



# Overview of Search and Screen Committees

**Purpose:** This resource demonstrates shared language, various models of Search and Screen Committees, an overview of the benefits and limitations of each model, and the organizational and candidate experience.

**Goal:** The goal of this document is to help supervisors make an educated decision on the Search and Screen options that work best for their recruitment needs and goals.

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| <p><b>Search Committee:</b> Individuals who have understanding of position and organization and are actively involved in the recruitment of potential applicants/candidates.</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>● Help develop PD</li> <li>● Help develop outreach plan</li> <li>● Help develop assessment plan</li> <li>● Recommend candidates to the Hiring Manager</li> <li>● Act as ambassador for position, department/ organization</li> <li>● Answer questions from candidates</li> <li>● Engage networks and share out the job posting</li> <li>● Understand and adhere to institutional policy and procedures</li> </ul> | <p><b>Screening Panel:</b> Individuals responsible for evaluating applicants.</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>● Review and evaluate applicant materials</li> <li>● Accountable for adhering to criteria, avoid bias and create a welcoming space through inclusive practices</li> <li>● Determine which candidates to advance</li> <li>● Provide info back to Hiring Manager</li> <li>● Assist with development of interview questions</li> <li>● Understand and adhere to institutional policy and procedures</li> </ul> | <p><b>Interview Panel:</b> Individuals responsible for the interview stages of the selected applicant pool.</p> <p><b>Responsibilities:</b></p> <ul style="list-style-type: none"> <li>● Conducts interviews</li> <li>● Identifies top candidates</li> <li>● Have a connection with the position</li> <li>● Can provide constructive feedback to the Hiring Manager to inform the hiring decision</li> <li>● Accountable for adhering to criteria, avoiding bias and creating a welcoming space through inclusive practices</li> <li>● Compiles feedback and debrief of the interview process</li> <li>● Understand and adhere to institutional policy and procedures</li> </ul> |
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## Multiple Committees/Panels Model

### Multiple Committees/Panel Model

- Committees comprise of 2+ members which are different for each stage/round of screening and interviewing
- Committees provide recommendations to hiring manager who makes final hiring decision
- One individual may serve on all committees throughout each phase

### Advantages to this approach

- Ensures wide breadth and depth of individual perspectives that speaks to a diversity of employee experiences
- Mitigates like-mindedness and group think with various sources of feedback provided

### Candidate Experience

#### Benefits:

- Meets with more/variety of individuals
- Can ask questions and seek information from multiple people with differing perspectives
- Gives candidate a perception of openness and welcoming from the beginning

#### Limitations:

- May feel overwhelming and can be disorienting to the candidate
- Could feel disorganized with so many individuals involved and communication coming from multiple people throughout process
- May not know who to follow-up with if there are questions or additional information needed
- Organizational chart confusion
- Sharing of criteria by multiple messengers may get lost in translation

### Organization Experience

#### Benefits:

- Diverse experiences and perspectives at every stage
- Share the time and capacity commitment throughout process
- Professional development experience for employees
- Fosters welcoming environment, commitment to the success of candidate
- Gives shared ownership in decision-making across division

#### Limitations:

- Challenge in identifying individuals needed for multiple panels
- Managing and working around multiple schedules
- Managing training and messaging from multiple individuals
- Determining clear roles for all individuals involved
- Gathering consistent feedback from committee members
- Understanding of the criteria may get lost in translation
- Challenging when there are high volume of recruitments



# One Committee Model

**One Committee Model**

- Same individuals involved for all stages of process
- Committee provides recommendations to hiring manager who makes final hiring decision
- Best practice for a one committee model is to intentionally invite participation and feedback from others within the unit at some point in the process
- At any stage in the hiring process the committee could invite participation/feedback from others - which can be used in the committee’s final recommendation.

