# Recruiting and Hiring Steps

## Contents

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Review of Department/Division Needs for New or Existing Position</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Meeting with HR Recruitment Advisor</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Electronic approval Process and Posting the Position - (Sourcing Plan)</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Search Kick-Off - Source Candidates through the following</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>Applicant Tracking</td>
<td>3</td>
</tr>
<tr>
<td>6</td>
<td>Confidentiality</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Review importance of laws throughout the process</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>Selection Tools (Applicant Screening)</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>Pre-Screening</td>
<td>6</td>
</tr>
<tr>
<td>10</td>
<td>Interviews on Campus</td>
<td>6</td>
</tr>
<tr>
<td>11</td>
<td>Reference Checks</td>
<td>9</td>
</tr>
<tr>
<td>12</td>
<td>Extending and Offer and Closing the Posting</td>
<td>9</td>
</tr>
</tbody>
</table>
Step 1. Review of Department/Division Needs for New or Existing Position

Each position opening is an opportunity to review the current needs of the department or division and to ask the following questions:

- Is work effectively distributed?
- Are new skills and qualifications required?

Supervisors should review the current description position, and update as necessary, to ensure the description accurately reflects the work to be performed.

Newly Established Position:

All new positions need to go through a job classification process.

- Create a job description
- Assign appropriate classification and compensation range to position

Step 2. Meeting with HR Recruitment Advisor

A meeting needs to be scheduled with a member of Human Resources after a position has been approved and prior to the posting of the position. The HR Advisor will review compliance regulations and recruitment best practices to keep in mind throughout the search.

Topics for discussion will include

- Sourcing Plan
- Recruitment timeline discussed/developed
- Interview process established and team identified
- Leveraging your personal network
- EEO/Diversity Requirements Discussed
- Diversity and Inclusion in search process
- Qualifications, experience and competencies
- Confidentiality
- Reference Checks

Step 3. Electronic approval Process and Posting the Position- (Sourcing Plan)

All postings for positions on campus require approval and are posted on the WPI website through the PeopleAdmin system, which can be accessed via the Office of Human Resources website. Once prompted, enter your windows username and password to access the system.

Once the posting goes through the full approval process, it is posted on the WPI website automatically and will be posted internally for a minimum of ten business days to allow internal candidates to apply.
and for employees to take advantage of the Employee Referral Program (refer to Benefits & Policies Manual.) Postings will also be automatically advertised on our prepaid Higher Ed and diversity websites.

If additional advertising of the position is needed outside of the WPI website, the Office of Human Resources will:

- Work with the hiring department to identify appropriate advertising sources, and prepare and place ads within established advertising cost parameters to build a diverse and well qualified candidate pool.
- Post the position with local referral sources/agencies for Affirmative Action compliance

In addition to advertising sources a search time-line should be discussed with the HR Advisor.

**Additional Resources**

- [Sample search time-line](#)

**Step 4- Search Kick-Off- Source Candidates through the following**

During this time, the search committees or hiring manager will source candidates through a proactive search utilizing all of their networks. HR should be considered as a resource during the selection process

- Personal Contacts
- LinkedIn/Google
- Lists/Databases
- Seek Referrals
- Professional Organizations & Associations
- Advertising Job Boards

**Step 5. Applicant Tracking**

All applications and resumes will be received through the PeopleAdmin system. The Office of Human Resources receives all applications and resumes initially, and then moves them through the workflow to the hiring department for consideration. Hiring supervisors should check the applicant queue daily for new applicants.

For complete instructions on PeopleAdmin, please refer to this [guide](#)

**Step 6. Confidentiality**

**Confidentiality is key to a successful search process** - The importance of confidentiality should be reviewed and agreed upon early in the search process. Search activities rely on both disclosure and confidentiality.

- **Search information.** The names and credentials of all applicants (internal and external) are to be received and reviewed in confidence and shared only with Human Resources staff, hiring department members and/or members of a search committee.
- **Search discussions.** While there may be open and confidential discussion between committee members, outside discussion of applicants may create liability issues.
- **Discretion is required** - Discretion extends to resisting the temptation to contact people who may be acquainted with the candidate as a means of informal reference checking.
- **Confidentiality extends in perpetuity**
**Diversity discussions.** Confidentiality is necessary to promote group discussion around diversity. All search committee members should be able to speak freely and openly without fear of reprisal when discussing sensitive subjects such as diversity and implicit bias.

