21 August 2017

Staff Hiring Process

Types of Positions:

- Graded staff positions – these are 'typical' staff positions.
- Term positions – these can be graded positions but they have a fixed end dates
- Research and Senior Research Associates – these positions are staff positions but fall outside the graded staff structure. Policies for these positions can be found online on the Mandel School Staff Resources page.

1. To create a new position:
    a. Determine the need – the position's necessity (vs. other ways of getting the work done).
    b. Draft a job description. The university has a number of job description templates online for standard positions types (department assistant, department administrator, research assistant, etc.). You can use these as a starting point. If you cannot find a template that aligns with the position, talk with Melissa.
        i. Include percentages for the different job functions – how much of their time will each function generally take?
    c. Send to Melissa to review. She'll then send it on to HR's compensation office to review, suggest changes, and grade the position. Once the job description has been finalized, the hiring manager will need to sign an affidavit certifying the job description is correct before it can be posted online.

2. To fill an existing position:
    a. Review job description and make any needed changes so that it accurately reflects the work, the work environment, etc.

3. **For all graded positions after step 1 or 2 above** (positions with salary grades; NOT Research and Senior Research Associates):
    a. Determine the budget. Check with your finance administrator to determine what's financially feasible for the position. Get budget approval.
    b. Send job description to Melissa in HR for review. She may return it for edits, clarification, etc.
    c. Once approved within MSASS (and budget confirmed), the job description will be sent to the university's compensation analyst. She will review the job description and give the position a salary grade. You may need to make additional changes to the job description. Once she approves the job description she will send you a CERTIFICATION MEMO that you will need to sign certifying that the job description is accurate.
    d. Now, a job requisition can be created in HCM. Experienced department administrators can create the requisitions themselves. For positions outside of Centers with experienced administrators, Melissa will create the position in HCM and send it through the approval cycle.
    e. Once posted, your position will be assigned an HR Recruiter from the University. This will be your contact point for questions/suggestions about advertising the position and

will be the person who will facilitate the evaluation and hiring process once you identify your top candidate.

4. **Hiring for Research and Senior Research Associate positions**:
    a. Determine the budget. Check with your finance administrator to determine what's financially feasible for the position. Get budget approval.
    b. Send job description to Melissa in HR for review. She may return it for edits, clarification, etc.
    c. Post the position on job boards, your social networks, etc. (positions will not be posted on the CWRU jobs website).

5. Evaluate candidates (for all positions):
    a. Determine your evaluation/interview team ahead of time.
    b. Develop your criteria for evaluation before you review resumes (use the job description as a basis).
    c. Use a spreadsheet or other method for ranking candidates based on evaluation criteria.
    d. If you know some of the candidates, this can make it harder to evaluate them without bias. You can remove the names from resumes and cover letters and number code them if that is a concern.

6. Interviewing (for all positions):
    a. Determine your interview process ahead of time (who, when, where)
    b. Schedule interviews:
        i. ALL internal candidates who meet the minimum job qualifications need an initial interview.
        ii. Interview format is decided upon by hiring manager and hiring team (how many rounds, how long, phone/virtual/in person, etc.)
    c. Develop interview questions.
        i. Try to develop behavioral interview questions that get at whether the candidate has the necessary skills and experience for the position, as well as their problem-solving skills, temperament and the work environments they thrive in.
        ii. For materials on behavioral interviewing, see: https://www.shrm.org/learningandcareer/learning/pages/shrm-educational-programs.aspx
        iii. Another good source: https://www.forbes.com/sites/markmurphy/2014/12/03/the-hidden-flaw-in-behavioral-interview-questions/2/#697e9bd33c3d
    d. Assess candidates based on the interview.
        i. CWRU HR has assessment materials here: https://case.edu/finadmin/humres/employment/supervisors.html
7. Offer:
    a. IF THE POSITION IS A GRADED POSITION:

i. Forward your top candidate suggestion to your HR recruiter. S/he will contact the candidate for references and will begin the background check. No one other than the recruiter is authorized to offer a position or a salary to a candidate.
ii. A salary offer will be recruiter and candidate. The final amount must be approved by the hiring manager before the recruiter finalizes the position.
iii. Discuss desired start date with recruiter.
iv. Once the offer has been accepted, the recruiter will send a formal letter of employment.

b. RESEARCH AND SENIOR RESEARCH ASSOCIATE POSITIONS:
   i. Forward your top candidate suggestion to the MSASS HR Administrator along with their CV.
   ii. The HR Administrator will suggest a salary range based on Mandel School hires with similar responsibilities and experience.
   iii. The Hiring Manager or the HR Administrator can discuss the offer with the candidate.
   iv. An appointment letter will be created from the Associate Dean of Finance and Administration formally offering the position. The letter will need to be signed by the candidate and returned to the HR Administrator for the position to be valid.

8. Orientation:
   a. All new staff need to attend the university staff orientation, usually the first Monday of work.

OTHER TYPES OF POSITIONS:

- Research faculty and academic faculty? Hires go through the Dean's office.
- Adjuncts? Hires go through Academic Affairs.
- Is the person an employee or an independent contractor?
  - The IRS has very specific guidelines delineating who is and isn't an independent contractor. Independent contractors typically control what and how they create their deliverables, they offer their services to the general public, etc. Independent contractors are NOT employees and are managed by the university procurement department. Speak to your department administrator if you think you would like to hire an independent contractor.
- Temporary positions – these are hired and managed by Kelly Services (see the Kelly Services hiring guide). They are often less than one year but sometimes can be longer. KELLY TEMPS ARE NOT UNIVERSITY EMPLOYEES.