

EMPLOYMENT AND HIRING PROCESS

This guide has been prepared by the Office of Human Resources Development (HRD) in an effort to assist supervisors in the hiring process. Please contact your designated HR Manager if you have additional questions.

Requisitioning a Staff Position

Your department's needs, goals and objectives change over time. As with any change, organizational structures, responsibilities and positions may also change. Each time you experience turnover in your department, you are presented with an opportunity for you to re-evaluate your departmental needs. Use this opportunity to ask yourself a series of important questions:

- What are the current and future needs, goals and objectives of my unit?
- Can I redesign the essential duties and responsibilities of my vacant position by incorporating the use of technological solutions to create greater operational efficiencies?
- Are there any creative alternatives that I could consider to restructure my unit so that the essential duties and responsibilities of my vacant position could be absorbed by existing staff (or student workers)?
- What would be the downside of phasing out the duties and responsibilities of my vacant position?

Once you've answered these questions and if you determine that your vacant position must be filled, it's time to begin the position requisition process. A [Staff Personnel Requisition Form](#) as well as a [Staff Position Needs Analysis Form](#) must be completed to initiate the hiring process. These two forms are available online at www.hartford.edu/hrd/forms. These forms must be authorized by the appropriate University Officer as well as the Budget Office. Once HRD receives your approved forms, you will receive a confirmation email from your designated HR Service Partner indicating your job search can begin.

Job Description

If it is determined that your newly-vacant position must be filled, you will work with your HR Manager to ensure that the job description is complete and accurate. The job description is not intended to be a complete statement of all duties (which may be assigned by the supervisor according to varying needs) but rather should provide an overall summary of the job. It is critical that you review the job description to determine what, if any, duties, responsibilities and/or key job requirements have changed in the position. Please note, however, that changes to the job description do not automatically translate to a change in salary grade.

Posting

All regular full-time and regular part-time staff positions are posted on the University's website at www.hartford.edu/hrd/employment.aspx. HRD partners with PeopleAdmin, an integrated applicant tracking system service provider, for staff vacancies. If the approval to fill your vacant position is received in HRD by Friday morning of any given week and the job description review has been completed at that time, the position will be posted in the PeopleAdmin portal that afternoon.

Advertising

It is the policy of the University of Hartford to recruit from both within and outside its workforce in an effort to obtain the most diverse pool of qualified candidates for open positions. The University maintains an Equal Employment Opportunity Policy as well as a mandatory Affirmative Action Plan, which specifically state our commitment to recruit, hire, train and promote the most qualified persons in all job classifications without regard to race, color, sex, age, religion, national and ethnic origin, disability, marital status, sexual orientation, gender identity or expression, veteran status, genetic information or any other protected class under applicable law.

The University of Hartford's goal is to employ and retain a qualified and diverse workforce representative of the community in which we are located. As a supervisor, you are responsible for helping the University fulfill our equal employment opportunity responsibilities. This is accomplished by making good faith efforts toward meeting affirmative action goals and ensuring a workplace that is free of discrimination and harassment.

All advertising should be coordinated through HRD. Each position that is approved to fill is provided with one standard referral ad at a nominal cost to the department; however, this does not happen automatically. It must be requested by the Hiring Manager. If you would like a more extensive advertisement, your HR Manager will work with you to place an additional referral ad or other online recruitment resource(s). Please note that your department will be responsible for the cost of this advertisement. You will be required to provide account numbers prior to an ad being placed.

Resumes and Application Materials

Applicants will complete and submit their application materials for consideration for a vacant staff position directly in the PeopleAdmin portal. Internal candidates are strongly encouraged to apply for opportunities within the University and will follow the same confidential application process as external applicants. All applicants who meet the minimum educational requirements for a position will receive an email confirmation indicating that their application material(s) has been received and is being reviewed.

Hiring managers will review all application materials by logging into the PeopleAdmin portal using their authorized credentials. Hiring Managers may not consider applicants who do not meet the minimum requirements of the position. More information regarding the PeopleAdmin portal can be found in the User Guide for PeopleAdmin, located on www.hartford.edu/hrd/forms.

