



STAFF EMPLOYMENT MANUAL

Title: 3.0 Employment Practices

Chapter: 3.04 Hiring Process

Issuance Status and Effective Date: July 2011

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.

No offers for regular employment may be made either verbally or in writing except by HRD. Under a narrow set of circumstances and in consultation with HRD, the President or a University Officer may make an offer of employment.

1. Requisitioning a Vacant Position

- a. An updated job description for a vacant position is prepared by the hiring manager in conjunction with HRD. This description will be used for salary grade verification, job posting, recruitment and interviewing purposes.
- b. The formal recruitment process for any regular full-time or regular part-time staff position is initiated by the department by completing a Staff Personnel Requisition Form, available at www.hartford.edu/hrd/forms. This form must be forwarded to the appropriate Officer for approval.

2. Recruitment

HRD is responsible for the recruitment and applicable testing of candidates for regular full-time and regular part-time staff positions. This includes:

- a. job posting per **3.02, Promotions and Transfers**;
- b. listing positions with community and state agencies according to Affirmative Action endeavors and community relations objectives; and
- c. advertising openings in the newspaper classified section (in conjunction with the Office of Communications).

It is possible, under a narrow set of circumstances, that a waiver of search will be permitted. This shall only be done in accordance with a set standards and advance approval of the supervisor, the Executive Director of HRD or designee and the appropriate Officer.

3. Interviewing

HRD works in conjunction with the hiring manager to coordinate interviews and simultaneously screen candidates with regard to position salary and benefits. In addition, HRD provides the following assistance relative to the interview process:

- a. developing and maintaining standards of employment, interviewing and selection, issuing pertinent guidelines and training supervisors in effective employment practices;
- b. educating supervisors on nondiscriminatory interviewing procedures (See also **3.03, Compliance with Laws and Regulations**);

- c. educating supervisors regarding the proper application procedures for candidates, including the collection and retention of applications for all candidates;
- d. ensuring EEO/AA and University policy compliance, including the collection of applicant data necessary for such compliance and related reporting; and
- e. checking and documenting applicant references as well as verifying education and former employment.

4. Searches

Searches may be conducted in one of three ways: one-on-one with the hiring manager, a panel consisting of appropriate constituents or a search committee. Regardless of the type of search, all candidates should come to HRD before the interview to complete an official Application for Employment, including an applicant data form, which ensures compliance with the University's Affirmative Action Plan. HRD is available to review the appropriateness of interview questions regardless of the type of search. The criteria for selection of interview questions should conform to the job description requirements for the position.

Based on EEO requirements, employers must retain documentation supporting all of their hiring decisions. Therefore, at the closing stage of a job search, the hiring manager must submit a completed Staff Search Summary Log to HRD. This log and all applications will be retained in HRD as long as deemed legally necessary.

Hiring Manager

Resumes are collected by HRD. Resumes of candidates meeting the minimum educational requirements of the position will be forwarded to the hiring manager for review. Once the hiring manager has selected his/her top candidates, HRD will coordinate the formal interview itinerary and schedule up to six interviews per open position. If the hiring manager receives resumes directly, copies should be sent to HRD for the job search file. If more than six interviews are requested by the hiring manager, he/she will be responsible for coordination of these interviews.

Panel

A panel of appropriate interviewers may be used for recruitment to positions with a high degree of interaction with others across department lines. After the interview process, panel members advise the hiring manager regarding the candidates' qualifications and ability for the position. The final decision to hire rests with the hiring manager.

Search Committee

Some higher-level positions might be recruited for by means of a search committee. It is a department's choice to utilize a committee, and the following guidelines must be observed:

- a. The search committee should consist of a representative cross-section of the University community and include appropriate administrative support. If it is desirable to include a student, the student should be an elected representative of the student body, i.e., the Student Government Association President. The search committee should not inadvertently or willfully be limited to any one gender or race.
- b. The search committee should be assisted by HRD for advertising, initial screening of resumes and/or applicants and written reference checking.
- c. Interviews must be summarized in writing. Notes should be kept on all committee meetings and/or key committee decisions and rationales. The search committee chair is responsible for submitting these documents and files immediately to HRD upon completion of the search.

5. Employment of Relatives

The University of Hartford strongly discourages any family member from being in a supervisory position over another family member. For this policy, a family member is defined as a spouse or same-sex partner, child, stepchild, brother, sister, stepbrother, stepsister, brother-in-law, sister-in-law, parent, stepparent, parent-in-law, parent of a same-sex partner, aunt, uncle, niece, nephew, grandchild or grandparent.

The management of the University believes that such a situation can create tension and poor morale among employees and can be detrimental to the University. It is, however, sometimes advantageous to the University to have family members employed in the same department or unit. When such a situation exists, or when a hiring decision is recommended that involves hiring more than one member of a family, or hiring a family member of a current employee, the following policy must be followed:

The department or unit recommending the hiring of a family member in the situations noted above must submit to the appropriate Officer (i.e., President, Vice President, Provost or General Counsel) a plan for approval that specifies to whom the employee will report (other than the family member) for all decisions regarding conditions of employment including, but not limited to, hiring, promoting, transferring, scheduling, requesting time off, granting pay increases, disciplining and terminating.

