Recruit for Mission
Staff Hiring Supervisors

Office of Human Resources
March 2008
Rose-Hulman Institute of Technology is committed to building a diverse workforce and expects hiring supervisors to conduct searches in a manner that will attract a diverse pool of candidates. As a hiring supervisor you are expected to know, understand, and apply relevant state and federal employment laws and Institute policies necessary for conducting a fair and open search for all employees. “The typical interview increases the likelihood of choosing the best candidate by less than 2%” (Chally, HR Magazine), so it is extremely important to look at every aspect of the position and the candidate’s when filling a position.

Guidelines for the Recruiting/Hiring Process

• Develop a recruiting plan, by considering the location of the position, the current labor market near the position, and any unique aspects of the position which might need additional attention in advertising. Also ask yourself if a local search will suffice or if you need to expand the search to a region, the entire state or even nationwide in order to secure the best candidate pool; check with the HR Director to see what advertising is required for staff positions.

• Be sure to plan for the recruiting timetable to include the advertising, initial evaluation of the applicant pool, development of interview questions, conducting interviews, closing the position, initial processing of the new employee, and finally, documentation of the search process.

I. Job Description

A. Review the job description and make any revisions or create a new job description in conjunction with the HR Director.

B. Develop and prioritize the key competencies needed from the position and the special qualifications, traits, characteristics, and experience you seek in a candidate (this will assist you and the HR Director in writing the classified ad; posting the job online; and screening resultant resumes for potential candidate interviews). Note which of the competencies are critical in order to differentiate superior from barely acceptable applications, and ultimately, to identify the best qualified candidate. Indicate the skills necessary to carry out the primary job functions. Together, with the HR Director, determine the six to eight most important qualities, experiences, education, and characteristics that the successful candidate for your position will possess. (You can list more, but you risk weakening your most important requirements if you list more than ten.) Discuss the experiences of those who have worked successfully in a similar position. The HR Director will use these characteristics to write the classified ad and assist you to post the job online.

C. Determine whether the position requires the employee to customarily and regularly exercise discretion and independent judgment and have the authority to make important decisions. If the position is an exempt position, the answer to this question should be “yes.” The percent of total time should be at least 50%.

D. Determine the salary range for the position in conjunction with the HR Director and determine if the salary is currently within departmental budget guidelines.
II. Advertising

A. Now that you have the important requirements prioritized, with the assistance of the HR Director, determine where to advertise the position to develop the most diverse, exhaustive candidate pool, including asking for internal referrals.

B. All vacant or new positions are to be advertised in the PeopleAdmin Applicant Tracking System (ATS). As well as being posted online, positions will be advertised in appropriate external publications to increase the applicant pool of women and minorities. Human Resources will post all advertisements and will also send an all-employee email to notify staff that a position has been posted.

C. Human Resources will indicate on the Affirmative Action Tab in your posting where your position is being advertised to accommodate our Affirmative Action Plan. You may designate other sources where you wish your position to be advertised on the lower portion of this page. (See advertising sources to consider in Appendix E.)

III. Posting the position

A. After the job description is created by the hiring supervisor in conjunction with Human Resources, the hiring supervisor creates the “posting” in the PeopleAdmin ATS located at: https://jobs.rose-hulman.edu/hr (all staff positions are to be posted in the PeopleAdmin ATS). Create your posting from the template created by Human Resources using your job description (if there is not currently a template for your position, please contact Human Resources and provide them with your job description).

B. The “posting” will be approved by the next level supervisor and budget or sponsored programs. The “posting” will be reviewed and approved by Human Resources in the PeopleAdmin ATS and posted to the HR website.

C. All applicants will apply for your position online through the PeopleAdmin ATS (https://jobs.rose-hulman.edu). If an applicant applies directly to the hiring supervisor or Human Resources, an email is to be sent to the applicant requiring them to apply through the online system. You will be able to view and print all candidate applications and associated documents.

D. The Hiring Supervisor, with assistance from the next level supervisor or staff, will prescreen all resumes/applications according to the job description qualifications and responsibilities.

