

The job requisition process ensures workforce planning and proper allocation of funds by coordinating efforts between the department that has the job need, the HR department and the finance department. Recruitment activity will begin after the job need has been determined, the financial resources are available and have been properly allocated, and all required approvals have been obtained.

SCOPE:

This procedure applies to all departments in Finance and Operation who are requesting to fill or create a new merit position, regular and term (Laundry, Custodial Services, and Campus Safety Police Officers are exceptions to this procedure related to hiring manager involvement).

GENERAL PROCEDURE:

HR Representative/Hiring Managers must complete the F & O Talent Acquisition Recruitment Intake-Merit Form, to obtain approval signatures, whenever a department wishes to:

1. Create and fill a new position, or
2. Backfill or Replacement for an existing position

PRE-WORK:

1. Hiring Manager will meet with HR Representative to review the request and ensure the job description (classification and qualifications) are consistent with the position and within university guidance. If not, HR will recommend changes and work with the hiring manager to revise.
2. HR Representative/Hiring Manager will complete the F & O Talent Acquisition Recruitment Intake-Merit Form for review and approval will be routed through the following:
 - HR Representative
 - Hiring Manager
 - Departmental Business Officer (if applicable)
 - Department Director and/or Senior Leader (if applicable)
 - Associate Director, F&O HR
 - Senior HR Director
 - Recruiter
3. Interview Committee Composition – All committees should be diverse.
 - a) Interview Committee is selected and notified by Hiring Manager of involvement.
 - b) Consideration should be given to keep the size of the committee to 2-6 individuals to be cost and time effective. The committee members may include the following criteria: a stake in the responsibilities of the position, knowledge of the unit or office, working relationships, campus interaction as examples.
 - c) Where a conflict of interest exists for a committee member, they will need to withdraw from the process. In the case a conflict of interest exists, further discussion should occur with the HR representative of the department.
 - d) All discussions and decisions reached by committee members must remain confidential. Information relating to the candidates, or the recruitment process should not be shared with any person outside the committee. Information to the committee from candidates or vice versa should flow through the chair of the committee or recruiter.

KICK-OFF MEETING:

The recruiter will ensure consistency in the search/interview process and compliance with all recruitment and hiring best practices. The kick-off meeting is a key aspect of the preparation process to ensure a smooth and successful search and the best candidate experience.

1. Once the F & O Talent Acquisition Recruitment Intake-Merit Form is reviewed the recruiter will initiate the kick-off meeting within 5 business days of approval when needed for clarification of expectations during the recruitment/hiring process that leads to posting of the requisition as necessary for new positions, infrequent backfills, and new managers.

POSTING:

1. Position will be posted for minimum of 10 days and recruiter will provide a guide on how to access candidates in OTAC.
2. Recruiter will work with the Hiring Manager/chair to discuss the screening matrix to be used, along with providing a follow-up email to share guidance on use of the recruitment system (OTAC) and notes from the kick-off meeting, if applicable.

APPLICANT SCREENING:

1. Recruiter will complete initial screen or phone screen for minimum eligibility qualifications and move candidates in OTAC for Hiring Managers to review and determine next steps.
2. Recommended best practice is that the recruiter will work with Hiring Manager/chair to complete phone interview to select candidates for final interview stage. Phone interviews help clarify candidates experience as it relates to the qualification for the position.
 - a) Phone interviews are typically 10-15 minutes for merit positions.
3. Recruiter will share the pay range with the candidate and obtain salary expectation from the candidate(s) at the time of scheduling phone/virtual interview or final interview.
4. The Hiring Manager/chair should provide a charge to the interview or search committee, so they are clear on their role in the hiring process. It is recommended that the committee's role be to provide the strengths and opportunities of each candidate in comparison to the advertised qualifications and the Hiring Manager making the final decision.