The names and credentials of all applicants (internal and external) should be received and reviewed in confidence and shared only by HRD staff, hiring department managers and/or members of a search committee. While there may be open and confidential discussion between these individuals, outside discussion of applicants may create unnecessary issues. It is imperative to respect an applicant's privacy. Discretion extends to resisting the temptation to contact people who may be acquainted with the applicant as a means of informal reference checking.

Interview Process

Once the Hiring Manager has reviewed applicant materials and selected his/her top candidates, your designated HR Service Partner will contact the applicants for general pre-screening, provide them with an overview of benefit and salary information as well as schedule the interviews (typically, six per open position).

All applicants should come to HRD prior to their interview. At this time, an HR representative will secure authorization necessary for pre-employment background checking as well as provide the applicant with pre-employment materials consistent with University policy and/or applicable law.

Preparing for the Interview

Being thoroughly prepared for an interview will help you effectively conduct this important meeting. Prior to the interview, you should:

- Outline your goals and objectives for the interview.
- Prepare key questions beforehand. Questions should remain consistent among all candidates.
- Familiarize yourself with the applicant's resume and associated application materials.

Note: If you are unsure whether a certain interview question is appropriate, please contact your HR Manager.

Please refer to page 7 for a [Pre-interview Guide](#) to assist you in preparing for your interviews.

Interview Questions

Hiring Managers should prepare questions for an interview which are designed to gather as much information about the applicant as possible. It is important to be aware of federal and state laws regarding appropriate (and legal) interview questions. Compliance with federal and state employment laws to ensure that the University's hiring policies and procedures are followed is your responsibility and is critical to this process.

Please refer to pages 8-9 regarding [Appropriate vs. Inappropriate Interview Questions](#), page 10 regarding [Sample Interview Questions](#) and page 11 regarding [Questions You May be Asked](#).

Helpful Hints on Interviewing

Interviewing is an art, not a science. Take time to make sure this process is a success by doing the following:

- **Create a comfortable interviewing environment.** Select an interview location that ensures privacy and is free from distractions.
- **Use open-ended questions as much as possible.** You want to encourage dialogue. Instead of asking "Can you manage multiple tasks simultaneously?" try "Give me an example of a time when you were required to manage multiple tasks simultaneously."
- **Ask questions that don't suggest the answer you're looking for.** Try to avoid leading questions. Instead of asking "Do you think you can delegate responsibility effectively?" try "Give me an example of a responsibility you delegated effectively and its result."
- **Ask questions which encourage the candidate to speak freely.** Try to avoid the cross-examination or interrogation technique. If your questions are interpreted as accusatory, abrupt or judgmental, you may discourage the candidate from providing valuable information.
- **Ask questions whose answers cannot be rehearsed.** Consider asking "Give me an example of a project or initiative that did not go well and how you handled the situation."
- **Listen carefully to the candidate's responses.** It's a good idea to take appropriate notes while the candidate is talking as these notes will help you later in the hiring process to recollect key aspects of the interview and/or candidate.
- **Control the interview.** Although the interview is the opportunity for the candidate to "sell" him/herself, don't let the candidate control the interview. Maintain control to ensure you get all your questions asked and answered. Candidates who stray off the subject should be reigned back in verbally. Candidates who start asking you questions before you are ready to answer them should also be brought back on target verbally.

- **Collect as much information about the candidate as possible** before making a decision. Don't prejudge the candidate.
- **Let the candidate do most of the talking.** Remember the 80/20 rule. Talk no more than 20% of the time. You want as much information about the candidate as you can collect during the interview.
- **Close the interview on a positive note.** Thank the candidate for his/her interest in the position and the University of Hartford. Let the candidate know the next steps in the process as well as the expected timeframe for making the hiring decision.
- **SELECT, DON'T SETTLE!** Be sure to SELECT the best candidate for the job. This will save you potential problems in the future. Please refer to page 13 regarding Eight Reasons Why Hiring the Wrong Person Will Rob You of Time and Money.

Reference and Background Checking

Once the Hiring Manager has narrowed his/her choice to the top one (or two) candidates, pre-employment background screening and verifications must be completed. To initiate this process, you will need to move your candidate to "Finalist" status in the Applicant Tracking System. This step will initiate this process.

