

Position Vacancy Recruiting Plan Form for Classified Staff and Administrative Professionals

Position Title _____ Department _____

Hiring Manager Name _____ Telephone _____

HR Department Person Name _____ Telephone _____

Goal Date for Position to Begin Work _____ Today's Date _____

Recruitment Policy for Classified Staff and Administrative Professionals

The purpose of this policy is to ensure that Eastern Oregon University will attract and retain the most highly qualified workforce available to us. The intention of the EOU Recruitment Policy is to make known information about employment opportunities at the University to the largest practicable number of persons necessary to ensure generation of a diverse pool of candidates, compliance with laws and affirmative action hiring goals, attraction of new employees, and recognition and development of current employees. The aim of the candidate recruitment and evaluation process is to attract, evaluate, and appoint the most suitable person for the open position in context of EOU's organizational mission and objectives. The management of this process will enhance the University's reputation as an employer of choice.

Roles of the Hiring Manager and the HR Department

Ensure that candidates are evaluated and selected legally and objectively, and every hiring opportunity achieves EOU's goal of choosing the best qualified candidate.

- ✓ Seek out and integrate into the entire candidate evaluation and selection process the particular needs and characteristics of (a) the nature of the position; (b) each hiring manager and interview team; and (c) needs of the division/department.
- ✓ Ensure that employment related decisions are borne out by facts and that emotion-based decisions are avoided. Decisions based on predisposition(s) – known as confirmatory bias – in favor of a particular candidate or candidate characteristic(s) are to be avoided. (When necessary, take action including making suggestions to senior management about an action plan that addresses concerns, to correct situations where a hiring choice is being made without due regard to policy and/or prudent judgment.)
- ✓ Evaluate the overall adequacy of initial candidate responses and their qualifications with the goal of making the search process manageable, efficient and logical.
- ✓ Diligently follow-up with employee relations issues that may arise in connection with a recruiting effort.

RECRUITING PLAN PREPARATON

Hiring manager and HR Department together:

- Review hiring opportunity in light of department/division annual, strategic, budgetary and operational plans including staffing structure and costs, need for new position/vacancy, requisite skills, FTE, etc.
- Revise and rescore PD as needed.
- Confirm that salary is within existing budget parameters.

Draft Position Requisites and Position Posting:

- Position education and experience requisites and specializations (candidate qualifications)
- Minimum (Disqualifying) questions
- Preferred qualifications and Supplemental questions
- Include clear description of position’s “character” and interpersonal demands and attributes
- Consider incidental factors such as travel expenses and relocation needs of candidates.
- Determine if a Criminal Background Check is required (aka “critical” position) Yes No

Design the recruiting plan:

- Determine anticipated labor market capacity to produce qualified candidates (“hard-to-fill” roles)
 - Determine if search is to be internal-only or both external + internal
 - Draft job posting advertising plan:
 - Job boards, publications, etc.
 - Determine length of posting: “open until filled” or “solid close date”
- Posting Timeline: start date _____ end date _____

Determine the persons conducting the candidate interviews:

- Person(s) conducting **introductory** interviews: (check all that apply) Hiring manager HR Dept.
 - Interview Team Other(s): _____.
- Person(s) conducting **in-person** interviews: (check all that apply) Hiring manager HR Dept.
 - Interview Team Other(s): _____.
- Determine if an interview team should be used for evaluating candidates.

Less Use of Interview Team ←-----→ More Use of Interview Team

“Hard” Technical Requisites

“Soft” Skills & Strategic Position

Interview Team members

Qualification for Being Selected

_____	_____
_____	_____
_____	_____
_____	_____

Schedule the following training (as needed) for the hiring manager and interview team members:

- I-Team role, decision making method and authority in the selection process; I-Team chair's role in conducting candidate discussions;
- Hiring manager, I-Team members and I-Team chair relationships and roles to each other;
- Veteran preferences; Affirmative Action guidelines/accommodations;
- EEO guidelines, boundaries, myths

Determine candidate resume/application sorting timeline:

Estimated resume sorting start date _____ end date _____

Who is sorting resumes? (check all that apply) Hiring manager HR Dept. Interview Team Other(s): _____**Determine candidate interview types and timeline (check all that apply):**Introductory interviews: Phone Hangout Recorded Comments solicited – via _____In-person interviews: on-campus Hangout Recorded Comments solicited – via _____**Interview target dates:**

Introductory interviews estimated start date _____ end date _____

In-person interviews estimated start date _____ end date _____

Candidate status and communications with candidates during interview process:

Determine if notice is to be sent to applicants throughout the search re: their application status

- All applicants kept in active state until completion of search
- Applicants sent notice through the search and taken out of active status as applicable

HR Department: Position is posted by HR Department according to recruitment plan:

- HR Department confirms back to hiring manager:
 - Position was posted and is being advertised per the advertising plan

INTERVIEW PREPARATIONS

Hiring manager, interview team, and HR Department meet to design and/or confirm timeline, goals, objectives and other specifics of the introductory and in-person interview processes:

- Draft introductory interview *questions and preferred answers* in detail; questions are encouraged to be fairly uniform for all candidates however, questions based on a candidate's resume, application and other information may be used as well. [Note: Drafting preferred answers in advance is intended to assist the hiring manager and interview team gain a shared understanding of the question responses that are most likely to identify a candidate's qualifications for the position.]
- Draft in-person interview *questions and preferred answers* in detail. Questions are encouraged to be customized for each candidate based on the candidate's resume, application information, introductory interview results, professional reference checks, etc. (Note: this step may sometimes take place after introductory interviews are completed.)
- Hiring manager and HR Department agree that interview questions are appropriate and sufficient to elicit the information necessary to make a high-quality hiring decision.
- Hiring manager and HR Department are aligned as to (1) information sharing process to be used by interview team; (2) decision-making process to be used to determine which candidates are recommended by the interview team.

Prepare Interview Team (when applicable)

Hiring manager and HR Department meet with interview team:

- Communicate timeline, goals, objectives and other specifics of the process and search
- Review in-person candidate interview *questions and preferred answers* in detail. Adjust questions and answers as needed based on interview team contributions.
- Notice sent to interview team members and hiring manager as needed re: Ethics & Confidentiality Policies
- Hiring manager and HR Department agree every interview team member is ready to conduct interviews.

HR Department: Position Posting Resume Responses Are Monitored, Managed and Tracked by HR Department

- HR Department tracks and confirms that Ethics & Confidentiality Policy Agreements are completed by all interview team members.
- When application reviews begin (see timeline), applications are reviewed and appropriately sorted by designated persons according to recruiting plan
- If open until filled, qualified applications received after application sorting begins are sorted as received; if qualified, each is moved to “Introductory Interview” status daily

CONDUCTING INTERVIEWS

Conducting Introductory Interviews

Introductory interviews are conducted following the recruiting plan using the prepared questions and answers. The hiring manager has the option of being uninvolved, observing or participating in introductory interviews. Introductory interviews are typically conducted via telephone to contain costs of having candidates visit in person. In-person introductory interviews are fine when all candidates are able to attend in-person.

HR Department:

- Works with the hiring manager and interview team in the selection of candidates chosen for an introductory interview. Not all minimally qualified candidates are required to be interviewed; rather, a reasonable number of candidates who appear to have the best overall qualifications are to be interviewed.
- Qualified candidates chosen for introductory interviews are scheduled by HR Department: phone/Skype/Google hangout
- HR department moves applicants to correct application status in recruiting system based on introductory interview results; emails are sent to candidates as directed by recruiting plan.

Once completed, hiring manager and HR Department review the introductory interview results and agree on the candidates that move forward to in-person interviews (if applicable) or put in “Hold” status (until search is completed):

<u>Candidate</u>	<u>Interview Date</u>	<u>Interview Result: advance to in-person interview or placed on “Hold”</u>	
John Jones	MM/DD/YY	<input type="checkbox"/> Advance to In-Person Interview	<input type="checkbox"/> Placed on “Hold”
April Mae	MM/DD/YY	<input type="checkbox"/> Advance to In-Person Interview	<input type="checkbox"/> Placed on “Hold”

HR Department:

Moves applicants to correct application status in recruiting system based on introductory interview results; correspondence is sent to candidates as directed by recruiting plan.

