

Hiring Manager Resources

There are three areas that hiring managers, Deans and Department Chairs can focus on to create a process that aligns with the strategic plan goals and improves the search process.

Developing the Position Description

- Hiring for a new line or to fill a vacant position is a great opportunity to conduct a position analysis and prepare a position description. Some questions to consider in conducting a position analysis are:
- What is the purpose of the position?
- What are the current duties?
- How might these duties be modified to fit future needs and performance evaluation criteria?
- Are there changes in the description needed to support the University, School/College, and/or Unit strategic plans? Engage faculty and staff colleagues in the department or unit—seek their input, perspectives, and support in conducting this position analysis. (Adapted from Oregon State: <https://hr.oregonstate.edu/search-excellence/position-description-analysis-development>)

Prepare an Effective Charge Letter

The charge letter should inform the search committee about details of the position, requirements of the search process, the elements of the committee outcome, and the role of the hiring manager in the decision making. If applications are anticipated from persons living outside the US, it would be appropriate to include information about the budgeted support for the campus visits for such applicants in the charge letter.

Resource: [Charge Letter Template](#)

Search Committee Formation

If the unit has a clear process described in its operating papers, ensure that these are followed. However, here are some considerations that would help make the search process more equitable and inclusive.

- Diversity in the search committee can offer different perspectives, help generate a more diverse pool of candidates, elicit better discussions about criteria and candidate accomplishments, and provide job candidates with a more extensive view of the campus environment.
- Efforts should be made to ensure that the committee is diverse both in race and gender. If needed, members from outside the unit should be added to improve the diversity of the committee.
- If the work performed in the position requires close collaboration with other units or disciplines, include a member from such units on the search committee
- Seek input from the search Equity Consultants about the committee formation process and outcome.