At the time of application, candidates are asked to provide professional references which should include former supervisors, co-workers and/or colleagues who have first-hand knowledge of their abilities in relation to the position. A pre-determined list of questions is used for this purpose, which assures that the results of this process are consistently applied to all candidates. Reference feedback is gathered and stored electronically via the Applicant Tracking System. This information is maintained in the job search file and must be retained consistent with institutional records retention and/or regulatory guidelines.

You will also need to contact your designated HR Service Partner so that the pre-employment background check as well as prior employment and degree verification processes can begin. Employment at the University of Hartford is contingent upon the satisfactory completion of an appropriate background check based on legitimate, job-related qualifications and specific responsibilities of the position. Please note that this process may take as much as one week to complete.

Making the Offer

When a position becomes vacant, you are encouraged to first review internal pay equity within your department before considering the pay of a new hire. If there are similar positions within your department, take the time to evaluate the skills and experience (and pay) of your current staff in comparison to your new hire, and if appropriate, make internal equity adjustments deemed necessary.

Consistent with University policy, a proposed new hire's pay cannot exceed the midpoint of the identified salary range in which the position falls. Any offer of employment made in excess of the midpoint is an exception to University policy and subsequently requires the written authorization of the appropriate University Officer before that offer can be made.

University policy stipulates that all job offers for regular full-time and regular part-time staff positions must be made by HRD. Federal and state laws mandate what the University can and cannot communicate when making an offer of employment. HR Managers maintain a thorough knowledge of applicable employment laws and are the only authorized employees of the University to make job offers for all regular staff positions. Under a narrow set of circumstances and in consultation with HRD, the President or a University Officer may make an offer of employment.

To initiate the job offer process, you will need to complete the "Hiring Proposal" electronically via the Applicant Tracking System. Details on this process are outlined in the User Guide.

Once the offer is accepted, the HR Manager will alert the Hiring Manager of the official start date as well as the new hire's scheduled benefits orientation. **Your HR Manager will initiate an ePAF (electronic Personnel Action Form) for all staff who have been hired into full-year non-exempt and exempt positions. For staff who have been hired into an exempt position scheduled for less than the full year, you should initiate a paper PAF immediately after HRD has informed you that the candidate has accepted the position.** This will ensure that the new employee is entered into the Banner system and a University ID number has been generated. Access to University email, Banner and parking privileges will be delayed without a University ID.

Please refer to page 12 for a sample [Congratulations on Your New Hire](#) form.

Closing a Staff Search

After your finalist has accepted your offer of employment at the University of Hartford, you will need to close the search in the Applicant Tracking System by properly coding each applicant for the position. This step will initiate the appropriate notification on the closing of the search to each of the applicants who applied for the position. This information is also retained in the job search file consistent institutional records retention and/or regulatory guidelines.

New Hire Benefits Orientation

Typically, HRD conducts its new employee benefits orientation on the employee's first day of employment. This orientation includes a detailed explanation about the University and its benefits including, but not limited to, medical, dental, vision, disability and life insurance, tuition remission and TIAA retirement savings options. This meeting can take approximately 1½ hours to complete. The new employee will also complete the [Form I-9, Employment Eligibility Verification](#) (which establishes identity and authorization to work in the United States) and the [New Employee Data Form](#) at this time. After this orientation, HRD typically escorts the new employee to the ID office to obtain his/her University ID card.

HRD will follow up with the new employee regarding benefit options within 30 days of hire to ensure all necessary documentation is completed and submitted during his/her new hire open enrollment time frame.

Department Orientation

You are strongly encouraged to complete the [Department Orientation](#) form within the first week of your new employee's arrival. This form, once signed by both you and your new employee, should then be returned to HRD. Topics you should cover with your new employee include, but are not limited to, various aspects of the department, your supervisory expectations, parking procedures, emergency procedures and pay practices.

Please refer to page 14 for a sample [Department Orientation](#) form.

New Staff On-boarding and Training

The on-boarding and training you provide for your newly-hired employee is one of the most critical factors in determining how this employee will perceive you, your department and the University overall. In fact, there is a significant correlation between the impact of the new employee's orientation period and turnover rates.

