Roger Williams University

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

The Department of Human Resources
Phone: (401) 254-3028 Fax: (401) 254-3370
Web Address: http://www.rwu.edu/about/university-offices/human-resources

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, please send to the Manager of Compensation and Benefits a Position Justification Form with authorized signatures along with the job description so the job description can undergo a thorough position classification review before the posting process.**

> ***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

Applicant Tracking System (ATS) - Interview Exchange

www.interviewexchange.com

Please complete the following within the ATS:

- **A Request for Position Authorization (RPA) form with required approvals**
  - ✓ **Attach a Job Description in RWU format**
  - ✓ **Attach Position Justification – obtain signatures!**

Before sending for approval:

- ***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**
  - ✓ **Recruitment Plan**
  - ✓ **Approvals**

> ***Tips:***
>
> - **New positions** require approval from the Hiring Manager, Division SVP/VP/Dean of Law School, VP of Accounting & Treasury Management, & AVP of HR.
> - **Existing positions** require signatures from the Hiring Manager, the Division SVP/VP/Dean of Law School, VP of Accounting & Treasury Management, & AVP of HR.
>
> Note: President approval is required for Tenure, Tenure Track, and Director level and above positions requiring additional budget.
>
> Note: VP of Accounting & Treasury Management, & AVP of HR approval signatures are hard coded on the RPA.

Before the position is posted:

- ***Review** the ad draft sent from Employment and **Respond** in a timely manner.*
- ***Determine** any "COREquisite" questions that might assist in the pre-screening process.*

Step 3 Screen for Best Qualified Candidates

The Employment Team will:

- ***Notify*** you of the position approval.
- ***Post*** the position on the RWU website for at least 5 working days and as specified in the Recruitment Plan section of the RPA.
- ***Provide*** assistance in the process.

The Hiring Manager will:

- ***Ensure all*** candidates apply directly for the position online.
- ***Review*** applications within the ATS "Manage Jobs" section to determine the candidates to bring on campus for interviews. Do these candidates meet the qualifications required to do the job? Move candidates into the appropriate folders within ATS.
- ***Schedule*** interviews with qualified candidates in a timely manner.
- ***Correspond*** and provide a status update to all applicants directly through the ATS either during the process or when a decision has been made.

> ***Tips:***
>
> - 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 <u>any</u> questions related to race, age, religion, national or ethnic origin, sexual orientation, disability , 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 received 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.**
- ***Introduce*** **yourself at the start of the interview to put the candidate at ease. Ask candidates to complete the RWU First Interview Supplemental Application during this time. At the conclusion of the interview attach this form to the candidate's application in ATS.**
- **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:

- 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:*
To contact the Employment Team before making a verbal offer.

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).**
- ***Complete*** **the Recommendation for Approval of Candidate Selection (RACS) online.**
- ***Attach*** **3 Reference Checks to the online RACS form.**
- ***Extend*** **verbal offer to candidate with a "recommended" start date.**
- ***Move the final selected candidates to the "Hire" folder in ATS.***
- ***Confirm "*****official" start date with HR (HR will contact you once a favorable background check has been received).**
- ***Send*** **regret emails to all candidates through the ATS.**
- ***Send*** **completed Equipment Inventory Checklist to HR within first two weeks of start date. The Checklist can be found on RWU website - Employment/Forms.**
- ***Direct*** **the new hire to visit Human Resources with appropriate forms of identification in order to complete any required pre-employment paperwork.**

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 attached for your final candidate.

Make sure all appropriate approvals from the Hiring Manager, the Division SVP/VP/Dean of Law School and AVP of HR have been obtained. The AVP of HR approval signature is hard coded.

HR will:

- ***Send*** **to the candidate upon receipt of online RACS form offer letter of employment contingent upon a favorable background check.**
- ***Send*** **to the candidate background authorization and disclosure form and other pre-employment paperwork.**
- ***Process*** **the RACS to activate the new employee in HR's database upon formal acceptance of the offer.**

Congratulations! The process is complete.