**Confidentiality Agreements** - Tools that can be used during the selection process. Samples are available through the Human Resources office.

**IT IS IMPERATIVE TO RESPECT A CANDIDATE'S PRIVACY**

**Additional Resources** - The Office of Human Resources has a Confidentiality Agreement that can be used for searches.

**Step 7. Review importance of laws throughout the process**

One of the most important jobs you do as a supervisor is to hire a new employee. There are a variety of laws that need to be considered during the hiring process.

**Major Fair Employment Laws**

- Title VII
- Age Discrimination
- Equal Pay Act
- Americans with Disabilities Act
- Pregnancy discrimination

All of these laws need to be considered during the whole employment process to avoid any litigation issues.

**Step 8. Selection Tools (Applicant Screening)**

**Diversity and Inclusion in Recruitment Process:**

Organizations of all types grapple with how to do activities such as searching/hiring in a way that overcomes the fact that all persons involved in the selection process are impeded by cultural fluency and deeply entrenched values that shape judgments. Interestingly, men and women share ideas about gender that lead them to apply the same assumptions to selection process. Similarly, minority persons share ideas about race with dominant white culture with a similar result to selection/hiring processes. These ideas are sometimes referred to as “hidden biases” or “unconscious biases.” Recognition of this tendency can help reduce impact on review processes.

**Diversity and Inclusion Links**

Ted Talks - What Does My Headscarf Mean to You? Yassmin Abddel Magied explains the ideas of “hidden biases” or “unconscious biases” and gives some great examples of how we may automatically make assumptions given certain situations.

Reviewing Applicants - Research on Bias and Assumptions

Google Video on Implicit Bias

Rising Above Cognitive Errors
Advice for minimizing the influence of bias and assumptions

- Strive to increase the representation of women and minorities in your applicant pool
- Learn about and discuss research on biases and assumptions and consciously strive to minimize their influence on your evaluations
- Develop and prioritize evaluation criteria prior to evaluating candidates and apply them consistently to all applicants. Consider behavioral competencies as well as experience and education- Develop a Rubric
  - **Personal effectiveness**
    - adaptability, flexibility, personal growth, self-confidence
  - **Personal Development and Diversity**
  - **Thinking and problem solving**
    - analytical and conceptual thinking, and continuous improvement
  - **Vision and Leadership**
  - **Interpersonal and Organizational effectiveness**
    - Understanding of others, communication, commitment and cooperation
  - **Supervision and Management**
  - **Self- Awareness**

- Spend sufficient time (at least 20 minutes) evaluating each applicant
- Evaluate each candidate’s entire application; don’t depend too heavily on only one element such as the letters of recommendation, or the prestige of the degree-granting institution or post-doctoral program
- Be able to defend every decision for eliminating or advancing a candidate
- Periodically evaluate your judgments, determine whether qualified women and underrepresent minorities are included in your pool and consider whether evaluation biases and assumptions are influencing your decisions

**Internal candidates**

All internal candidates who meet the minimum position requirements should be invited to interview for the position and granted the same communication, confidentiality, and fairness as external applicants throughout the process. The internal candidates who do not meet the minimum position requirements should be contacted by the hiring supervisor prior to the start of the general interviewing process. The hiring supervisor should thank them for their interest and explain why their qualifications and experience do not meet the position’s requirements.

**Additional Resources**

- Competencies definitions
- Sample Rubric
Step 9. Pre-Screening

**Pre-Screening** - Before interviewing, there are a few things that can be done to ensure the best use of time when bringing candidates to campus.

- Salary requirements must be discussed and confirmed prior to inviting candidates to interview on campus.
- Email questionnaires and telephone screenings are very effective methods to get a better sense of the candidate’s qualifications and salary requirements and are valuable tools that should be utilized to maximize the pre-screening process.
- Questionnaire templates and screening questions are available through the Office of Human Resources.

