

CHAPTER TWO: RECRUITMENT

Step One.....Position Authorization and Position Announcement

The first step of the search process is to authorize the position. The employing Department Head/Administrator/Division Dean, or designee is responsible for completing the appropriate section of the EAF and forwarding the proposed position announcement and copy of the proposed media advertisement to the Personnel Office for review before any distributions are made. One copy of the final approved announcement and advertisement(s) will be forwarded to the Personnel Office electronically or in hard copy. The Personnel Office will be responsible for any internal postings. Approved newspaper/journal advertisements are processed by the hiring department by purchase order (through Purchasing) directly to the vendor.

The position announcement must set forth position requirements to include minimum qualifications, duties, and responsibilities. The information contained in the announcement should be general to attract a diverse pool, yet specific to meet the needs of the employer. The qualifications required should be clearly stated in the position announcement. It is important that the position announcement clearly distinguishes between required and desired/preferred qualifications. It is inappropriate to change the qualifications after the advertisement is published to deselect or give unfair advantage to any candidate.

H&H (pp. 15-17) recommend that the position description include a summary of the duties and expectations. Additional criteria may include other professional experience, service, publication record, etc. Examples may be:

1. *What are the minimum required duties, versus what duties would be desired or preferred? Keep in mind that related certifications may be added. Examples are:*

- a. M.B.A. required, C.P.A. preferred;
- b. Ph.D. required or ABD with award of degree by appointment date (if required by the position);
- c. Doctorate required and eligibility for licensure as a Mental Health Counselor desired; or,
- d. Doctorate in Electrical Engineering and licensure as a Registered Engineer required.

2. *What specific experience is required to perform the job and what experience would be preferred/desired? Examples are:*

- a. A minimum of five years of progressively-responsible planning, policy making and administrative experience at an institution of higher education required;
- c. One year experience advising university students in academic matters preferred; or,
- d. Demonstrated record of working successfully with advisory groups required.

3. *What publications and research are required (versus preferred or desired)? Examples are:*

- a. A record of significant research accomplishment or scholarship preferred; or,
- b. Evidence of publications in appropriate refereed journals required.

4. *What are examples of commitments and/or expectations?*

- a. It is expected that candidates will support NMSU's goals and mission; or,
- b. The successful candidate will commit to serve as a mentor for students.

5. *What additional abilities or conditions are required by the position?*

- a. Periodic (defined by frequency) overnight travel required;
- b. The ability to communicate effectively required; or,

A specific closing date is recommended to give closure to the recruitment process. Alternatives may also include: *"until position is filled"*, *"first review of applications will begin on (date)..."*, *"postmarked no later than,"* or *"to be received no later than."*

The newspaper/journal advertisement should provide a summary with a brief job description covering minimum education and experience, qualifications required or preferred, name of person designated to receive applications, materials required with the application, and deadline date. **Due to cost, advertisements should be succinct.** A more detailed job announcement may be provided at a later date.

Ensure that the following statements are included at the end of all position announcements:

**New Mexico State University is an EEO/AA Employer.
Offer of employment contingent upon verification of
individual's eligibility for employment in the United States.**

**All university positions are contingent upon availability of
funding.**

Step Two.....Developing a Timetable

The Search Committee should carefully consider a time table to conduct a search. An example of a timetable for a faculty search is shown below:

Faculty Position Sample

OCT Chair and Search Committee appointed.

Search Committee orientation by EEO/ADA Director; Search Committee Code of Ethics Form signed; Timetable established by Search Committee

NOV SAF processed “on line” for approval, with proposed position announcement, purchase orders. After approval, send 1 copy of the announcement to Personnel “on line” or copy and process purchase orders.

JAN Deadline for applications. Chair acknowledges all applications with Applicant Flow Record and copy of announcement within 30 calendar days of closing date.

FEB First screening by Search Committee members. Chair notifies all candidates of application status.

Second screening by Search Committee; Notify all candidates of application status.

MAR Third screening: Search Committee prepares short list; Candidate Release Forms are signed and returned for finalists; references checked.

APR Recommend minimum of 2 finalists for faculty positions; 3 finalists for administrative positions.

