MIT LIBRARIES SEARCH PROCESS FOR SUPPORT STAFF

(March 2017)

The following outlines the steps of the support staff search process. The steps are presented in relationship to the established norms. There may occasionally be circumstances that require deviation from these norms and processes.

<table>
<thead>
<tr>
<th>Norm</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> POSITION DESCRIPTIONS (CREATION AND APPROVAL)</td>
<td><em>(ALSO SEE APPENDIX A. Staff Vacancies in the MIT Libraries)</em></td>
</tr>
<tr>
<td>1a All vacant and new positions are discussed relative to need and how to fill</td>
<td>1. DH drafts position description and other documentation (justification) as requested by AD in consultation with position supervisor.</td>
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<tr>
<td>1b <strong>Position descriptions</strong> are realistically scoped, described and classified and with clear distinction between true required qualifications and preferred qualifications</td>
<td>2. AD brings position proposal to AD group for review and approval.</td>
</tr>
<tr>
<td>1c When there is a decision to waive a search or to conduct an internal-only search, it is communicated to staff, including the rationale behind the decision to the extent possible</td>
<td>3. AD group approves position and determines headcount to be used</td>
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<td>4. If search is to be waived, AD communicates decision to all-lib.</td>
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<td>5. Position description is forwarded to HR Administrator (HRA) for review and classification which may require consultation with MIT Compensation.</td>
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<tr>
<td><strong>2</strong> JOB POSTINGS</td>
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<tr>
<td>2a All job ads contain standard components (title, primary responsibilities, qualifications, salary range, application process, diversity statement, benefits info)</td>
<td>6. HR Administrator (HRA) in consultation with position supervisor, DH and AD creates job posting</td>
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<tr>
<td>7. HRA posts position internally and externally (see Recruitment Sources document)</td>
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<tr>
<td>2b Job ads (staff vacancy announcements) are distributed to all-lib with request for individuals to distribute to their own networks</td>
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<tr>
<td><strong>3</strong> SEARCH PROCESS</td>
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<tr>
<td>3a Position supervisor manages search process up to offer stage</td>
<td>8. HRA provides access to applications in Peoplefluent for position supervisor and department head</td>
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<tr>
<td>9. Search is a local search – consideration given only to those applicants within or having plans to move to within commuting distance of MIT</td>
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<tr>
<td>10. Supervisor, in consultation with department head, determines extent of staff participation in search activities</td>
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<td>11. Supervisor may elect to engage more fully with MIT Staffing Services in search processes. If so, they should first consult</td>
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<td>Norm</td>
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<tr>
<td>3b</td>
<td>Staff participation level in search activities is at discretion of supervisors and department head</td>
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<tr>
<td>3c</td>
<td>Department head, if not directly managing the search, is kept abreast of search progress and approves actions at various stages</td>
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<tr>
<td>3d</td>
<td>General status of search reported to staff</td>
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<tr>
<td>4</td>
<td>APPLICANT REVIEW, SELECTION &amp; SCREENING</td>
</tr>
<tr>
<td>4a</td>
<td>Firm, fair and objective criteria and process are used in reviewing all applications</td>
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<tr>
<td>4b</td>
<td>Candidates are identified for further consideration giving full attention to increasing diversity of pool and workforce</td>
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<tr>
<td>4c</td>
<td>Identity of applicants and progression of search is not discussed outside of search participants</td>
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<td>4d</td>
<td>Phone screens are conducted to winnow pool for on-campus interviews</td>
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<tr>
<td>4e</td>
<td>Phone screens are approximately 30 minutes and conducted by position supervisor (and others at supervisor’s discretion)</td>
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<td>4f</td>
<td>Questions for screen are scripted and consistent, with time for candidate to ask questions</td>
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<tr>
<td>5</td>
<td>ON-CAMPUS INTERVIEWS</td>
</tr>
<tr>
<td>5a</td>
<td>Candidates are invited to campus to interview (attention to increased diversity of pool and Libraries’ priority of URM recruitment)</td>
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<tr>
<td>5b</td>
<td>Interviews are one half day or less</td>
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<td>5c</td>
<td>Interviews expenses are not reimbursable for support staff positions (interviews are limited to applicants of local area)</td>
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<tr>
<td>5d</td>
<td>Interview components are planned (limited to local department – brief</td>
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AD=Associate Director; DH=Department Head; HRA=Human Resources Administrator; URM=Underrepresented Minority
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<td>tour and meetings with position supervisor and peer group; does not include meeting with AD or presentation</td>
<td>26. Staff group(s) prepare interview questions; position supervisor may work with groups to prepare interview questions</td>
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<tr>
<td>5e Supervisor prepares interview groups</td>
<td>27. Post-interview, feedback is collected from participants</td>
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<tr>
<td>5f Participants review <em>Interviewing Policies and Procedures</em> in HR Personnel Policy Manual and read article on “Reducing Unconscious Bias” located on Administrative Services webpage</td>
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<tr>
<td>5g Supervisor joins group interview of candidate to facilitate discussion</td>
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<tr>
<td>5h Supervisor collects feedback from interview participants</td>
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<tr>
<td>6 REFERENCES</td>
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<td>6a References are requested from only candidates under serious consideration after the interview</td>
<td>28. Supervisor schedules reference calls</td>
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<td>6b Only references given and/or approved by candidates are contacted</td>
<td>29. Supervisor contacts references</td>
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<tr>
<td>6c Candidates are informed prior to contacting references</td>
<td>30. <em>(ALSO SEE SECTION 8 RE: INTERNAL CANDIDATES)</em></td>
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<tr>
<td>6d Contact with references is limited to position supervisor or department head</td>
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<td>6e Questions for references are scripted</td>
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<td>6f Generally three references are contacted for each candidate including current supervisor</td>
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<td>6g References are contacted by phone</td>
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<td>7 DECISION, OFFER &amp; APPOINTMENT</td>
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<tr>
<td>7a Supervisor considers full complement of each interviewee’s candidacy and feedback (attention to increased diversity of staff and Libraries’ priority of URM recruitment)</td>
<td>31. Supervisor recommends candidate for hire to DH for approval</td>
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<td>7b Department Head approves supervisor’s recommendation</td>
<td>32. Supervisor forwards information to HRA to make offer</td>
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<tr>
<td>7c Supervisor contacts HRA to make offer</td>
<td>33. HRA makes offer and processes appointment</td>
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<tr>
<td>7d HRA makes offer</td>
<td>34. New Hire receives confirmation letter from MIT HR</td>
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<td>7e If there are not viable candidates or offer is declined, a failed search is</td>
<td>35. Supervisor informs applicants that position has been filled</td>
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<td>36. Supervisor sends all-lib appointment announcement</td>
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<td>37. If failed search, staff are informed via monthly search status updates (“Comings and Goings”)</td>
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<td>declared and the supervisor and DH discuss options</td>
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<td>Applicants are informed of status promptly after committee decisions</td>
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<td>Announcement of appointment sent to all-lib</td>
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<tr>
<td>INTERNAL CANDIDATES (this includes MiTemps)</td>
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<td>Internal candidate experience matches that of external candidates in as much as possible</td>
<td>38. With exception of tours all other interview components are similar to external candidates’, including interview questions; phone screens are conducted via phone</td>
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<td>Informed of search committee decisions promptly</td>
<td>39. If candidate is not to be interviewed or has interviewed unsuccessfully, the hiring supervisor informs the candidate via e-mail and offers to have a follow up discussion to provide constructive feedback and support</td>
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<td></td>
<td>40. Internal candidates are informed of their status prior to moving forward with scheduling phone screens or interviews</td>
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<td></td>
<td>41. Internal candidate’s direct supervisor (if not the hiring manager for the position) should offer support, guidance and feedback throughout the process</td>
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Appendix A. Staff Vacancies in the MIT Libraries

