

HR Director Search – Second Interview

Candidate Name:

	5	4	3	2	1
1. Career Progression	Progression is consistently upward and / or with broader responsibilities; and longer stay in almost all positions	Progression is upward with broader responsibilities; and longer stay in most positions	Progression is mostly upward; and long duration in some positions	Job movement is more lateral; short duration in many positions; good explanation	Job movement is more lateral; short duration in many positions
1a. Longevity in HR	At least 25 years in HR; in education or public	At least 20 years in HR	At least 15 years in HR	At least 12 years in HR	At least 10 years in HR
2. Education / Public Experience	Clear lived experience in Higher Education/ public sector; good examples of specific needs of HR in this sector	Experience in Higher Education / public sector; some specific needs in HR for the sector provided	Adjacent to Higher Education/ public sector experience (example hospital); and understanding of challenges in this sector and HR's role	No Higher Education / public experience; but understanding of challenges in this sector and HR's role	No Higher Education / public sector experience; not very good explanations about relevant specific challenges
3. Strengths; Improvement; Currency of Knowledge	Strength in most/all relevant areas (recruiting & hiring, benefits, labor/employee relations, training, payroll, etc.) Clear plan for growth in areas needing improvement; Keeps current through continuous engagement in professional organizations and training	Strength in multiple areas (recruiting & hiring, benefits, labor/employee relations, training, payroll etc.) Committed to grow in areas needing improvement; Keeps current through engagement in professional organizations or training	Strength in some areas; Would like to grow in areas needing improvement; Maintains professional associations membership, limited engagement	Strength in limited areas; Shows interest in developing in other areas. Maintains professional associations membership	Strengths in very limited set of areas; No clear discussion about improvement, growth, and maintenance of knowledge
4. Managing HR Team Experience	Manage HR team of 20+ and all/most functions of HR	Manage HR team of 15+ and multiple functions of HR	Manage HR team of 10+ and some functions of HR	Manage HR team of 5+ and focused on limited functions of HR	Managed very small teams (1 – 5) with limited focus
5. Labor-Management Relationships	Demonstrates a multifaceted approach to relationship management. Discusses areas / need for collaboration, negotiation, compromise, litigation, with examples of when appropriate	Discusses areas / need for collaboration, negotiation, compromise, etc. Provides a few examples from experience	Some discussion of relevant aspects of the labor/employee – management relationship	Provides limited information or examples related to the labor/employee – management relationship	No clear vision of labor/employee-management relationship
6. Collective Bargaining Experience	Actively led negotiations; clear process for implementation of negotiated agreements	Actively involved in negotiations; clear process for implementation of negotiated agreements	Consulted behind the scenes on negotiations; involved in CBA implementation	Consult behind the scenes on negotiations; limited experience in collective bargaining agreement (CBA) implementation	Little to no labor negotiation or implementation experience

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7. Strategic Alignment	Clear discussion about HR's role in contributing to the development and implementation of SIUE's mission, vision, and objectives	Discussion about HR's role in supporting and implementing SIUE's mission, vision, and objectives	Explains HR's role in implementing SIUE's objectives	Expresses commitment for HR to support SIUE's mission and goals	No clear idea of HR's strategic role in the organization
8. ADEI HR Contribution and Alignment	Provides examples of how many HR functions (recruitment, retention, training, employee policies, etc.) can be used to advance SIUE's ADEI goals	Provides examples of how some HR functions (recruitment, retention, training, employee policies, etc.) can be used to advance SIUE's ADEI goals	Focus on organizational perspective is limited to recruitment and diversity only	Speaks to ADEI from an individual effort perspective rather than an organizational / functional perspective	No clear vision of HR role in contributing to ADEI efforts.
9&10 Conflict Management	Provides clear examples of good interpersonal skills and a process to manage and resolve conflicts (supervisor and subordinate)	Provides clear examples good interpersonal skills and a process to manage and resolve conflicts with supervisor	Provides an example of how they resolved conflict with supervisor and subordinate	Provides an example of how they resolved conflict with supervisor or subordinate	No conflict resolution or management strategies provided
11. Customer-Focused Collaborative HR	Discusses with examples HR's role in meeting internal and external customers' needs through collaboration within HR team and with customers	Discusses with examples HR's role in meeting internal and external customers' needs through collaboration within HR team	Provides examples of how HR decisions are made to meet internal and external customer needs	Provides examples of how HR decisions are made to meet external customer needs	No clear example of customer focused actions from HR
12. Change Management	Discusses with examples how they have led change in strategy, technology, or culture through collaboration	Discusses with examples participating in teams that have implemented change in strategy, technology, or culture	Discusses how they have supported change through action such as implementing training	Discusses the importance of managing change; no examples of involvement provided	Top-down view of informing HR team of the changes
13. Questions about SIUE (Based on questions candidate asks as well as responses to other questions)	In addition to what in in 4; Candidates responses to other questions and questions asked demonstrate intimate knowledge and interest about SIUE – complexity, cultural changes, history of initiatives, timelines for initiatives, etc.	Questions about SIUE culture, current initiatives, and system dynamics. Responses to other questions demonstrate some knowledge of SIUE campus conditions and organizational complexity.	General questions about SIUE – not particularly related to HR director role.	Had transactional questions – salary, etc.	Did not know much about SIUE to ask questions