UNIVERSITY OF HARTFORD

THE STAFF HIRING PROCESS

This guide has been prepared by the Office of Human Resources Development (HRD) in conjunction with the Office Inclusive Excellence, in an effort to assist supervisors in conducting a comprehensive hiring process.

Introduction

The University of Hartford's goal is to recruit and retain a qualified and diverse workforce representative of the student population we serve. The University maintains an Equal Employment Opportunity Policy 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, pregnancy, present or past history of mental disability, intellectual disability, learning disability, physical 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 our equal employment opportunity responsibilities. This is accomplished by making intentional and good faith efforts toward meeting this goal as well as ensuring a workplace that is free of discrimination and harassment.

The University of Hartford actively recruits from both within and outside its workforce in an effort to obtain the most diverse pool of qualified candidates for our open positions.

The salary range represents a uniform progression of pay, with each salary grade identifying a dollar minimum, midpoint and maximum. The midpoint of the salary range represents pay for a fully qualified and satisfactorily performing incumbent in a similar position within the market in which we compete to attract and retain our staff. You must have Officer and Budget approval to hire above the midpoint.

It is important to note that 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 provides an overall summary of the job.

Posting

All regular full-time and regular part-time positions are posted on the University's website at Employment Opportunities | University of Hartford. HRD utilizes an applicant tracking system (ATS) for these employment opportunities. All position postings include the University's diversity statement which is housed on the employment page of the University.

Positions are also automatically posted on the following diversity sites:

- Indeed.com
- HispanicsinHigherEd.com
- BlacksInHigherEd.com
- HigherEdJobs.com
- DiverseEducation.com
- CTHires.com

Upon request, HRD will also post positions on up to two discipline/industry-specific sites if required.

Resumes and Application Materials

Candidates for employment will complete and submit their application materials for consideration for a vacant position directly in the ATS 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. Hiring managers may not consider applicants who do not meet the minimum requirements of the position.

Hiring managers review all application materials submitted by logging into the ATS portal using their authorized credentials and picking "applicant reviewer" user group.

More information regarding the ATS portal can be found in the User Guide for PeopleAdmin, located on Human Resources Development Forms | University of Hartford.

In an effort to respect an applicant's privacy, the names and credentials of all applicants (internal and external) should be reviewed in confidence and shared only with 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 applicant credentials may create unnecessary issues. Informal reference checking is not appropriate.

Scheduling Interviews

Once the Hiring Manager has reviewed applicant materials and selected the pool of qualified candidates, the hiring manager will reach out to the candidates to set up interviews.

Interviews may be virtual or in person, but all candidates should be interviewed using the same method, if possible.

All candidates who are interviewed (by any method, including phone) should be marked as "interviewed" in the ATS portal.

Hiring managers should pre-screen candidates based on available budgeted salary before scheduling the interview. HRD will assist based on availability of resources.

There is no minimum nor maximum number of candidates that must be interviewed.

Reference and Background Checking

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. Once the Hiring Manager has narrowed the choice to the top one (or two) candidates, pre-employment background screening and verifications must be completed. **To initiate this process, the candidate will need to be moved to "Finalist" status in the ATS portal.**

This will trigger HRD to initiate the pre-employment background checks, prior degree verification, and employment verification.

The candidates' references are immediately emailed a pre-determined list of reference questions, which assures that the results of this process are consistently applied to all candidates. Reference feedback is gathered and stored electronically in the candidate's application for the hiring manager's review.

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 up to 10 days to complete based on the candidate's prior employment and residency.

Making the Offer

When a position becomes vacant, you are first 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, experience and salary grade ranges of your current staff members to ensure the candidate's offer is in line with the rest of the department. If appropriate, make internal equity adjustments if necessary and/or appropriate.

University policy stipulates that all formal 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 staff maintain a thorough knowledge of applicable employment laws and are the only authorized employees of the University to make job offers for 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.

Once the offer is accepted, the HR will alert the Hiring Manager of the official start date as well as the new hire's scheduled benefits orientation. Please refer to the Congratulations on Your New Hire section of this document for how to prepare for your new employee.

Closing a Search

Before the offer letter can be sent to your finalist, the search must be closed in the ATS portal by the hiring manager by properly coding each applicant for the position. You will either move candidates to "not-interviewed, not hired" or "interviewed, not hired" workflow status.

This step will initiate an automatic and appropriate notification regarding 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

HRD sends new employees a benefits orientation on the employee's first day. This orientation includes an overview of the University followed by a self-paced online benefits orientation. A one hour, in-person employment overview takes place weekly.

> New employees will receive automated reminders to complete their benefit elections, required training(s), and other new hire paperwork within the 30 days of hire.

On the first day of employment, 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 will obtain their University HawkID card.

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 invested in finding and hiring your new employee should now be transitioned into effective on-boarding and training. On-boarding and new hire training takes significant planning and preparation and, when done correctly, will pay off tremendously. A comprehensive on-boarding program creates an immediate positive impression and demonstrates your commitment to the new employee as well as 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 explain (or have someone explain) the essential functions and core duties and responsibilities of the position to your new hire 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 so that he/she feels valued and supported as soon as possible.
- **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 educational opportunities which are offered outside of your department as a means to better acclimate him/her to the University of Hartford.

EmPOWER – **Em**ployee **P**rofessional **O**pportunities, **W**orkshops and **E**ducational **R**esources – is a cross-departmental initiative offering professional development and computer training programs to University of Hartford staff and faculty – provides a single point of contact for training and development opportunities, safeguards the standardization of class content, and ensures regularly scheduled Banner and other computer system training. https://www.hartford.edu/about/offices-divisions/human-resources-development/employee-resources/empower.aspx for information about training opportunities. Course listings change frequently, so please check back often.

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.

Per University policy, new staff employees will receive a performance appraisal, called Dialogue for Direction, 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 ‘90-day Review for New Employees, Transfers or Promotions’ form can be downloaded from the HRD website. Once completed and signed, please return this form to HRD, which will be retained in the employee’s official personnel file.

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.

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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:

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

Your new employee will be provided with a Department Orientation Form during the benefits orientation conducted in HRD. This form identifies the overarching 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 try to complete these discussions within the first week of your new employee's arrival

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 your new employee is hired, an HR record in BANNER is created. HRD will then receive an email notification that the employee's email address and ID number have been created and will forward the necessary information to the hiring manager or departmental administrator.

2. The department designee may request necessary employee accesses including, but not limited to, a telephone number assignment, BANNER, Argos, and other University systems. Contact Information Technology Services at helpdesk@hartford.edu to make requests as needed.

3. Request swipe key access and/or physical keys for the new employee's building and office space: Building and Room Access Request Form - University of Hartford

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.