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. With these changes, organizational structures, responsibilities and positions also change. Each time you experience turnover in your department, it presents an opportunity for you to re-evaluate your 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?
- Are there any creative alternatives I could consider to restructure my unit so that the essential duties and responsibilities of my vacant position can be absorbed by existing staff (or student workers) in the unit?
- Can I redesign the essential duties and responsibilities of my vacant position by incorporating the use of technological solutions to ensure greater efficiency?
- Can the vacant position’s work schedule be reduced (i.e., 12-month to 10-month or 40 hours per week to 35 hours per week)?
- What would be the downside of phasing the duties and responsibilities of my vacant position out?

Once you’ve answered these questions and you have determined that your vacant position must be filled, it’s time to begin the position requisition process. A Staff Personnel Requisition Form must be completed to initiate the hiring process. The Requisition Form is available online at www.hartford.edu/hrd/forms. This form must be authorized by the appropriate University Officer as well as the Budget Office. Once HRD receives your approved Requisition Form, you will receive a confirmation email from your designated HR Specialist indicating the search can begin, the earliest date that the position can be filled and the approved budgeted salary for the available position.

Job Description

If it is determined that the 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 should present an overall picture of the job. It is critical that you review the current job description to determine what, if any, duties and responsibilities have changed in the position that is going to be filled. Please note, however, that changes to the job description do not automatically translate to a change in salary grade.

Posting

HRD updates the University’s Job Posting weekly. If the approval to fill your vacant position is received in HRD by Friday morning of any given week, the position will be posted that Friday afternoon.

All regular full-time and regular part-time staff positions are posted on the University’s website at www.hartford.edu/jobs. External recruitment advertising will not begin until at least five days following the date the position is posted, except when placing an ad earlier will not prejudice present employees’ opportunity for consideration for the vacancy.
Advertising

It is the policy of the University of Hartford to recruit from both within and outside its workforce in an effort to obtain 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.

As a supervisor, you are responsible for helping the University fulfill 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. Our goal is to employ and retain a diverse workforce of the best qualified individuals. These efforts are designed to further the University’s objective to foster a qualified and diverse workforce.

All advertising should be coordinated through HRD. Each position that is approved to fill is provided with one standard referral ad at no 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, an additional referral ad or an ad placed on www.careerbuilder.com, your HR Manager will work with you. Please note that your department will be responsible for the cost of this advertisement. You will be required to provide account numbers prior to additional ads being placed.

Resumes

Resumes are typically collected by HRD. Upon receipt of a resume, HRD will send each candidate a confirmation of receipt. Resumes of candidates meeting the minimum educational requirements of the vacant position will be forwarded to the Hiring Manager for review.

Internal candidates are strongly encouraged to apply for opportunities within the University and are assured privacy when their resume is forwarded to the Hiring Manager.

Note: Hiring Managers are not authorized to interview candidates who do not meet the minimum requirements of the position.

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

Interview Process

Once the Hiring Manager has selected his/her top candidates, HRD will coordinate the formal interview itinerary and will schedule up to six interviews per open position. Your designated HR Specialist will contact the candidates for general pre-screening and provide them with an overview of benefit and salary information at this time.

All candidates should come to HRD before the interview, where they must complete an official Application for Employment. The application and associated employment forms must be completed by all candidates to ensure compliance with the University's Affirmative Action Plan.
Preparing for the Interview

Being thoroughly prepared for an interview will help facilitate the hiring process. Prior to the interview, you should:

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

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

Please refer to page 12 for a Pre-interview Guide to assist you in preparing for your interviews.

Interview Questions

Hiring Managers must 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 7-8 regarding Appropriate vs. Inappropriate Interview Questions, page 8 regarding Sample Interview Questions and page 9 regarding Questions You May be Asked.

Helpful Hints on Interviewing

Interviewing is an art, not a science. Take time to ensure 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.** 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 is a good idea to take 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 answered. Candidates who stray off the subject should be reined 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 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 11 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, degree and former employment verification as well as reference and background checking must be completed. Contact your designated HR Specialist for assistance at this point. HRD will verify that the candidate has completed and signed the Application for Employment form as well as associated employment forms prior to beginning the reference and background checking process.