The time and energy that you've already invested in finding and hiring your new employee should now be transitioned into effective on-boarding and training. On-boarding and training takes significant planning and preparation, but if done correctly, will pay off tremendously. A comprehensive on-boarding program creates an immediate positive impression on the new employee, demonstrates your commitment to the new employee and helps build his/her potential to become a highly productive contributor to your unit as soon as possible. Your objectives during this important period should include the following:

- **Clearly define your expectations as the new supervisor.** This is your opportunity to ensure your new employee understands how you will be evaluating him/her in the position.
- **Understand position responsibilities.** The first few months will be a transition for both you and your new employee. Be sure to take the time to teach (or have someone teach) your new hire the essential functions and core duties and responsibilities of the position during this period.
- **Establish relationships with co-workers.** Take the time to introduce your new employee to those who he/she will be working with on a regular basis.
- **Consider cross-training so that your new employee can gain a feeling of belonging.** Take steps to ensure your new employee feels like part of the team and knows that he/she can come to you (or a designated member of your team) if there are any questions.

You should also consider investing your new hire's time in other training and other educational opportunities which are offered outside of your department as a means to better acclimate him/her to the University of Hartford. **EmPOWER** – **E**mployee **P**rofessional **O**pportunities, **W**orkshops and **E**ducational **R**esources – a cross-departmental initiative designed to bring a thoughtful professional development and computer training program to the staff and faculty of the University of Hartford community – provides a single point of contact for professional development opportunities available to University employees, safeguards the standardization of class content, and ensures regularly scheduled Banner and other computer system training. Many of these classes are free of charge. Visit www.hartford.edu/empower for information about training opportunities. Course listings change frequently, so please check back often.

By preparing the on-boarding and training schedule ahead of time, you not only make a great first impression with the new employee, you will also make the training period easier on everyone involved. Rest assured, this will be time well spent!

90-day Orientation Period

All new staff employees are placed on orientation status for the first 90 days of employment. Orientation status is defined as an employment relationship between the University and the employee which is provisional pending demonstration and evidence satisfactory to the University that the employee successfully meets the requirements of the job and that his/her performance merits regular employment status. However, successful completion of orientation status does not indicate contractual status. The University of Hartford retains all rights traditionally associated with the doctrine of employment at will so long as the exercise of these rights does not conflict with any law.

University policy mandates that a 90-day performance appraisal, called Dialogue for Direction, be completed prior to the conclusion of the first 90 days of employment. This is an essential process, as it gives both the new employee and the supervisor an opportunity to formally discuss the key responsibilities as well as the expectations of the position. The initial orientation period may be extended, upon the supervisor's recommendation, for legitimate business reasons. A request for an extension of orientation status requires the approval of the Executive Director of HRD or designee, and can be for a minimum of one month to a maximum of three months in duration.

The Dialogue for Direction form (which can be downloaded from www.hartford.edu/hrd/forms - please be sure to complete the form labeled "90-day Review for New Employees, Transfers or Promotions") once completed and signed, must be returned to HRD to be retained in the employee's official personnel file.

Pre-interview Guide

Applicant: _____

Interviewer: _____

Position: _____

Date: _____

Review of Resume

List items of interest from the resume and why they are of interest.

Open the Interview and Establish Rapport

- Warm, friendly greeting.
- Names are important - yours and the candidate's. Pronounce the first and last name correctly. Ask if you are unsure.

Topics to be Covered in the Interview

- Education: Review the candidate's education.
- Work History: Review the candidate's work history.
- Job Preview: Explain the duties, responsibilities and expectations of the job.
- Miscellaneous: Ask any other questions of relevance to the position being filled.

Rate Yourself

- Preparation: Did I review the resume prior to the interview?
Did I list and review my questions?
Did my planning prevent interruptions?
Did I clearly state my interviewing goals?
- Discussion: Did I listen more than talk?
Did I take notes without causing discomfort to the candidate?
Did I avoid interrupting the candidate?
Did I read and make note of the candidate's verbal and non-verbal communication cues?
Did I send appropriate non-verbal messages, including eye contact?
- Close: Did I describe the job in detail?
Did I discuss career potential realistically?
Did I ask for more questions?
Did I thank the candidate and end the interview on a positive note?
- Summary: Did I immediately take 10-15 minutes to summarize the interview?
Did I immediately rate my impression of the candidate?