**In-Depth Phone/Skype interview** - if necessary to further narrow done pool before on-campus interviews

Once qualified candidates are identified and a supervisor would like to schedule in-person interviews, it is very important to move these candidates to the next stage in the workflow and mark them as “Request for Interview.” This will expedite the process and allow proper identification of applicants within the position.

The Office of Human Resources can assist with distributing pre-screen questionnaires.

**Additional Resources**

- [Phone Interview Best Practices](#)
- [Interview Questions - Legal inquiries](#)
- [Additional interview question template available through the Office of Human Resources](#)

Step 10. Interviews on Campus

The Office of Human Resources can assist if necessary to schedule interviews for the candidates the hiring supervisor has identified as “Request Interview”, utilizing Microsoft Outlook calendars only. The candidate should be given an interview schedule and the names and titles of the persons with whom they will be meeting.

- Important note: The budgeted range for the position must be acceptable to the candidate in order to schedule interviews. The Office of Human Resources is happy to reach out to the candidate to verify this information, however, if you plan to schedule your own interviews, please ensure this step is completed prior to inviting the candidate to campus. If you are scheduling your own interview please ensure that Human Resources is included in the interview process by contacting the Office of Human Resources and having a representative scheduled for an interview with the candidate.

**Recruitment Expense Policy for Exempt (Salaried) Recruitment**

In order to maintain a level of consistency and fairness in WPI’s recruiting efforts, we have implemented a recruiting expense practice that will ensure all WPI search expenses are spent in an appropriate manner.
The recruiting expenses are outlined below. If you have any questions, please contact the Office of Human Resources at human-resources@wpi.edu

**Expenses Covered:** As a general rule, the Office of Human Resources will pay for advertising of an approved opening for all exempt (salaried) openings. This includes all higher education and diversity sites, along with one approved discipline-specific publication up to a maximum of $750 per position.

Also, recruiting expenses for a candidates travel and lodging are covered through the Office of Human Resources Non-Faculty Recruiting budget. Any special events and/or receptions involving the candidate, students and/or entire departments should be funded through the hiring department’s budget.

**Meals:** Luncheons and dinners with candidates are important during the interview process. It gives the hiring department and search committee members a chance to know the candidate better while the candidate learns more about WPI. These luncheons and/or dinners should only include people involved with the search/interview process.

The Office of Human Resources will reimburse lunch up to three (3) individuals plus the candidate up to $15 per person, including tip. The Office of Human Resources will reimburse dinner up to three (3) individuals plus the candidate up to $30 per person, including tip. Additional expenses will need to be covered by the hiring department.

The Office of Human Resources will reimburse a maximum of $150 for exempt (salaried) level openings for all meal expenses. Any expenses over these maximums should be paid by the hiring department.

**Travel and Lodging Expenses (if necessary – please consult with Human Resources for specifics):** All transportation cost involved in the round trip travel between a candidates home and WPI will be reimbursed via the Office of Human Resources (e.g., personal vehicle, air fare, shuttle service, etc.). All arrangements should be made by obtaining the least expensive airfare and most reasonable schedule available. For vehicle transportation, WPI will reimburse the IRS mileage rate.

WPI has contracted with local area hotels. Lodging should be arranged based on availability of the corporate rate afforded to WPI. WPI will not pay for movies, phone calls, liquor or personal expenses incurred during candidates’ stay at local hotels.

**Recruitment Expense Policy for Non-Exempt (Hourly) Recruitment**

In order to maintain a level of consistency and fairness in WPI’s recruiting efforts, we have implemented a recruiting expense practice that will ensure all WPI search expenses are spent in an appropriate manner.

The recruiting expenses are outlined below. If you have any questions, please contact the Office of Human Resources at human-resources@wpi.edu or 508-831-5470.

**Expenses Covered:** As a general rule, the Office of Human Resources will pay for advertising of an approved opening for all exempt (salaried) openings. This includes all higher education and diversity sites, along with one approved discipline-specific publication up to a maximum of $500 per position.
Worcester Polytechnic Institute

All finalist should meet with the Office of Human Resources to discuss benefits, compensation, and general information on WPI.