At the time of application, candidates are asked to provide references which should include former supervisors, co-workers and/or colleagues who have first-hand knowledge of their abilities in relation to the position. HRD has a pre-determined list of questions to use for this purpose, which assures that the results of this process are consistently applied to all candidates. HRD keeps written documentation of every reference call made. This information becomes pertinent documentation for the job search file and must be retained for several years.

Reference checking may be completed by the Hiring Manager. However, to ensure compliance with the University's hiring guidelines and record retention policies, please contact HRD for assistance prior to beginning this process.

The University requires a minimum of two positive professional references in order for an offer of employment to be made. Employment at the University of Hartford is also 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.

Staff Search Summary Log

Based on federal Equal Employment Opportunity requirements, employers must retain documentation supporting all of their hiring decisions. Therefore, HRD requires that you document your interviews in a manner that will provide you with specific details about each candidate by completing a Staff Search Summary Log. At the closing stages of your job search process, you must submit this completed log to HRD for retention in the appropriate files.

Please refer to pages 13-14 regarding a sample Staff Search Summary Log.

Making the Offer

University policy stipulates that all job offers for regular 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. However, under a narrow set of circumstances and in consultation with HRD, the President or a University Officer may make an offer of employment.
When a position becomes vacant, it is a good time to review internal equity within your department. If there are similar positions within your department, it is good practice to make sure that the salary for the new hire is in line with similar positions and make any equity adjustments deemed necessary and/or appropriate.

A proposed salary offer can not 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 the offer can be made.

After 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. You should initiate a PAF immediately after HRD has informed you that the candidate has accepted the position. The PAF should be completed in full, including the identification of the individual (by name and University ID #) who will be directly responsible for the supervision of the new employee. 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 15 for a sample Congratulations on Your New Hire form.

**New Hire Benefits Orientation**

Typically, HRD conducts its benefits orientation on the new employee's first day of employment. This new hire benefits orientation introduces the employee to the University and its Flexible Benefits Program (which includes, but is not limited to, medical, dental, disability and life insurance, tuition remission and TIAA-CREF) and the new hire is provided a detailed packet of information about the University and its benefits. This meeting can take approximately 1½ hours to complete. The new employee will also complete all of the required paperwork, including the Form I-9, Employment Eligibility Verification (which establishes identity and authorization to work in the United States), state and federal tax forms 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.

**Note:** It is the Hiring Manager’s responsibility to ensure that the new employee obtains a parking permit.

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 the 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, emergency procedures and pay practices.

Please refer to page 16 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 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 previously invested for the successful hiring of your new employee should now be transitioned into effective on-boarding, training and orientation. On-boarding and training take significant planning and preparation, but if done correctly, will pay off tremendously. A comprehensive on-boarding and training 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 early in this period. Your goal should be to provide the new employee with the opportunity to contribute to the department’s productivity as soon as possible.
- **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 to 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 or your team) if there are any questions.

You are also strongly urged to consider training opportunities for your new employee which are offered outside of your department as a means to better acclimate him/her to the University of Hartford. *EmPOWER — Employee Professional Opportunities, Workshops and Educational Resources* — a cross-departmental initiative designed to bring a thoughtful professional development and computer training program to the staff and managerial faculty members of the University of Hartford community — provides a single point of contact for all professional development training opportunities available to University employees, safeguards the standardization of class content, and ensures regularly scheduled Banner and other computer system training. Visit [www.hartford.edu/empower](http://www.hartford.edu/empower) for information about training opportunities or to sign up for a class. As course listings change frequently, 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 employees are on orientation status for the first 90 days of employment. Orientation status occurs for an established period of time and 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 responsibilities as well as the expectations of the position. The initial orientation period may be extended upon the supervisor’s recommendation. Extensions of orientation status require 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-Employment Questions - Appropriate vs. Inappropriate to Ask

As a hiring manager, you have a legal responsibility to ensure the questions you ask candidates are 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.

