Recruiting & Hiring Guide

This Guide Will Help You:

1. Plan Your Staffing Needs
2. Complete the Requisition Process
3. Screen for Best Qualified Applicants
4. Prepare Interview Questions
5. Interview Candidates
6. Select & Notify
7. Onboard New Hires

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Step 1 Plan Your Staffing Needs

Consider the following:

- Analyze your department's staffing needs.
  - ✓ Is the work effectively distributed?
  - ✓ Does the organizational structure produce optimal results?
- Review your *Budget*.
- Does the *Job Description* accurately reflect the functions of the job?

Step 2 Open & Post a Position

Please complete and submit the following:

All new positions, refills, promotions, and stipends must be approved through the Position Request Form. After that is completed please follow the below steps.

FOR NEW POSITIONS OR IF YOU ARE MAKING SIGNIFICANT CHANGES TO THE EXISTING JOB DESCRIPTION, create a Requisition for New/Revised Job Description in Interview Exchange.

- Once the Requisition is completed and approved, complete a Requisition for Posting & Hiring in Interview Exchange

  FOR A REPLACEMENT POSITION, revise and update the job description by creating a Requisition for Posting & Hiring in Interview Exchange.

Before you submit:

- Verify that all requested details are provided:
  - ✓ Position/Department
  - ✓ Budget/Salary
  - ✓ Employment Type
  - ✓ If there is a specific website you would like the position to be advertised on, you may do so by providing information under "Please list recruiting sites" within Requisition.
- After completing the Requisition for Posting & Hiring, HR, Finance, and the Divisional Vice President will approve the requisition.
  - Once the position is approved, the position will be posted within 48 hours to the RWU website, HigherEdJobs.com, 14 Diversity and Inclusion recruitment sites, and any site specified by the Hiring Manager or Search Committee.

Step 3 Screen for Best Qualified Candidates

The Employment Office will:

- Provide assistance in the process
- Discuss recommendations for appropriate advertising of the position

> ***Tip:*** The Employment Team is available for guidance during the screening process.

You, the Hiring Manager/Search Chair, should:

- In the Applicant Tracking Module, review applications with the search committee in Interview Exchange to determine whom to bring to campus for an interview
- Apply disposition codes in Interview Exchange to each applicant that has applied.

  *****Refer to the "How to Add Disposition Codes on Interview Exchange" PowerPoint***

- Schedule interviews with qualified candidates.

Step 4 Prepare to Interview

Plan in advance:

- Prepare one set of interview questions prior to the interviews that focus on job-related qualifications.
  - ✓ Do not include questions related to race, age, religion, national origin, sexual orientation, handicap status, marital status, child care, or health issues.
- Identify open-ended questions to ask each applicant and be prepared with follow-up questions.
- Analyze the qualities that are important for someone in the position and design questions that can assess whether a candidate possesses them.
  - ✓ Describe a stressful situation that might occur on the job and ask how they might react.
- Ask "what if" questions.
  - ✓ Describe a typical job situation of the open position and ask the candidate how they would handle it.
- Learn about the candidate's perception of strengths and weaknesses.
  - ✓ What would your manager say were your major achievements? What would your manager say were your major areas in need of improvement?
- Open the interview by asking the candidate to take 2-3 minutes to share an overview of their background, education, skills, and reason for applying.
- Allow time for the candidate to ask questions about the position, the University, and other expectations.
- Close the interview by asking the candidate to take 2-3 minutes to add other pertinent information.

> ***Tips:***
> - The same questions should be asked of all candidates.
> - The Employment Team is available to assist you in designing interview questions.

Step 5 Interview Candidates

Conduct a professional interview:

- **Select a quiet, private area to conduct the interview.**
- **Schedule interviews with an appropriate amount of time set aside, between 30 and 90 minutes.**
- **At the start of the interview, introduce yourself and put the candidate at ease. Initiate small talk to help the candidate feel comfortable.**
- **Be a knowledgeable interviewer; briefly describe the University and the job.**
- **Close the interview by letting the candidate know the process's next steps and the expected hiring decision timeframe.**
- ***Please remember- A verbal offer of employment cannot be extended without HR approval.***

Tips:
- For best results, use the 80/20 rule- applicant talks 80% of the time and interviewer talks 20%

-You should use a candidate evaluation sheet/rubric to help determine the best candidate.

Step 6 Select & Notify

Finalize the hiring process:

- **Rank your top candidates based on qualifications, related work experience, skills, and education.**
- **Conduct pre-employment reference checks for your final candidates. **Recommended, not mandatory****
- **Once a final candidate is chosen, please contact HR for offer approval.**
- **Finalize all applicant disposition codes.**
- **After HR approves, a verbal offer can be made, which is subject to a successful background screening.**
- **Complete the hiring process by completing the Requisition for Posting & Hiring by selecting "Recommendation Forms" in the Applicant Tracking System within Interview Exchange.**
- **The Employment Team will review the Requisition and initiate the background screening authorization and the onboarding paperwork via email to the new hire.**
    - ✓ **Inform the new hire that they will be receiving the background check authorization and their onboarding packet that will include their offer letter and orientation details.**

Step 7 Onboard New Hire

Prepare for New Hires Start:

- **Refer to Onboarding Program Guides**
  - ✓ Onboarding Guide for Managers
  - ✓ Sample Check-In Questions
  - ✓ New Hire Checklist
  - ✓ Manager's Checklist
- **Complete network access with IT by creating a Help Desk ticket, which can be found on the IT website.**
- **Request key and building access by completing a Building Access & Key Control form, which can be found on the Facilities Management website.**
- **First Day for New Hire:**
  - ✓ **Send new hires to HR to complete I-9 identification process and receive a temporary parking pass.**
  - ✓ **Give the new hire a tour of the University.**
  - ✓ **Have the new hire obtain an employee ID from the ID office located at the Lower Commons.**
  - ✓ **Introduce new hires to departmental colleagues.**
  - ✓ **Allocate time during the first day to outline initial activities for the day and check in with new hires periodically to see if they have any questions.**