

Items to Address in SEDL Hiring Recommendations

February 19, 2013

Below is a summary of the information that should be included in hiring recommendation memoranda coming from a budget authority to the President and CEO. The information is detailed under three main sections: Notice of vacancy and response, information on the recommended candidate, and special circumstances to consider in making an offer. If you have any difficulty deciding what information should be included, please check with Wes before completing the memo. Also, this is a living document, which will be modified given our experience in using it.

Notice of vacancy (NOV) and response:

- Title of position posted
- Dates of posting-to-closing period (or if not closed, use date Human Resources was asked to schedule the initial set of interviews)
- Resumes, applications, and interviews processed during the posting-to-closing period:
 - Number of resumes received, rejected in screening, and sent forward for review (including to whom they were sent and over what time period)
 - Number of SEDL applications requested (based on whose review over what time period) and completed (over what time period – date of initial requests to HR for SEDL applications to date last completed SEDL application was received)
 - Number of interviews requested (over what time period) and completed (over what time period), and any special circumstances (e.g., postponements, withdrawals, no shows)
 - Number of interviews with minority candidates and any special circumstances (e.g., some minority candidates were qualified but none were among the most highly qualified so the highest ranked minority applicant was added to the interview pool and interviewed)
- Interview team:
 - Composition (name, title, and unit)
 - Explanations of any exceptions in the interview process (e.g., not all team members were present for all interviews)

Candidate recommendation:

- Name of candidate
- Date resume received, date application received, and date of interview
- Results of any initial interview prior to the face-to-face interview (e.g., telephone screening done by who, when, for what reason, and with what result)
- Description of key qualifications:
 - Education: Degrees and fields
 - Experience (years of **relevant, not total**, experience; years of management experience as may be called for in the NOV)

- Special considerations (e.g., additional relevant training, rigor of training program, dissertation supervised by a prominent individual in the field)
- Writing samples (if any):
 - Types submitted
 - Authorship (single or joint) and implications for assessing quality of candidate's writing
 - Assessment of quality
- Quality of verbal communication (e.g., discussion with manager prior to interview, presence in interview, post-interview de-brief)
- Writing task (if any):
 - Description of task to be completed
 - Assessment of quality of effort
- References:
 - For those contacted, names and relationships to candidate
 - Special circumstance on current/last supervisor (if any)
 - Summary of what was said concerning:
 - Ability to perform key functions in NOV
 - Ability to work alone or in a team
 - Work qualities (e.g., dedication, attention to detail, timeliness, trustworthiness)
 - Any negative comments or issues of concern
- Match of candidate's skills to position: Key qualifications of candidate for the critical duties specified in the NOV
- Recommendation of the interview team (e.g., split, unanimous, contingent on follow-up)

Other considerations or concerns (if any):

- Degree completion
- Start date
- Special salary issues (e.g., issues with previous salary)
- Outside employment
- Intellectual property
- Qualifications or salary comparisons with other SEDL staff (e.g., more qualified than a particular set of staff members in the position but less so than another set of staff members)