OVPR Inclusive Hiring Process Guidance

Prior to beginning the process outlined below, please ensure that the proper budget and leadership approvals for creating a new position or filling an open position have been received.

Competency Selection / Job Description / Sourcing

**Competency Selection** [Resource: Competencies and Interview Questions document]

When assessing the position to be filled, please use the Behavioral Competencies document to select the appropriate competencies that a successful candidate should possess.

- Competencies and behaviors that can be observed/measured, contribute to workplace effectiveness and are criteria identified for success in the role.

**Resource:** https://datapeople.io/

- Interview Question Selection
- Job Competencies / Candidate Attributes
- Competencies and Interview Questions document

**Search Committee / Hiring Team Selection**

**Resume Screener** [Resource: 1st Pass Resume Screener and Resume Screen • Template]

- All job application materials submitted by applicants should be reviewed by the search committee / hiring team.
- Materials should be assessed based on the core competencies set forth in the Resume Screener document.

- NOTE: If candidate(s) meet the minimum required job qualifications, they will be interviewed. If a job candidate does not meet the minimum required job qualifications, written justification/support must be provided to OVPR HR.

**Kick-off Meeting**

- Committee chair / hiring manager facilitates member introductions (of appropriate) and provides an overview of the process, including the primary job functions of the position and the projected selection process timeline.
- Search process documents are reviewed (resume screen document, interview questions document and assessment worksheet), and answers to any immediate process-related questions.
- Selected competency/attribute categories should be agreed upon by the search committee / hiring team prior to the conclusion of the kick-off meeting.
- Plan a timeline: Walk through the expected time commitment and get agreement on a timeline and its associated milestones.

- Sensing - Diverse Applicant Pool (Resource Sourcing Sourcing document)

- Proactively seek a diverse applicant pool and review and discuss potential real-time changes to promote diversity for most diverse pool possible.
- Advertise opportunities to affinity groups and share with potentially relevant centers / institutes / departments.

- Detailed Job Description [Resource: https://hr.umich.edu/]

Within and/or with OVPR HR assistance, choose: Review and/or create job description and/or further refine description/posting prior to submitting to OVPR HR for review.

- If the DataPeople version for posting differs from the Competency position description of record (please submit both versions to OVPR HR to ensure accurate review. You may contact OVPR HR for assistance with crafting job descriptions and/or choosing the appropriate job classification.

**Job Application Materials Review**

**Job Competencies / Candidate Attributes** [Resource: Competencies and Interview Questions document]

- **Note:** At least one question from each competency category should be selected for use during the interview process (length of interview and complexity of job functions should guide question selection).
- Competencies may be different for each round of interviewing; however, each round should center on the same set of questions.

**Interview Questions** [Resource: Initial/Phone Screening - Template / Panel Interview - Template]

- Process should be followed for phone and in-person / virtual interviews (questions for each should be different).
- All questions should be compiled into one document and shared with the search committee / hiring team for review prior to the first interview of the process.

**Interview Process / Debrief**

- **Guiding principles for interviews:**
  - Take copious notes during the interview, focusing on gaps or highlights that may help you best assess the candidate.
  - Of critical minimum skills observed during the interview (and reviewed in the application materials), can the candidate perform 80% of the job functions on Day 1?
  - Are the core aspects of what is needed present? If not, did you hear from the candidate a willingness to grow/learn?
  - Base your reflections on facts (not feelings) and use the information provided by candidates rather than making assumptions/knaps/leaps (questions should be used to prevent ‘filling in the blanks’).
  - Consider the way in which the candidate might get work done in your environment and whether the behaviors / management style will be effective in the position.

**Debrief considerations**

- Focus on any information gaps you have in your notes and address major areas of concern.
- Name your bias if it is affecting your view of the candidate and the team can help check that bias and/or other assumptions.
- During interview debrief, keep candidates in their “bubble” of responses; comparison across all applicants interviewed comes later.

**Assessment / Final Review**

- Each interviewer should complete their own assessment.
- Reunite from sharing scoring to avoid bias and power dynamics.
- Summary / Comments must be provided in the allotted space for each candidate.

**Considerations before making recommendations**

- Knowledge, skills and abilities needed on Day 1 vs. what we can train for?
- Does the candidate display behaviors of success that mitigate concerns in areas where growth/development will be necessary?
- Does the candidate meet or exceed expectations of all job competencies and candidate attributes deemed necessary for the position?

**Final Review Meeting**

- Selection committee / hiring teams should meet to discuss candidate assessment data and come to an agreement on recommended candidate(s).

**Recommended candidate(s) will move on to final round of interviews if appropriate, and when final decisions are made, a request for the job offer phase should be sent to OVPR HR.**

**Additional Resources:**

- Resource: https://research.umich.edu/research-at-michigan/managing-internal-nomination-and-peer-review-processes-to-reduce-bias
- Resource: https://hr.umich.edu/working-at-u-m/recruiting-employment/resources-hiring-departments
- Resource: https://research.umich.edu/research-at-michigan/managing-internal-nomination-and-peer-review-processes-to-reduce-bias