IOWA Finance and Operations Human Resources	**Recruitment Guide** **P & S Position**

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 position, regular and term.

GENERAL PROCEDURE:
HR Representative/Hiring managers must complete the F & O Talent Acquisition Recruitment Intake 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 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)
   - Senior HR Director
   - Associate Director, F&O HR
   - Recruiter
3. Interview Committee Composition
   a) Interview Committee (levels 5 and below). Based on UI guidance, an interview committee is not involved in the screening of the applicant pool.
   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.
      i. Use of stakeholders during interview process is acceptable with consideration of the candidate experience and understanding that it could potentially lengthen recruitment process. Consideration should be given to the size of the stakeholder segment during the interview process by limiting to 2-6 individuals.
   a) Search committees (levels 6 and above). A search committee may be involved in the screening of the pool and in determining additional aspects of the selection process including development of the interview questions and interview itinerary.
      i. Levels 6 and above may have variations in committee size and structure.

b) 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.
c) 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. Due to this, it is best to finalize as much about the recruitment process during the kick-off meeting as possible without changes while the recruitment is ongoing.

1. Once the F & O Talent Acquisition Recruitment Intake Form is approved in workflow, the recruiter will initiate the kick-off meeting within 5 business days of approval for clarification of expectations during the recruitment/hiring process that leads to posting of the requisition.
2. Re-occurring recruitments will have a quick touch base rather than full kick-off meeting with the recruiter.
3. Writing samples and testing are discouraged as a best practice during the recruitment process due to inability to quantify unless directly related to the qualifications for the position. This should be discussed and finalized during the kick-off meeting, as it is required in the advertising for candidates.

POSTING:

1. Position will be posted for minimum of 14 days and recruiter will provide a guide on how to access candidates in OTAC.
2. Recruiter will work with the supervisor/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.

APPLICANT SCREENING:

1. Recruiter will complete initial screen for required qualifications and move candidates in OTAC for hiring managers and/or committee chair to review and determine next steps.
2. Recommended best practice is that the Recruiter will work with supervisor/chair to complete phone interview to select candidates for final interview stage. Phone interviews help clarify candidates experience as it relates to the qualifications for the position.
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 supervisor/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 weaknesses of each candidate in comparison to the advertised qualifications and the hiring supervisor 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) Supervisor/chair will establish interview questions and any related impression form, and interview itinerary with guidance and recommendations from the Recruiter.
   a) For level 6 and above, the interview committee may be involved in the creation of interview questions.
3) References will be requested by the recruiter at the time the interview is being scheduled.
   a) 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.

b) References for internal candidates to the UI will be conducted by the recruiter for a current or former employee is determined to be a finalist.
c) Anyone involved in the committees are not eligible to be used as a reference if they know the candidate, and they should reach out to the recruiter to have further conversations if needed.
d) It is not recommended that unsolicited information about the applicant be received. However, if an unsolicited reference contacts you, it is recommended that you 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 search chair may decide it would be useful to do so after consultation with the recruiter; the recruiter will be conducting the search.
f) For further information, please refer to the UI Best Practices for Reference Checks webpage.

INTERVIEW/CANDIDATE EXPERIENCE:

1. The HR Representative will host the candidate during the day of final interview. They will lead the interview and ensure the candidate is comfortable throughout the process.
2. The HR Representative will provide committee members with any copies of forms being used during the process, if needed.

POST INTERVIEW:

1. HR Representative schedules deliberation meeting to determine candidate of choice and justifications for candidates.
   a. An Interview Summary: Candidate Comparison document is completed for retention in the recruitment file.
   b. Individual interview notes should be destroyed upon completion of the comparison document.
2. Initiating Offer
   a) The Hiring Manager should work with the HR Representative to set the appropriate salary offer for the selected individual.
      i. HR Representative is required to gather salary information to create an equity analysis of current UI and F&O staff. Considerations for salary may be, but are not limited to, years of related experience, education/certifications, and requirements of the position.
   b) The HR Rep will obtain final salary approval from F & O HR Director. UIHR 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) It is recommended your 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 in the offer 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.
3. Once the signed offer letter is received in OTAC, the recruiter will initiate criminal background check (CBC) and degree verification. 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.

4. The F&O HR team will complete the F&O IT New Hire Request From upon receiving verbal offer from candidate.

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.
    i. 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 supervisor 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 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.
3. The HR Representative will schedule a touch base with the new employee within their first 1-2 weeks.