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<th>Appropriate to Ask</th>
<th>Not Appropriate to Ask</th>
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<td>Name</td>
<td>Applicant's first, middle and last name</td>
<td>If a woman is a Miss, Mrs. or Ms., or for maiden name</td>
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<td>Address</td>
<td>Applicant's address and telephone number, or alternate</td>
<td>• Any specific probes into foreign addresses which would indicate national origin</td>
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<td>address and telephone number</td>
<td>• Length of time at present address</td>
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<td>Age</td>
<td>Requiring acceptable documentation as specified by law</td>
<td>• Requiring birth certificate or other proof of age <strong>before hiring</strong></td>
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<td></td>
<td>to establish identity and authorization to work in the</td>
<td>• Age or age group prior to employment</td>
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<td>United States <strong>after hiring</strong></td>
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<td>Marital Status</td>
<td>None</td>
<td>Any inquiry into marital status</td>
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<td>Dependents</td>
<td>None</td>
<td>• Any inquiry into spouse's name</td>
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<td></td>
<td></td>
<td>• Any inquiry into number or ages of applicant's children or dependents</td>
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<tr>
<td>Birthplace or national origin</td>
<td>None</td>
<td>• Birthplace of applicant, applicant's parents, grandparents or spouse</td>
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<td></td>
<td></td>
<td>• Any other inquiry into national origin</td>
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<td>Race or color</td>
<td>None. Inquiry for affirmative action plan statistics <strong>after hiring</strong></td>
<td>Any inquiry that would indicate race or color</td>
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<tr>
<td>Gender</td>
<td>None. Inquiry for affirmative action plan statistics <strong>after hiring</strong></td>
<td>Any inquiry that would indicate gender</td>
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<tr>
<td>Religion</td>
<td>None</td>
<td>• Any inquiry into applicant's religious denomination, church or religious observations</td>
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<td>• Recommendations or references from religious affiliations</td>
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<tr>
<td>Disability</td>
<td>Ability to perform the essential functions of the job,</td>
<td>Any inquiry into the nature and/or severity of the applicant's disability</td>
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<td>with or without reasonable accommodation</td>
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<td><strong>Appropriate to Ask</strong></td>
<td><strong>Not Appropriate to Ask</strong></td>
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<tr>
<td>Citizenship</td>
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| "If hired, can you show proof of authorization to work in the United States?" | • 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* | • 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       |                             |
| • 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* | • 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 reflection on 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.
- 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 extricate yourself from 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 the call of duty.
- 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 would learn your new job in the absence of a formal training program.

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 take advantage of your strengths?
- How do you compensate for any areas 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.
- Think about a co-worker from the present or past whom you admire. Why do you admire that person?

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.
- Describe two or three major trends in your profession today.

Others
- Give me an example of a goal which you set in the past and tell me about your success in reaching it.
- Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
- 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 his/her interest and compatibility within your department and at the University of Hartford.

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

A prepared applicant may ask any 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 opening?
- 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?
- 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?
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. Consider how much time and effort you waste if you "settle" instead of "select" the right person for your position.

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 at least 3 to 6 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 other work piles up, phone calls go directly into your voicemail, the e-mail messages accumulate and your staff is denied your guidance and attention.

3. **References.** No one you call for a reference is ever at his or her desk. Messages are not returned. You have to call 3 or 4 times and are put on hold several times before reaching the person you need.

Introduction and Training Costs

4. **Paperwork.** Hiring a new employee means that many forms have to be filled out — whether by the immediate supervisor or others across the organization.

5. **Introductions.** The new employee has to meet his or her co-workers, and in a University the size of ours, this alone can take several hours, if not days!

6. **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 any truly productive work, and neither will the trainers. Productivity will most likely decrease during this training window.

Legal Ramifications

7. **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.

8. **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 will 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!
Pre-interview Guide

Candidate: ___________________________   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: Other questions you may ask.

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?
  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?
## Staff Search Summary Log

**Position:** ____________________________  **Department:** ____________________________  
**Applicant Selected:** ____________________________  **Date of Interview:** ____________________________  
**Primary Interviewer:** ____________________________  **Extension:** ____________________________  
**Interviewer’s Signature:** ____________________________  **Date Completed:** ____________________________

<table>
<thead>
<tr>
<th>Name of Applicant(s) Not Selected</th>
<th>Date of Interview</th>
<th>Reason for Non-selection (see coding on reverse)</th>
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*This form must be completed and forwarded to HRD once the search has been completed.*
**Staff Search Summary Log**  
**Non-Selection Coding**

After a search is closed, it is necessary to record reasons for the non-selection of applicants. Please use the coding below to complete the Search Summary Log for only those individuals who were formally interviewed for the vacant position. This form must be submitted to HRD following the close of a search.