CAMPUS/FINAL INTERVIEW:

1. Recruiter will work to place calendar holds for the campus/final interview along with any associated space or technology needs (recommended that there be no more than 3 final candidates for interview when there is only 1 position available as a best practice).
2. Hiring manager/chair will establish interview questions and any related impression form.
3. References will be requested by the recruiter at the time the interview is being scheduled.
 - a) References can be considered as a mechanism to help screen down the pool. This will be determined between the Hiring Manager/chair and recruiter.
 - b) Reference checks will be conducted through SkillSurvey on all candidates being considered for a formal interview or the final selected candidate. Recruiters may also do follow up calls to references listed in the Skill Survey report, if needed. Exceptions to use of SkillSurvey will be determined in consultation with the recruiter.
 - c) References for internal candidates to the UI will be conducted by the recruiter for a current or former employee determined to be a finalist.
 - d) It is not recommended that unsolicited information about the applicant be received. However, if an unsolicited reference contacts the Hiring Manager/chair or committee member, it is recommended they advise them that any information received will be shared with the applicant/candidate. This information should be shared with the recruiter for conversation on how to best manage.
 - e) The use of [social media in recruitment](#) will be guided by UI policy.
 - The university recognizes that social media and internet searches may be useful tools in the process of recruiting for staff and faculty positions. However, social media and internet searches also present some risks and limitations.

- Social media content review will not be appropriate for candidate screening for most searches but in some situations, where there is a nexus to the position, the Hiring Manager/search chair may decide it would be useful to do so.
- f) For further information, please refer to the [UI Best Practices for Reference Checks](#) webpage.

INTERVIEW/CANDIDATE EXPERIENCE:

1. The HR Representative/Hiring Manager will host the candidate during the final interview. They will lead the interview and ensure the candidate is comfortable throughout the process.
2. Committee members will print and bring any copies of forms being used during the process.

POST INTERVIEW:

1. Initiating the Offer
 - a) The Hiring Manager should work with the HR Representative to set the appropriate salary offer for the selected individual based on the Merit Alpha Matrix.
 - b) The HR Rep will obtain final salary approval from F & O HR Director, if applicable. Compensation and Classification will be consulted as needed and in accordance with UI policy. Consultation with senior leadership will occur as appropriate. The HR Rep is providing the recruiter with the approved salary offer.
 - c) If advance starting salary is used, it is recommended the best offer be made the first time as this displays proper market and internal equity practices and demonstrates good faith to the applicant. Offers will include the value of the benefits, along with other important aspects, i.e., work/life balance, professional development, community, etc.
 - d) The recruiter will make the verbal offer to the candidate. If there are circumstances where the Hiring Manager would like to extend the verbal offer, the Hiring Manager needs to discuss this with the recruiter in advance.
 - e) The final written offer letter will be initiated by the recruiter through OTAC and will be under the signature of the Hiring Manager upon verbal acceptance.
2. Once the signed offer letter is received in OTAC, the recruiter will initiate criminal background check (CBC) and degree verification, if needed. If there are verification of licensure or certification requirements, that will be conducted at this stage. Criminal background check (CBC) to be completed prior to establishing a start date for new staff member.

POST OFFER AND PRE-ONBOARDING:

1. Recruiter will notify the remainder of the candidates via email about candidacy and close the search. If Hiring Manager is requesting additional outreach to candidates be made, additional discussion is needed.
 - a. Recruiter will reach out to any candidates that may be eligible for consideration for other or future positions.
2. Recruiter will confirm the start date with the Hiring Manager and HR Rep once pre-onboarding is complete.
3. The HR representative/Recruiter will ensure all related search documents are saved in the search folder in support of file retention guidelines.

ONBOARDING:

1. F & O HR team will complete the HR transaction and the Recruiter will schedule the initial onboarding meeting with the new employee, preferably on their first day.
2. It is recommended that the hiring manager or a trusted member from the department either bring the new employee to the University Services Building for onboarding or meet them after onboarding if their days starts with HR. This is to create a positive candidate experience and prevent candidates getting lost on campus their first day.