E. Because Rose-Hulman is an Affirmative Action employer, prior to HR contacting candidates for interviews, you must change the status of those you want to interview to Affirmative Action Pool Review. Instructions on changing a candidate’s status is in the left menu bar of the PeopleAdmin ATS. Human Resources will review your entire applicant pool against those being interviewed and print reports for Affirmative Action reporting requirements. Once the pools have been reviewed, Human Resources will change the candidates’ status to Approved Applicant Pool for Affirmative Action. Human Resources will then coordinate interview schedules with the Hiring Supervisor.
IV. Interviewing

A. Develop your interview questions ahead of time, whether conducting telephone or on campus interviews. Remember:
   • Interview questions must be job-related, not personal.
   • Ask the same questions of all interviewed candidates.
   • Record all interviewed candidate responses and score numerically (for on campus interviews see the Interview Questions/Rating Form in the Appendix C).

B. Telephone interviews are optional, however if you are going to conduct telephone interviews, prior to the interviews, type the questions on the Telephone Interview Form located in Appendix C. Also, change the status of the candidate in the PeopleAdmin ATS to “Phone Interview.”

C. Human Resources will schedule all on campus interviews (or designate hiring supervisor to schedule). The Director of Human Resources (or designee) and the Hiring Supervisor will interview all candidates. The Hiring Supervisor will also determine who else (if anyone) will assist with interviews. If you are going to have others assist you with interviewing, ensure they are familiar with the requirements of the interviewing and selection process; it is the supervisor’s responsibility to obtain appropriate training for these individuals.

D. Ask behavioral based interview questions to learn as much about the candidates as possible; past actions are a clear indicator for future behavior. Prior to the on-campus interviews, create your behavioral interview questions and type them on the Interview Questions/Rating Form in Appendix C. There are sample behavioral interview questions and a list of legal/illegal interview questions in Appendix C.

E. If no internal candidates are selected for the interview process, make certain you or HR clearly communicate with the candidates that they were not selected prior to bringing external candidates to campus for interviews. Whenever possible, provide feedback that will help the employee continue to develop their skill and qualifications. Use this feedback as an opportunity to help the employee continue to grow their career.

F. All candidates who are interviewed must have completed an application in the PeopleAdmin ATS and at the time of the interview will complete a Fair Credit Reporting Act Authorization and Disclosure form (information is needed to conduct the background check) for the selected final candidate.

G. After all interviews have been conducted, have each interviewer fill out the Overall Candidate Evaluation Form for each candidate interviewed (see Appendix D).

H. The Director of Human Resources will conduct all reference checks of the final candidate(s) as indicated from the Hiring Supervisor.
V. Filling the Position

A. The Hiring Supervisor in consultation with the area Vice President will propose a salary for the selected final candidate.

B. Change the status of the selected candidate in the PeopleAdmin ATS to Recommended for Hire and complete the “Hiring Proposal”. Submit the “Hiring Proposal” to the next level or to your Area Vice-President (whichever is appropriate). Once the “Hiring Proposal” has been through all of the required approvals, then HR will contact the candidate, extend the offer and send out the offer letter. If an internal candidate is selected for the position, agree on a transition timeline with the internal candidate and the internal candidate’s current supervisor.

C. The Director of Human Resources (or designee) will conduct a background check for the recommended candidate, a Bureau of Motor Vehicle driving history check for those candidates who are required to drive Institute owned or rented vehicles, and schedule a Physical Abilities Test (PAT) for those positions requiring certain physical abilities.

D. The Director of Human Resources will contact the candidate selected to offer the position and discuss hire date, salary, relocation allowance (if applicable), benefits, etc. only after acceptable background check results are returned. Upon acceptance, the Director of Human Resources will change the status of the candidate to Hired in the PeopleAdmin ATS.

E. In the event the offer is not accepted by the candidate, subsequent offers may be made at the same (or higher) salary with the approval of the area Vice President.

F. The Director of Human Resources will complete an employment letter for the new employee to include title, salary, and department, benefit summary, hire date, etc.

G. The original signed acceptance letter will be sent to Human Resources and placed in the new employee’s personnel file which will be kept in the Office of Human Resources.

H. The Director of Human Resources will conduct New Employee Orientation with the new employee during the first or second day of employment.

VI. Closing the Position

A. The Hiring Supervisor will log into the PeopleAdmin ATS, locate their position and click on View (http://jobs.rose-hulman.edu/hr). Make sure you are on the applicant tab and under the Status column click on the blue change status link. Change the status for all the remaining candidates to Not Hired-Information Sent with a reason (with the exception of the candidate who was offered the position). This will generate e-mails to all of the Not Hired candidates.

B. The position will be moved to the status of “Filled” by Human Resources.