

TIPS FOR THE INTERVIEW PROCESS

Resource Page #9

Selecting Candidates to Interview

Build in several checkpoints at which you make a decision about whether you are satisfied with the pool of candidates you have generated.

No application should have just one reader; all members should read all applications.

Use a predetermined evaluation matrix to rate applications on required and preferred qualifications. Develop your final shortlist by taking the top candidates across different criteria.

Plan to interview more than one underrepresented period of a different social identity

Prepare written documents that describe the reason(s) for rejecting candidates.

Notify those not selected for further consideration, in collaboration with University Human Resources.

Inviting Candidates to Campus

Send candidates complete and diverse information about the university, community, and issues that may be relevant to candidates in a variety of circumstances, such as the brochure or flier titled, Build Your Faculty Career at Iowa State University. This resource is available on the ISU ADVANCE website and the Search Committee CANVAS Course. Also consider sending booklets, pamphlets, and other resources on hard copy.

Make sure all travel arrangements are made promptly and efficiently. Make it clear how candidates will be reimbursed for any charges they incur.

Ask candidates if they have particular individuals or resources they wish to visit when they are on campus and arrange for such visits ahead of time, if possible (e.g., collaborations, Faculty and Staff Associations, community connections).

Send candidates the final schedule and list of arrangements.

Arrange for candidates to be picked up at the airport by individuals who will make a favorable impression and put the candidates at ease.

Provide candidates with contact information for one or more individuals who will be able to help with last-minute questions or travel problems.

Managing Campus Visits

Use the campus visit as an opportunity for the department to communicate:

- You are seriously interested in the candidate's scholarly credentials and work.
- ISU is a good place to work because it is intellectually lively.
- ISU is a good place to work because it has a variety of family-friendly policies.

Distribute information about potentially relevant policies (dual career, family leave, modified duties, etc.) to all job candidates regardless of social identity. Bookmarks with Work-Life Resources and information about What To Do

When Life Happens are available on the ISU ADVANCE website.

Share the departmental retention plan for new hires with candidates during their visits.

Consider how the department will represent itself as a place in which individuals from all social identities can thrive. Some things that may make the department more attractive are:

- Clear and public policies and procedures for evaluation and promotion
- Mentoring resources for faculty
- An explicit plan to promote equity within the department

Give the candidates a tour of the department, campus, and community.

While campus visits should be as similar as possible for all candidates, provide candidates with the opportunity to visit specific individuals of interest to them. For example, arrange a visit with one or more Faculty and Staff Association groups.

Give the candidates a chance to interact with the department's faculty in multiple venues, from formal seminar presentations to informal discussions and social events.

Focus on the candidate's ability to perform the essential functions of the job and avoid making assumptions based on race, ethnicity, religion, relationship or familial status, age, disability, sexual orientation, or veteran status.

Ensure that all persons involved in the interviews are fully committed to recruit each

one of the candidates with welcoming and equitable treatment. Assertively counteract any instances of treatment that appear to be racist, sexist, or otherwise inappropriate.

Use a set of common questions with all candidates to allow comparative judgment and ensure that crucial information related to the position is obtained.

Introduce women and underrepresented members of the department to all candidates, not just other women and underrepresented candidates. If you do not have women or underrepresented faculty in your department, set up meetings with with women and underrepresented faculty in other related fields.

To ensure equity, consider providing all candidates with a complete , list of things that would be possible for them to negotiate. These might include:

- Course release time
- Lab equipment and space
- Renovation of lab space
- Research assistance
- Clerical / administrative support
- Discretionary funds
- Travel funds
- Summer salary
- Moving expenses
- Assistance with partner accommodation/ employment
- Other issues of concern to the candidate

Consider appointing an advocate or mentor to help candidates throughout the negotiation process and help them secure the best possible compensation package.

If a candidate has a partner who will need placement help, try to help arrange interviews or other opportunities for the partner as early in the hiring process as possible. Be familiar with university resources to support these efforts, such as Dual Career assistance in the Provost's Office.

Finalizing the Search

Solicit written remarks from those who met with or interviewed candidates.

Document the search process and final candidate rankings.

Arrange a second visit for the top candidate.

Personally call or email all finalists not selected as soon as the candidate selected has accepted the position offer. Follow up with a formal letter.

Evaluate the search process for what went well, what did not go well, and how to make the next search better.