Key things to remember:

- All candidates (internal/external) should follow essentially the same interview process.
- After all candidates have been interviewed, a written summary of each candidate should be prepared. (Candidate evaluation forms are available from the Office of Human Resources.)
- Candidate’s workflow statuses should be updated accordingly in the PeopleAdmin system.

Helpful Tips

Prepare for the interview

Ask similar questions of all applicants. Prepare a list of job-related questions, use the rubric. Refer to the acceptable questions resource.

Create an appropriate interview environment: Select a private space (office or meeting room) that will comfortably hold interview participants, and one that is free from distractions. Be sure that the only visible materials are those related to the candidate being interviewed.

Candidate introduction: Address the candidate by name, and ensure that all those participating in the interview are personally introduced to the candidate. In a search committee interview setting, placing cards with committee members’ names in large letters is helpful for candidates.

Make the candidate feel comfortable: Start with small talk about the weather, ease in finding the university, etc. to transition into the interview.

Remember the “80/20 Rule:” For best results, the applicant should talk 80% of the time and the interviewer should talk 20% of the time.

Provide candidates the opportunity to ask questions. Candidates, who are prepared for the interview and are serious about the position, will likely have questions about the position and the university. In responding to these questions, try to present problem areas as “challenges and opportunities.” Volunteer information about what makes WPI appealing both professionally and personally.

Close the interview on a positive note: Thank the candidate for their interest in the position and WPI. Let the candidate know the next steps in the process and the expected timeframe for the hiring decision.

- Remember: All candidates should leave the interview feeling that they have been treated well.

Your goal is to leave candidates with a positive image of WPI.

Resources

- Interview Questions - Legal inquiries
- Additional interview question template available from the Office of Human Resources.
Step 11. Reference Checks

Candidate Consent

Before making reference calls, hiring supervisors or the Office of Human Resources will advise the candidate and confirm the names, phone numbers and relationship of the reference contacts to the candidate. References should be former supervisors, co-workers or colleagues who can knowledgeably discuss the candidate’s abilities in relation to the position. Review the applicant’s resume/application and notes from the interview in order to be able to speak knowledgeably to the reference contact. At least three professional references should be called. Refer to the Suggested Outline for Reference Calls (.pdf)

Who to Call: Reference calls should be made only to persons named by the candidate. If you need additional reference contacts to assist in decision-making, ask the candidate for additional references.

Who Should Call: Before the calling begins, the hiring supervisor should decide whether the same person will make all of the calls for a particular candidate or whether the responsibility will be divided among others participating in the search process.

What to Ask: A standard list of qualification/position-related questions should be asked of all references. In addition, if there are particular areas that surfaced during individual candidate interviews, specific questions may be developed for each candidate to explore with references to obtain further clarity.

Documentation: Be sure to make notes of your reference conversations at the conclusion of each reference call. While many organizations are increasingly adopting a policy of not releasing information on former employees other than dates of employment, checking references is worth the time and effort. The purpose of checking the references is to verify information you have received about the candidate during the interview, and to gather additional information that will help in making a hiring decision.

Step 12: Extending and Offer and Closing the Posting

Offers of Employment

Once the reference check process has been completed and the hiring supervisor is ready to extend an offer of employment, the hiring proposal should be completed in PeopleAdmin. Once the hiring proposal is complete, the Office of Human Resources will reach out to the candidate to extend the offer.

- The hiring supervisor may contact the candidate to inform them that they are the top choice for the position, to determine the appropriate start date, to confirm the salary and to inform them that the official offer is forthcoming from Human Resources.
Closing the Position

Now that the offer has been accepted, all remaining applicants in the position queue in PeopleAdmin must be notified and their status must be updated in the system. Each applicant should be appropriately classified as to why they were not selected for the position for Affirmative Action reporting purposes.

- Any candidates that were interviewed for the position should be contacted by the hiring supervisor and encouraged to apply for other positions at WPI, if applicable.

Detailed instructions on how to complete a hiring proposal and close a search can be found under Resources for Managers on the Human Resources website.