6. Pre-Employment Testing

HRD is authorized to coordinate pre-employment testing as appropriate (See also **3.04-4, Physical Examinations**). Testing will be completed in compliance with EEO guidelines.

7. Offers of Employment

HRD retains the authority to make all offers of employment, salary quotations, arrangements for hire, promotion or transfer to any person in a regular full-time or regular part-time staff position.

- a. No written or oral agreements or expressions of intent which guarantee an employee an unqualified period of employment shall be made.
- b. All offers must be consistent with EEO objectives, budgetary position control procedures, and compensation and benefit policies. HRD will not process salaries or changes thereto that do not conform to these standards.
- c. To avoid inference of employment tenure, written offers of employment stating an annual salary will convey that, although given in annual terms, there is no guarantee of employment and a salary quotation only represents the amount that ordinarily will accrue to the person when a full year is worked, inclusive of vacations and other paid time off from the established work schedule.
- d. Employment at the University of Hartford is contingent upon the satisfactory completion of an appropriate background check based on the legitimate, job-related qualifications and specific responsibilities of the position.

8. Temporary Employment

Individual departments are responsible for hiring their own temporary employees. HRD will monitor the proposed rates of pay and the appropriateness of classifying the position as temporary. Temporary employees will be given equal consideration with external applicants for regular full-time or regular part-time positions. (See also **3.06-1, Temporary Employment**).

Student employment is handled by Office of Career Services in conjunction with the Office of Student Financial Assistance. (See also **3.05, Employment Classification**).

9. Physical Examinations

Department supervision is responsible for the analysis of positions for physical requirements with assistance from HRD and, as applicable, through the General Counsel in compliance with the ADA. The University may require a physical examination of an employee or any applicant for employment in order to determine fitness for the duties of a position. HRD is responsible for documenting physical job demands, furnishing job descriptions to the physician and coordinating physical examinations. Physical examinations will only be conducted if they are relevant to the position and consistently applied to similarly situated positions. Results of the physical examination will be analyzed and interpreted by a qualified medical professional.

10. New Employee Processing

- a. The hiring department is responsible for generating the Personnel Action Form (PAF) immediately following acceptance of the offer to ensure proper timing of the first paycheck.
- b. A new employee file is created by HRD. HRD maintains all official personnel files, which contain pertinent employment documentation. HRD will meet with all regular full-time and regular part-time employees to ensure the following:
 - All new employees complete and sign, under oath, an Employment Eligibility Verification (Form I-9), presenting acceptable original documentation to establish their identity and eligibility for employment in the United States within three days of employment, as mandated by law. Failure to do so will result in immediate termination, as mandated by law.
 - All appropriate W-4 forms are completed and are processed and maintained by Payroll.
 - Newly-hired employees are enrolled in the University's flexible benefits program upon election and/or completion of eligibility requirements.
 - University identification (ID) cards are issued to new employees. The ID is required to be carried and shown upon request to anyone whose responsibilities at the University require identification to others. Replacements of photo ID cards require a nominal fee. The ID Office is located on the lower level of the Gengras Student Union.

11. New Staff Orientation

The University places great importance on new staff orientation because of its employee relations benefit and its impact on the development of individual productivity. Orientation begins with the applicant's pre-employment interviews and initial contacts with the University.

HRD provides a formal benefits orientation to all new hires. This orientation includes, but is not limited to, the following:

- a. New hire paperwork;
- b. General information regarding University guidelines;
- c. Flexible Benefit Program(s);
- d. Parking and University ID procedures; and
- e. Other applicable University conveniences and/or services available.

The supervisor is also responsible for providing new staff with orientation information which includes, but is not limited to, the following:

- a. social introductions;
- b. organizational structure;
- c. objectives of the department and the University;
- d. the University's work ethic and expectations;
- e. supervisory expectations;
- f. general conduct guidelines such as work hours, absences, recordkeeping, daily procedures;
- g. key policies, computer access and email (if applicable);
- h. orientation status;
- i. performance appraisals, progressive discipline, grievances;
- j. health and safety practices, including emergency procedures;
- k. campus geography, building layouts, etc.;
- l. personal accommodations;
- m. communications, staff development and employee recognition programs; and
- n. where applicable, union contract.

12. Staff Employment Manual

All staff are issued a **Staff Employment Manual** and are required to sign an acknowledgement form upon receipt of the manual. This acknowledgement form will be maintained in the employee's official personnel file. A current **Staff Employment Manual** is available on reference in the Mortensen Library as well as on HRD's website at www.hartford.edu/hrd.

13. Adjusted Service Date

Adjusted service is an adjustment for breaks in service of less than one year, and for part-time service completed prior to a full-time appointment, which is credited at one-half time. This date is defined as the date upon which vacation and other applicable benefits are based for regular full-time staff. It represents accumulated full-time active service, and is calculated as opposed to an actual date. HRD will calculate and communicate the adjusted service date for eligible new hires or transfers when necessary.