Guiding Principles:

- The Libraries’ Leadership Group (Director and Associate Directors) strive to optimize the assignment of staff headcount lines and funding toward the overarching goal of serving MIT’s needs with the highest possible effectiveness and relevance.

- The work of the Libraries is constantly evolving to remain aligned with the needs and priorities of the Institute and to respond to external trends, as appropriate. This principle affects and guides all staffing decisions.

- The responsibility of the Leadership Group is to consider system-wide and directorate needs holistically.

- While the Libraries continually strive to develop new funding streams, both headcount lines and budget are finite. There will continue to be difficult choices among competing priorities for staff.

Process to enable the Libraries to address current service needs while also building in flexibility to meet emerging needs:

- Library Council will periodically schedule general discussions of staffing needs. When a need is recognized for a new position, department heads and managers are encouraged to prepare a position description and proposal to hire with a justification and submit it to their associate director (AD). If and when the department head and AD agree on the proposal, the AD will bring it either to an AD meeting or to the Leadership Group for discussion. If approved, the Leadership Group will consider options for both headcount (using vacant headcount lines, term positions, etc.) and funding (GIB, fundraising, grants, etc.), if available. If nothing is available, the approved position will remain in active consideration as other positions enter the pool over time.

- When a position becomes open, the AD works with the department head and, if appropriate, directorate leadership teams, to discuss whether to propose to the Leadership Group that the same or similar position be continued, or not.

  1. If proposing that the same or a similar position be filled, the department head updates the position description and the AD takes it to the Leadership Group/HR for approval to move forward. If approved, the position is posted. The position will use the same headcount line and funding that was assigned to the previous incumbent.

  2. If the position needs to be significantly changed or updated, but will continue to include some of its original components, the department head will create the substantially updated position description with a justification, obtaining input from appropriate stakeholders. When the AD and department head have reached agreement on the changes, the AD brings it to the Leadership Group for discussion. If approved, the position is posted. The position will use the same headcount line and funding that was assigned to the previous incumbent.

  3. If the position is determined by the department head and/or AD no longer to be needed in its original configuration, or the proposed position outlined in points 1 or 2 is not approved, the vacant line goes into a Libraries-wide pool and will no longer be associated with the department or directorate from which it originated. It becomes available to meet other staffing needs, at the discretion of STC. In such instances, department heads would normally communicate this – as well as plans for retiring or redistributing the workload of the former position – to their staff.