Campus interviews of finalists.

Feedback to Department Head/Administrator/Division Dean.

Department Head/Administrator/Division Dean and Chair confer on finalists.

Department Head/Administrator/Division Dean submits PTO to Dean/Executive/Vice President/Vice Provost/Campus Executive Officer, who recommends to Provost.

Approved by Provost.

Official written offer signed by Dean/Executive/Vice President/Vice Provost/Campus Executive Officer.

Offer accepted or rejected in writing; Finalists notified (in writing) within 15 days after offer accepted.

Step Three.....Recruiting Qualified Candidates

Effective recruitment is vital to the search process. Well-written advertisements should help to cut down on applications from persons unsuited to the position and encourage applications from those who are qualified. Effort, time, and money can be saved by soliciting applications from those whose qualifications are clearly appropriate.

Advertisements

Advertisements should be placed where likely to be seen by a wide variety of applicants, including women, minorities, and members of underrepresented groups. This may require placement in a number of newspapers and journals, as well as mailing to institutions (H&H, p. 38). *A disadvantage to the direct mailing list is that the notice of position availability may not be posted or forwarded to the targeted audience, while a paid advertisement will be published for accessibility to the reader.* A combination of paid advertisement and direct mailing list(s) is recommended. In many cases, direct telephone contacts or other communications can yield higher numbers of women and minority candidates.

National, regional, or local recruitment efforts are conducted, depending on the type of position vacancy. For example, advertisements in local media for highly-technical scientists may not achieve the results desired, and national advertisement may be necessary. On the other hand, it would not be necessary to incur the expense of national advertising for candidates readily available locally.

Interviewing at National Conferences

One frequent question from faculty is, *"May we interview at a national conference?"* Although this form of recruitment is an inexpensive way to recruit, it is important that the individuals requesting interviews at conferences be advised that formal on-campus interviews will be conducted with finalists. Meetings with potential candidates at conference should be targeted to recruitment, dissemination of information about the position and the university, and answering questions.

Transcripts/Recommendation Letters

Requesting transcripts and recommendation letters early in the recruitment process is debatable. Higgins and Hollander (p. 31) contend that it is far more efficient to request a cover letter and a curriculum vitae at the initial application stage. It is not unusual to find that many applicants may be deselected following the initial screening *before* there is a need for recommendation letters and transcripts. If requests for reference letters (at least 3 are recommended) and transcripts are sent to applicants *after* the initial screening, the applicant then is more likely to feel that it is worthwhile to go to the additional expense of having the documents sent.

It is also reasonable to assume that qualified persons for executive positions may be unwilling to submit references at an early stage, being wary of letting their current employer know that they are considering a change of position (H & H p. 31). However, once the candidate becomes a finalist, the required *CANDIDATE RELEASE FORM* (Appendix 10) releases NMSU to contact former employers, co-workers, and any other persons having information concerning the candidate's employment history, credentials, and relevant qualifications. Receipt of the *official* transcript may also be specified as a condition of employment in the Letter Of Offer (see Appendix 16).

Step Four....Affirmative Action Review

If an *underutilization* exists (i.e., the number of women or minorities employed by NMSU in a job category is less than is available in the labor market), a memorandum is prepared by the Personnel Office and signed by the Provost requesting that additional efforts be extended to recruit women and/or minorities to establish a more diverse applicant pool.

Under conditions of underutilization, a department should make every effort to:

- a) Advertise in state/national newspapers or journals, electronic list serves, job lists, and related sites where qualified women and minorities are likely to view the announcement(s);
- b) Recruit women and minority candidates directly through informal networks (i.e., telephone contacts, email, or other communications); or
- c) Advertise at a lower position level (or rank) to attract a larger pool of qualified women and/or minorities to meet Affirmative Action goals.

If no underutilization exists in the job grouping, positions may be posted for a minimum of 14 calendar days with prior approval from the Personnel Office. If an underutilization exists, the position is advertised for a minimum of 28 calendar days in order to generate an adequate applicant pool. Requests for exception to the 28-day posting may be submitted to the Personnel Office.