Pre-Employment Questions - Appropriate vs. Inappropriate to Ask

As a hiring manager, you have a legal responsibility to that ensure the questions you ask candidates are only job-related and nondiscriminatory in nature. In order to avoid inquiries that are, or may be perceived as, discriminatory, please review the following list of appropriate and not appropriate questions to ask.

	Appropriate to Ask	Not Appropriate to Ask
Name	Applicant's first, middle and last name	If a woman is a Miss, Mrs. or Ms., or for maiden name
Address	Applicant's address and telephone number, or alternate address and telephone number	<ul style="list-style-type: none"> Any specific probes into foreign addresses which would indicate national origin Length of time at present address
Age	Requiring acceptable documentation as specified by law to establish identity and authorization to work in the United States after hiring	<ul style="list-style-type: none"> Requiring birth certificate or other proof of age before hiring Age or age group prior to employment
Marital Status	None	Any inquiry into marital status
Dependents	None	<ul style="list-style-type: none"> Any inquiry into spouse's name Any inquiry into number or ages of applicant's children or dependents
Birthplace or national origin	None	<ul style="list-style-type: none"> Birthplace of applicant, applicant's parents, grandparents or spouse Any other inquiry into national origin
Race or color	None. Inquiry for affirmative action plan statistics after hiring	Any inquiry that would indicate race or color
Gender	None. Inquiry for affirmative action plan statistics after hiring	Any inquiry that would indicate gender
Religion	None	<ul style="list-style-type: none"> Any inquiry into applicant's religious denomination, church or religious observations Recommendations or references from religious affiliations
Disability	Ability to perform the essential functions of the job, with or without reasonable accommodation	Any inquiry into the nature and/or severity of the applicant's disability

	Appropriate to Ask	Not Appropriate to Ask
Citizenship	“If hired, can you show proof of authorization to work in the United States?”	<ul style="list-style-type: none"> • Proof of citizenship • Date of citizenship • Whether applicant, applicant’s parents or applicant’s spouse is native-born or naturalized
Photographs	None. May be required for identification purposes after hiring	<ul style="list-style-type: none"> • Any request for photograph before hiring • Do not take pictures of applicant during the interview
Education	Questions concerning academic, professional or vocational schools attended	Questions specifically regarding nationality, racial or religious affiliation of any school attended
Language	Inquiry into language skills, such as reading, writing and/or speaking of foreign languages if job-related	Inquiry into the applicant’s mother tongue or how any foreign language ability was acquired
Relatives	Name and address of a person to be notified in case of an emergency after hiring	Any inquiry into names, addresses, ages, etc. of spouse, children or any relatives
Organization Membership	Organizational or professional memberships and/or offices held (if any) so long as affiliation is not used to discriminate on the basis of any protected class under applicable law	Listing of all clubs applicant belongs to or has belonged to
Military Service	<ul style="list-style-type: none"> • Service in the U.S. Armed Forces, including branch and rank attained as part of work experience history • Any job-related experience • Military discharge certification after hiring 	<ul style="list-style-type: none"> • Military service records • Military service for any country other than U.S. • Type of discharge • Membership in Reserves • Intent to join military
Criminal Record	Inquiry into convictions (except for traffic violations) if job-related	Any inquiry into arrests, criminal charges or convictions that were erased
Work Schedule	Willingness and/or ability to work the required work schedule	Willingness and/or ability to work on any particular religious holiday or observance
References	Applicant may be asked for professional and/or personal references	References specifically from any person which might reflect race, color, religion, gender, national origin or ancestry
Other qualifications	Any question that has direct correlation to the job	Any non-job related inquiry that may present information permitting unlawful discrimination

Sample Interview Questions

Decision Making and Problem Solving

- Give me an example of a time when you had to be quick in reaching a decision. How did you handle it?
- What would you do if your supervisor made a decision which you strongly disagreed with?
- Describe an instance when you had to think on your feet to diffuse a difficult situation.
- Give me an example of a time when you had to refrain from speaking or making a decision because you did not have enough information.

Leadership

- What is the toughest group that you have had to get cooperation from? How did you handle it? What was the outcome?
- Give me an example of a situation when you had difficulty getting others to accept your ideas. What was your approach? Did it work?

