



Recruiting & Hiring Guide

This Guide Will Help You:

- 1. Plan your staffing needs**
- 2. Open and post a position**
- 3. Screen for best qualified applicants**
- 4. Prepare to interview**
- 5. Interview Candidates**
- 6. Select, Notify, and Document**

Office of Human Resources

Phone: (401) 254-3028 Fax: (401) 254-3370

Web Address: <http://www.rwu.edu/about/administration/humanresources/about/>

Step 1 Plan Your Staffing Needs

Before hiring a new employee, plan to do the following:

- **Analyze your department's staffing needs.**
 - ✓ Is the work effectively distributed?
 - ✓ Does the organizational structure produce optimal results?
- **Review your budget.**
- **Verify the accuracy of the current Job Description. Does it accurately reflect the functions of the job?**
 - ✓ For a new position, create a job description.
 - ✓ For a replacement position, review current job description; revise and update, if needed.
 - ✓ If a job description is new or has been revised, the Manager of Compensation and Benefits must be contacted as the job description must undergo a thorough position classification review.

Tips:

- Call HR if you are anticipating an opening.
- Check with HR to see if a job description already exists.

Step 2 Open & Post a Position

Please complete and submit the following to:

Employment/Office of Human Resources

- A Request for Position Authorization (RPA) with required approvals
- Job Description in RWU format
- Recruitment Plan

Before submitting:

- **Ensure all information is accurately provided on the above referenced forms.**
- **Confirm that all requested details are provided in Parts A & B of the RPA:**
 - ✓ Name of Position/Department
 - ✓ Type of Change
 - ✓ Budget/Salary Information
 - ✓ Type of Employment
 - ✓ Approval Signatures
- **Make a copy of each document for your records.**

Tips:

- **New positions** require signatures from the Hiring Manager, Division SVP/VP/Dean of Law School, VP of Finance, AVP of HR, and the President
- **Existing positions** require signatures from the Hiring Manager, the Division SVP/VP/Dean of Law School, VP of Finance, & AVP of HR.
- **NOTE:**
The AVP of HR's signature will be acquired upon receipt of paperwork.

Before the position is posted:

- **Review the ad draft sent from Employment and Return in a timely manner.**

Step 3

Screen for Best Qualified Candidates

The Employment Office will:

- **Notify** you of the position approval.
- **Post** the position on campus for at least 5 working days and as specified in the Recruitment Plan.
- **Provide** assistance in the process.
- **Receive** and **forward** applications to the Hiring Manager.
- **Enter** applicant information into the Applicant Tracking System.

The Hiring Manager will:

- **Review** applications forwarded by HR to determine the candidates to bring on campus for interviews. Do these candidates meet the qualifications required to do the job?
- **Schedule** interviews with qualified candidates in a timely manner. (*Good candidates do not wait around!!!*)
- **Ensure** candidates complete an Employment Application.

Tips:

- The Employment Team is available for guidance during the screening process.
- Contact the Employment Team for specific position posting standards/requirements.
- Pursuant to University hiring practice, policy, and procedure, Search Committees are required for all Director Level & Above and Full-time Tenure-Track Faculty positions.

Step 4

Prepare to Interview

Plan in advance:

- **Prepare** a set of questions prior to the interviews that focus on job related qualifications.
 - ✓ Do not include any questions related to race, age, religion, national origin, sexual orientation, handicap status, marital status, child care, or health issues.
- **Plan** to open the interview with rapport-building questions that will put the candidate at ease. Ask the candidate to take 2-3 minutes to share an overview of his/her background, education, skills, and reason for applying.
- **Identify** open-ended questions that ask about past behavior (e.g. describe a specific situation including end results).
- **Analyze** the qualities that are important for someone to possess in the position and design questions that will help determine whether a candidate has those qualities (e.g. working within short deadlines, multi-tasking, constant change of direction, etc.).
- **Ask** behavior-based questions.
 - ✓ Instead of giving hypothetical situations, ask how the candidate actually handled a similar situation in the past.
- **Avoid** asking close-ended questions that only require a “yes”, “no”, or one word answer.
- **Plan** to close the interview when you feel you’ve gotten a complete picture of the candidate.

Tips:

- The same questions should be asked of all candidates.
- The Employment Team is available to assist you in preparing for the interview.

Step 5 Interview Candidates

Conduct a professional interview:

- **Select** a quiet and private area to conduct the interview.
- **Schedule** interviews setting aside an appropriate amount of time.
- **Ask** candidates to arrive 15 minutes prior to their scheduled interview time to ensure that they complete an employment application during this time.
- **Introduce** yourself at the start of the interview to put the candidate at ease. Explain how the interview will be conducted and share the fact that you will be taking notes. Be a knowledgeable interviewer; give a brief history of the university and synopsis of the job.
- **Allow** the candidate time to ask questions. Close the interview by letting the candidate know the next steps in the process and the expected timeframe for the hiring decision.

Tips:

- Make sure an employment application is completed by all candidates who are interviewed.
- For best results, use the 80/20 rule - applicant talks 80% of the time and interviewer talks 20%.
- You may use the Interview Evaluation Form to help you determine the best qualified candidate.
- *Please remember:*
A verbal offer of employment cannot be extended without prior HR approval.

Step 6 Select, Notify, & Document

Finalize the hiring process - The Hiring Manager will:

- **Rank** top candidates based on qualifications, related work experience, skills, and education and conduct pre-employment reference checks for final candidates.
- **Consult** and establish a meeting with the President prior to final selection of a candidate, for all full-time tenure-track faculty positions, key University hires and all full-time, senior administrative/professional positions (Director level and above).
- **Forward** the following completed documents to HR for review:
 - ✓ Recommendation for Approval of Candidate Selection (RACS)
 - ✓ Employment Application
 - ✓ Reference Check Forms (3)
 - ✓ Candidate's Resume
- **Extend** verbal offer to candidate with a "recommended" start date.
- **Confirm** "official" start date with HR (HR will contact you once a favorable background check has been received).
- **Forward** completed Personnel Action Form (PAF) to HR upon candidate's formal acceptance of the verbal offer.
- **Send** regret letters to candidates who were interviewed but not selected for the position.
- **Send** completed Equipment Inventory Checklist to HR within first two weeks of start date.

HR will:

- **Send** a conditional offer letter of employment to the candidate which includes a background check waiver form, upon receipt of RACS form.
- **Send** an official offer letter and new hire paperwork packet to the candidate once a favorable background check result has been received.
- **Process** the PAF to activate the new employee in HR's database upon formal acceptance of verbal offer or upon receipt of signed offer letter.

Tips:

- The RACS is an official document of the University and is reviewed carefully for recruiting and hiring compliance purposes.
- References are provided as part of the application process. Three (3) professional references must be checked and submitted for your final candidate.

Make sure all appropriate signatures from the Hiring Manager, the Division SVP/VP/Dean of Law School, VP of Finance have been obtained **before** forwarding paperwork to HR.
- NOTE:
The AVP of HR's signature will be acquired upon receipt of paperwork.

Congratulations! The process is complete.