Best Practices for Hiring

Missouri S&T strives to recruit and develop talented and diverse faculty and staff. The guidelines and resources listed below should be followed by all supervisors and search committees involved in the hiring of any university staff or faculty. While every job is unique, these guidelines will ensure that hiring decisions are compliant with Equal Employment Opportunities and the Affirmative Action plan. Questions and/or more information regarding the hiring process should be directed to your Human Resources Strategic Partner.

Beginning the Search :

- All Missouri S&T search committee members MUST attend a Diversity & Inclusion for Hiring training on a bi-annual basis. This training will cover some basics about recruiting and discuss biases– what they are, how they can affect the recruiting process, and how to overcome those that might unfairly impact decisions.

- Minimum requirements, preferred qualifications, and salary information should be clearly stated in the job posting. Qualifications should always be based on the actual work performed for the position and cannot be changed at the time the offer is extended.

- Once approved, the job should be posted in a wide range of venues to ensure a broad base of applicants. Low and no cost resources are available in our Recruiting Resources Guide.

- Personal networks may be used to publicize positions, however all discussions concerning the posting should be kept professional and the person asking should be treated as a potential applicant.

The Interview:

- The interviewing process must be the same for all candidates. If phone interviews are used, all candidates must be interviewed via phone.

- Conduct structured interviews that ask the same core, job-related questions to ensure consistency of treatment and comparability of responses among those interviewed.

- Do not seek information on applicants outside of the interviewing process via social media or internet searches. Information learned such as race, family status, nationality, age, etc. could be deemed discrimination.

- Avoid questions not relevant to the applicant's ability to perform the job's duties. Questions regarding race, color, religion, sex, sexual orientation, national origin, age, disability and/or veteran status are not permitted. For examples of discriminatory questions, see HR—110 Interviewing.

- Use a rubric based on the published job requirements and ensure that all committee members understand the rating scales.

- Any time spent with an applicant is a formal part of the interview process until someone is hired, including small talk. There is no 'off the record' time, so act accordingly.

Selecting the Successful Candidate:

- If the final candidate is being chosen by committee vote, anyone who did not attend all of the interviews should not participate as they cannot compare all of the candidates.

- For voting faculty, a similar rule should be followed. Anyone who did not attend the open forum or other platform designed to interact with the candidate, should not have a vote.

- Reference checks should be made *before* the offer and *after* the final interview to protect the integrity of the interviewing process.

For more information on hiring procedures, visit: http://www.umsystem.edu/ums/rules/hrm/hr100

or call your Human Resources Strategic Partner at 573-341-4241.