Motivation

- Give me an example of a time when you went above and beyond in a prior job.
- Describe a situation when you were able to have a positive influence on the actions of others.
- What do you plan to be doing five years from now? Ten years?
- Describe how your last/previous job prepares you for this job.
- How does this job relate to your future goals/plans?
- If hired, how long do you think it would take you to be up and running?
- Tell me how you learn best at a new task or new job.

Communication

- Tell me about a situation when you had to be assertive and speak up in order to get a point across that was important to you.
- Have you ever had to “sell” an idea to your co-workers or group? How did you do it? What was the outcome?
- What interpersonal qualities or personal experiences make you the best person for this job?

Interpersonal Skills

- What have you done in the past to contribute toward a teamwork environment?
- How do you capitalize on your strengths?
- How do you compensate for any areas that you feel you can improve upon?
- Describe the type of work you feel most comfortable doing.
- Describe an environment in which you most enjoy working.
- Describe a boss who would get the very best work from you.

Planning and Organization

- How do you decide what gets top priority when scheduling your time?
- What do you do when your schedule is suddenly interrupted? Give an example.

Others

- Describe two or three major trends in your profession today.
- Give me an example of a goal which you set in the past and tell me about your success in reaching it.
- Which of your past accomplishments give you the most pride?
- Discuss the committees on which you have served and the impact of these committees on the organization where you worked.
- Why did you choose this profession/field?
- Describe an aspect of your schooling or previous job which you found most/least satisfying.
- What do you expect from a company that hires you?
- Why do you want to leave your current job?
- If I called your last supervisor, what would he/she tell me about your work?
- If you could have changed one thing about your last job/company, what would that have been?
- How much notice would you have to give your present employer?

Questions You May be Asked

The interview process involves two-way communication. Encourage the applicant to ask questions. The questions an applicant asks can define and/or measure interest and compatibility within your department and at the University of Hartford.

A prepared applicant may ask any (or all) of the following questions:

- Why is this position vacant?
- How large is the department, and to whom would I report?
- What are some of the main responsibilities of this position?
- Is the salary negotiable?
- What are your immediate goals for the person who fills this position?
- What do you expect me to accomplish in the first 60 to 90 days?
- What are your long-term objectives for this position?
- How closely would I be supervised?
- Can you describe your management style?
- What equipment would I use? Would I be trained if it were unfamiliar to me?
- What is a typical day like in this position?
- How are people promoted out of this job? Where do they typically go?
- What is the most important skill needed to do this job well?
- What do you value most in an employee?
- What are the common attributes of your top performers?
- How are employees rewarded in the department and at the University?
- How do you characterize the University's culture?
- What are you looking for in a successful candidate?
- Do you have a targeted start date?
- Do you expect to have second interviews?
- When will I hear from you again?

Be honest! It is important to give a realistic preview of the job in order to find the right person for it.

SELECT, DON'T SETTLE!

Eight Reasons Why Hiring the Wrong Person Will Rob You of Time and Money

You've invested quite a bit of time, energy and money to find the best candidate for your position. Consider how much time and effort you waste if you "settle" instead of "select" the right person.

Hiring Process

1. **Resumes.** You received 50-75 resumes for a single opening. You may be the only one with the technical expertise in your field to distinguish the promising candidates from the group. So you, the supervisor, must read and digest a blizzard of information about all of the candidates in order to choose the best candidates to interview.
2. **Interviews.** You scheduled between three to six (or more!) interviews for your open position. These interviews are supposed to last 30-45 minutes, yet always seem to take well over an hour, not to mention the time it takes to prepare for the interview. Meanwhile, your work piles up, phone calls go directly into your voicemail, the e-mail messages accumulate and your staff is denied your guidance and attention.

Introduction and Training Costs

3. **Paperwork.** Hiring a new employee means that many forms have to be filled out – whether by the immediate supervisor or others across the organization.
4. **Introductions.** The new employee has to meet his or her co-workers, and in a University the size of ours, this alone can take days or even weeks!
5. **Training.** This is where the most time is – and should be – invested. You and your staff will spend entire days (or weeks) training the new employee and correcting inevitable rookie mistakes. During this initial period, remember that the trainee may not be doing truly productive work right away, and neither will the trainers. Productivity will most likely decrease during this training window.

