Chair to develop questions for their interview with the candidates.

After Interviews

- Assisting the chair in preparing an executive summary for the supervisor and HR Director.
- Delivering all search notes to the Chair at the completing of each search.

Considerations for Committee Effectiveness

Confidentiality

As noted throughout the process, all deliberations of the search and screen process should be kept confidential.

Initial Screening

Initial screening of candidates is based solely on the minimum qualifications set out in the job posting. These requirements should be listed on the grid first with preferred criteria listed last. The Committee should decide as a group how they will evaluate requirements such as leadership skills, excellent communication skills, etc. so everyone is clear on how screening will be accomplished. The interview is most likely the best time to evaluate these skills.

Candidate Interviews

The Committee should recommend three candidates for interview. If there is a very large pool and the Committee would like to narrow down the candidates for onsite interviews, LHR can arrange preliminary telephone interviews.

Reference Checks

The campus requires written reference letters for librarian candidates. The Committee can consider customizing the request for references to indicate the specific information they require.

LHR contacts the candidate prior to contacting references. Individuals not listed by the candidate should not be contacted by the Committee. In the case where a supervisor is not listed and the Committee feels this information is necessary, the HR Director will contact the candidate for approval.

Open Meetings

This is an excellent time for candidates to demonstrate communication skills and effective presentation techniques, and specific knowledge and experience for the position. This is also a good time to include faculty and other constituents for positions that require external contact within the scope of the position's responsibilities.

Objectivity

Committee members should remain objective throughout the search and be open to diverse perspectives and possibilities.

Consistency

All effort should be taken for the search and screen process to be as consistent as possible for all involved. Take care to have a core set of questions for all interviews. There will be deviation due to questions by the candidate or in response to the candidate, but stay as consistent as possible.

Cultural Differences

Committee members should be prepared for cross-cultural interviews. There may be gender, racial, or other group differences to be aware of such as customs affecting eye-contact, communication style, etc.

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Special Needs

Some candidates may have special needs for onsite interviews such as accessibility issues, dietary issues, etc. LHR will work with the candidate, Chair, and supervisor to accommodate those needs to the best of the Libraries ability.

Resources:

Office of Affirmative Action

<http://www.indiana.edu/~affirm/>

Office of the Vice Provost for Faculty and Academic Affairs

<http://www.indiana.edu/~vpfaa>

Academic Handbook – Appointment Policies

<https://www.indiana.edu/~vpfaa/academichandbook/index.php/2. The Academic Appointee and the University #ACADEMIC APPOINTMENTS>