**Advantages to this approach**

- Ensures that criteria is determined by a group and all participants, throughout all stages of the process, can hold self and each other accountable to the criteria and expectations identified
- Can foster buy-in and engagement from smaller group to move toward larger pipeline goals
- Diversifies networks for recruitment with more people engaged in process

| <b>Candidate Experience</b>   | <b>Organization Experience</b>  |
|---|---|
| <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>● Candidates are communicating with same individuals throughout their experience</li> <li>● Clearer understanding of which contact to reach out to for questions or information</li> </ul> <p><b>Limitations:</b></p> <ul style="list-style-type: none"> <li>● Limits opportunity for candidate hear and learn from multiple team members</li> </ul> | <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>● Ensures consistent messaging, training and experience</li> <li>● Easier to schedule</li> <li>● Committee members see/hear candidates through all phases of the process</li> <li>● Ease in training and preparing committee members</li> <li>● Can likely respond to questions regarding all phases of the process</li> </ul> <p><b>Limitations:</b></p> <ul style="list-style-type: none"> <li>● Limits diversity in perspective, experience, and expertise</li> <li>● More of a time commitment from all members</li> <li>● Limits stretch opportunities for team members to engage in search and screen processes</li> </ul> |

## Hiring Manager Participates in all Stages Model

**Hiring Manager participates in all stages model:**

- Hiring manager participates in - observes - all committee, panel processes and interviews.
- Hiring manager “chairs” process and invites committee and panel members
- Hiring manager consults with and/or makes final hiring decision
- Communicate a clear understanding to committee/panels - from the start - about role and responsibilities of Hiring Manager throughout the process

**Advantages to this approach**

- Hiring Manager can pause process at any time to remind those involved of the pipeline goals and strategy
- Hiring Manager can cultivate larger goals with all involved throughout the process

### Candidate Experience

**Benefits:**

- Opportunity to meet manager and inquire about managerial style
- Once primary contact for candidates
- Streamlined messaging from one campus source

### Organization Experience

**Benefits:**

- One central contact throughout process
- Can serve as accountability partner for people and process throughout search and screen
- Ensures that all candidate experiences are consistent
- Streamlined messaging to committee and candidate
- Awareness of pool and process ongoing
- Manager has opportunity to connect with candidates

**Limitations:**

- Significant time and responsibility to be involved in all stages of process
- May unintentionally decrease engagement from committee members
- This model has the greatest opportunity of hiring manager bias affecting the hiring decision

## Hiring Manager Participates in Some Stages Model

### Hiring Manager Participates in Some Stages Model:

- Hiring Manager identifies specific role in search and screen process and participates in self- identified stages
- Clear communication of what and when Hiring Manager will participate in processes
- Clarity on the role of the committee/panels and the Hiring Manager in final hiring decision

### Advantages to this approach

- Tempers and balances Hiring Manager’s influence and potential bias in the hiring process
- Can be an accountability partner throughout the process to gently remind those involved of long-term goals and criteria being sought
- May provide capacity for Hiring Manager to spend more time cultivating relationships and partnerships in new networks.

| Candidate Experience   | Organizational Experience  |
|--|--|
| <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>● Opportunity to meet manager and learn about managerial style</li> </ul> <p><b>Limitations:</b></p> <ul style="list-style-type: none"> <li>● It could potentially be confusing if the Hiring Manager is “popping” in and out of the recruitment process</li> </ul> | <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>● Ensures that hiring processes do not impede time and capacity of Hiring Manager throughout duration of the search and screen</li> <li>● Spreads the time and responsibility across team</li> <li>● Increased employee engagement in the process and in the hire</li> <li>● Manager has opportunity to connect with candidates</li> </ul> <p><b>Limitations:</b></p> <ul style="list-style-type: none"> <li>● Hiring Manager is relying on team to communicate on going progress and invite manager into stages as needed</li> </ul> |



## Internal Committee Model

**Internal committee model:**

- Committee is comprised of only members from unit/department

**Advantages to this approach**

- Quality management of messaging and clear understanding of criteria being sought by those involved.
- Promotes buy-in and support from team for new hire
- Models shared responsibility and leadership for long-term goals

### Candidate Experience

**Benefits:**

- The candidate is meeting those they may engage or work within their new role.

**Limitations:**

- Depending on make-up of unit - may limit perspective that would be helpful for candidate to understand their potential experience

### Organization Experience

**Benefits:**

- Clear understanding of role, responsibilities, criteria
- Committee members know and can communicate workplace environment and experience to candidate
- Potential to clearly seek criteria needed to create a well-balanced team

**Limitations:**

- Potential for group think/like mindedness
- Limited perspective sharing from across campus