Scheduling the In-Person Interviews

- HR Department obtains specific dates and times hiring manager/interview team are available for in-person interviews and arranges in-person interviews with selected candidates.
- HR Department drafts and sends tentative in-person candidate interview schedule to hiring manager for confirmation. Schedules include interview times and locations, a visit to the HR Department office and a campus visit. Other activities may be scheduled as needed.
- HR Department obtains final in-person interview schedule interviews and makes all candidates travel arrangements as needed.

HR mails or emails to final candidates an interview packet which includes:

Interview schedule, Campus Map, Driving directions to EOU, Child care resource list, Chamber of Commerce information book, Candidate travel instructions, Candidate Travel Policy, Substitute W9 Tax form, online link to EOU Benefit Package, campus pass, other designated items. Additional resources may follow.

Conducting In-Person Interviews

In-person interviews are conducted according to the recruiting plan using the prepared in-person interview questions and answers.

- All persons involved in candidate selection decisions document: (a) impressions, assessment and conclusions concerning each candidate's qualifications *based on the requisites and information contained in the position posting*; and (b) reasons and facts providing more detailed information supporting their conclusions.
- Once completed, hiring manager and HR Department review the in-person interview results, and using a "90% confidence level" standard for making a hiring decision, proceed to:
 - (a) Reach consensus on (1) a final candidate choice and (2) the terms of the offer to be extended; or
 - (b) Identify the candidates to be contacted again to secure additional information needed to make a confident hiring decision.

The Interview Team Reports and Hiring Manager Reports along with the hiring manager's final candidate selection must be submitted by the hiring manager to HR Department, and then approved by the HR Department, before a verbal offer of employment may be extended to the selected candidate.

In cases when the hiring manager and HR Department do not reach agreement on the final candidate selected, both are to: (1) draft separate reports that explain their respective conclusions; (2) submit the reports to the appropriate VP or President for his/her approval/disapproval and instructions.

In all cases, the reasons and reasoning for the final candidate selections must be documented and supported based on written documentation of candidate qualifications, the position posting requisites, and affirmative action goals of EOU.

No offer of employment – verbal or written – may be extended to any candidate without the prior written approval of the HR Department and appropriate VP or President.

After the chosen candidate and terms of employment are approved:

- The hiring manager confirms that final accepted salary is within existing budget parameters.
- Human Resources conducts background/degree verification on chosen candidate as applicable

The Hiring Manager then contacts the chosen candidate, extends a verbal offer of employment conditional on completing the background check requirements of EOU and presenting work authorization documents, and then notifies the Human Resources Department of the candidate's response to the offer.

After Final Chosen Candidate accepts verbal offer:

Human Resources:

- Moves applicants to correct application status in recruiting system based on in-person interview results and final hiring decisions
- Within 24 hours of competition of background/ degree verification drafts and sends a written offer letter of employment to chosen candidate, or issues written offer stating employment is conditional on completing the background check requirements of EOU (if still outstanding) and presenting required work authorization documents.
- Notifies all non-final candidates by email of the completion of the search or as otherwise directed by recruiting plan.
- Collects and processes all travel expense documents relative to candidate reimbursement
- Closes search

Hiring Manager:

- Contacts unchosen final candidates by telephone.
- Completes all information fields of a Recommend to Hire form including any offer of relocation expense reimbursement
- Submits the completed hiring manager report to the HR Department.
- Sends all personal written notes and interview notes of the interview team to Human Resources

Interview Team Chair:

- Submits the completed Interview Team Reports to the HR Department.

Post-Hire Chores

- Employment documents – schedule new employee “welcome”
- After the final candidate selection, draft a 90-day introductory and training plan for the new employee. Include benchmarks and timeline.
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