Legal Ramifications

6. **Termination.** The decision to terminate an employee must be reviewed at several levels within the organization. When the discharge is carried out, the workplace will be buzzing for a while and productivity may suffer during this time.
7. **Lawsuit?** While the University is an at-will employer and has the right to terminate an employee at any time and for any reason, with or without notice, the employee may claim that there was discriminatory intent or that the dismissal was unlawful for some reason. Time and money would have to be spent on defense, even if the allegations are groundless.

Conclusion

Use your valuable time wisely. You increase your opportunity for a successful hire if you invest the time appropriately during the hiring process!

Remember...SELECT, don't settle!

Congratulations on Your New Hire!!!

The training – or on-boarding – you provide for your newly-hired employee is one of the most critical factors in determining how this employee will perceive you, your department and the University of Hartford as a whole. A comprehensive departmental orientation and training program can create an immediate positive impression on the new employee as well as provide the foundation necessary for your new hire to quickly become a productive contributor within your department.

Provide a welcoming environment to your new employee by clearly explaining the following factors:

- Various aspects of department life
- Your expectations as a supervisor
- Introductions to internal and external constituencies
- Pay practices
- Emergency procedures

Your new employee will be provided with a Department Orientation Form during his/her benefits orientation in HRD. This form identifies the overarching items listed above as well as several other important department-specific introductory topics. Please be sure to review each one of these items in detail with your new employee. You should try to complete these discussions within the first week of your new employee's arrival. Signing and returning the form to HRD signifies that these important discussions have taken place.

Some pre-arrival, in-house preparations that you can do to assist your new employee in his/her transition into a new job include the following:

1. Once the new hire's ePAF has been approved, it creates the employee's HR record in BANNER. This step will trigger an electronic workflow which will automatically generate an email account for the new employee. HRD will receive an email notification that the employee's email address has been created and will forward the necessary information to the department designee's email so that the workflow system may be accessed for appropriate next steps.
2. The department designee may then access the workflow system to request necessary employee accesses including, but not limited to, a telephone number assignment, BANNER, Argos and/or XTENDER. This workflow process will allow you to electronically request these access be set up before your new hire arrives on his/her first day. Please understand that the first time you access the workflow system, you will have to enter a login and password. Contact the Office of Technology Services at helpdesk@hartford.edu for these credentials.
3. Contact Facilities at facilities@hartford.edu to request keys if necessary. If electronic ID swipe-card access is necessary, download the Room Access Request Form for Interior Electronic Locks form from the University Forms and Policies Page at <http://ned.hartford.edu/forms/Forms.html>. Complete this form and send it to Facilities for timely processing.
4. Make sure the new employee's work space is set up with all of the equipment and/or basic office supplies needed to perform the job.
5. Establish a 2-4 week training schedule to assist the new employee in acclimating to the position.

Name: _____

Department: _____ Start Date: _____

PLEASE CHECK BOX TO INDICATE COMPLETION

DEPARTMENT LIFE –WAS THIS FORM UPDATED??????????????

- Introduction to Co-workers
- Department Work Hours
- Break and Lunch Arrangements
- Overtime Policies
- Absence Notification Procedures
- Time Reporting
- Department Policies & Procedures
- Department Dress Code
- Telephone and Email Policies & Procedures
- Building and Office Access
- Parking
- Campus Tour

SUPERVISORY EXPECTATIONS

- University Mission & Strategic Goals
- Organizational Structure of Department
- Departmental Direction and Function within the University
- Explanation of Duties and Responsibilities
- Supervisor's Expectations of Employee
- Employee's Expectation of Position
- Professional Development, including Internal and EmPOWER Training Opportunities

EMERGENCY PROCEDURES

- Safety and Work Rules
- Special Safety Equipment (if any)
- Work Injury/Illness Accident Reporting and Treatment Procedures
- Emergency Exits
- Medical and Fire Procedures
- Text Alert System

UNIVERSITY POLICIES

- Orientation Period
- Performance Review Schedule (90-day, annual and upon request)
- General Work Expectations
- Civility
- Values Statement
- Diversity
- Sexual Harassment Prevention Policy
- Conflict of Interest Policy
- Smoke Free Campus
- Alcohol & Drug Free Workplace
- Whistleblower Policy
- Job Posting
- Flexible Work Schedule
- Discipline Process
- Grievance Procedure

Employee Signature _____ Date _____

Supervisor's Signature _____ Date _____