Reasons for Non-Selection of Candidate(s):

**Experience/Education Related**
- A-1 Did not possess required degree
- A-2 Did not have sufficient technical competence in the primary area
- A-3 Did not have the required years of experience for the position

**Candidate Withdrew**
- B-1 Withdrew from search pre-interview
- B-2 Withdrew from search post interview
- B-3 Offered position but declined
- B-4 Accepted another position externally
- B-5 Accepted another position at the University of Hartford
- B-6 Would not relocate

**Salary/Benefit Related**
- C-1 Required higher salary than could be offered
- C-2 Required more generous benefit package

**Candidate Availability**
- D-1 Not available for full-time employment by date required
- D-2 Failed to respond for requests for additional information
- D-3 Did not return calls following interview

**Other**
- E-1 Applicant acceptable but selected another applicant who has more and/or better work related experience
- E-2 See explanation attached
Congratulations on Your New Hire!!!

Let’s make sure that your new hire knows you are excited about his/her arrival by making the first week a smooth transition...

The training – or on-boarding – program 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 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 identifying the following factors:

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

Your new employee will be provided with a Department Orientation Form during his/her benefits orientation in HRD. This form identifies the items listed above as well as several other important introductory topics. Please be sure to review each one of these items in detail with your new employee. You should 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 in-house preparations that you can do to assist your new employee in his/her transition into a new job include the following:

1. Make sure that your department completes a Personnel Action Form (PAF) immediately to ensure that there is no delay in the new employee’s first paycheck. The PAF is available online at www.hartford.edu/hrd/forms.

2. Contact your ITS representative for required paperwork to establish an email account and/or to request BANNER access (if necessary and/or appropriate).

3. Contact Telecommunications (telecom@hartford.edu or 860.768.4736) to request documentation for a telephone account and/or voice mail activation.

4. Complete a work order to request any necessary keys.

5. Make sure the new employee’s work space is set up with all the basic office supplies needed to perform the job.

6. Establish a 2-4 week training schedule to assist the new employee in acclimating to the position.
Department Orientation

Name: ___________________________ Start Date: ___________________________
Department: ___________________________

DEPARTMENT LIFE

✓ Introduction to Co-workers
✓ Department Work Hours
✓ Break and Lunch Arrangements
✓ Overtime Policies
✓ Who to Contact if Absent
✓ Building Layout

✓ Parking
✓ Campus Tour
✓ Telephone Policies and PIN #
✓ Keys and/or Banner/Email Access
✓ Department Policies & Procedures
✓ Department Dress Code

SUPERVISORY EXPECTATIONS

✓ Explanation of Duties and Responsibilities (provide job description)
✓ Performance Review Schedule (90 day, annual and upon request)
✓ Employee's Expectations of Position

✓ Supervisor's Expectations of Employee
✓ Organizational Structure of Department
✓ Departmental Direction and Function within the University

EMERGENCY PROCEDURES

✓ Emergency Exits
✓ Medical and Fire Procedures
✓ Safety and Work Rules

✓ Special Safety Equipment (if any)

PAY PRACTICES

✓ Time Sheets or Absence Reports
✓ Pay Dates

✓ Procedure to Obtain Paycheck

UNIVERSITY POLICIES

✓ Orientation Period
✓ General Work Expectations
✓ Discipline Process
✓ Grievance Procedure
✓ Work Injury Procedures – Accident Report, Medical treatment of injuries
✓ Civility
✓ Flexible Work Schedule

✓ Diversity
✓ Job Posting
✓ Sexual Harassment Policy
✓ Conflict of Interest Policy
✓ Confidential Telephone Reporting Line
✓ Smoke Free Campus
✓ Alcohol & Drug Free Workplace
✓ Flexible Benefit Programs

Employee’s Signature ___________________________ Date ___________________________
Supervisor’s Signature ___________________________ Date ___________________________