Hiring Process

HR's 2024 Spring Training Series

April 17, 2024

Presented by

Human Resources
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Special guest presenter: Lee Ryder
Agenda

- Initiating the Hiring Process
- Recruitment and Advertising
- Search Committees
- Applicant Review
  - Interview
  - Selection of Finalist(s)
  - Approval to Hire
- Onboarding Process
- International considerations
- Resources
  - Trainings
Initiating the Hiring Process

- Hiring agent or Chair/Director determines type of position to fill
  - Existing position – no changes, straight post
  - Rewrite existing position – if SCS or Research position, making changes to position may be required to go through job evaluation
  - New position – if SCS or Research position, the position will need to go through job evaluation

- Request Position Authorization (PA) form:
  - From Office of University Budgets
    - Hiring Agent requests Staff PA form
    - Chair/Director requests Faculty PA form

- Hiring agent or Chair/Director completes PA form and routes for signature approvals (attach necessary forms, e.g., JCT, org chart, etc.)

Initiating the Hiring Process

Additional Immigration guidance:

Staff positions:
- Decide whether or not department will sponsor for H-1B work visa (factors: cost of sponsorship, business need for permanent worker, ability to sponsor, ability to pay "prevailing wage")
- Consult with HIE/university immigration counsel
- Not all positions meet "specialty occupation" for H-1B sponsorship
- JCT can be drafted with criteria to facilitate H-1B options where desired
- H-1B should be posted (not a "no post") not discriminatory to US workers
  (no additional advertising requirement, no prescribed timeframe)

Also, permanent research positions may be considered for permanent residency sponsorship

Faculty positions:
- WMU typically sponsors H-1B for faculty at department's cost, where eligible
- WMU also sponsors for permanent residency with support of Provost Office
Initiating the Hiring Process

- PA is approved with all required signatures and sent to the HR Service Center for processing. After processing, it is given to your HR Business Partner
- HR Business Partner contacts hiring agent or Chair/Director to identify posting and recruitment strategy
- HR drafts online posting and routes to hiring agent or Chair/Director for their review and approval
- Hiring agent or Chair/Director collaborates with the HR Business Partner to finalize the online posting:
  - for HR to post
  - for HR to make necessary changes

Recruitment and Advertising

- Institutional Equity sends Utilization Analysis (UA) Report to hiring agent or Chair/Director and VP to review underutilized positions, and may include Department Diversity Recommendation:
  - Diversify applicant pool
  - Recruit qualified applicants
  - Advertisements
- If a department requests a no-post, Institutional Equity must pre-approve the request. To initiate this process, the hiring agent must send an email request to Institutional Equity and include:
  - Rationale
  - Job Description (or JCT)
Recruitment and Advertising

HR will assist with:

- HR website
- Higher Education Recruitment Consortium (HERC)
- HR sends weekly external postings to minority agencies
- Most jobs are pulled automatically to Indeed, Simply Hired and Glassdoor (aggregator sites)

Department to consider:

- MLive Media Group
- LinkedIn
- Chronicle of Higher Education (required advertisement for all faculty postings)
- Other sites, publications, and professional listservs
- Institutional Equity’s website lists additional recruitment websites in the “Recruitment, Retention and Hiring” section

The department is responsible to cover the costs of the additional advertisements.

Reviewing Postings and Advertisements

- Ensure the official job titles is used
- Avoid abbreviations – write it out
- Use action verbs when writing job responsibilities
- Identify unique work schedules, time and travel requirements
- Differentiate minimum qualifications vs. desired qualifications
- Consider the length of job postings
- Affirmative Action/EEO Statement

WMU is an Equal Opportunity/Affirmative Action Employer. Minorities, women, veterans, individuals with disabilities and all other qualified individuals are encouraged to apply.
Reviewing Postings and Advertisements

Additional Immigration Guidance:

- Faculty positions (in anticipation of greencard sponsorship):
  - Print Ad in national professional journal
  - Or: Online Ad in national professional journal for 30 days and obtain certified copy of Ad text and duration.
  - Include in ads:
    - Job title
    - Geographic area of employment
    - Job duties
    - Job requirements, including advanced degree requirement for future PERM advance degree category
  - Convene search committee after 30 days from Ad completion
  - Reference Provost office Faculty Hiring Manuals
  - https://wmich.edu/provost/manual/faculty-full-time

Search Committees

- Diverse inclusive search team promotes a positive innovative search to ensure our high standards of excellence and our inclusive culture are maintained
- Ensures integrity of the search and confidentiality of applicants
- Provides input for advertising and recruitment
- Guest user access to the online applicant tracking system to review application documents
- Uses search matrix to objectively:
  - Assess applicants’ qualifications
  - Understand the job competencies (skills, behaviors, and attitudes)
  - Identify what relevant experience may be helpful
  - Consider organizational alignment - what does the specific environment of this position require? What personal characteristics are helpful in being successful?
- Discusses and determines interviews and campus visits
- Recommends the finalists to the hiring agent or Chair/Director
Search Committee Resources

- Equity and Implicit Bias training for faculty, staff and administrative searches
  - Academic Affairs hosts the trainings throughout the year
  - Strongly recommend search committee members attend the training
  - All members of Academic Affairs faculty and administrative search committees are required to complete this training prior to starting a search process
  - Search committee members may register on the Provost’s website

- Awareness and Prevention trainings (available through Vector Solutions in GoWMU) has online training modules available to all faculty and staff via Extra Trainings:
  - Identifying Candidates
  - Interviewing Candidates

Applicant Review Overview - Staff

- Hiring agent / Search Committee:
  - Reviews and selects applicants to interview
  - Completes interviews
  - Completes reference checking
    - If internal applicant or a previous employee is a potential finalist, contact HR Business Partner to schedule review of the personnel file
  - Hiring agent updates finalists' statuses to send Staff PAR to Institutional Equity for approval
    - Adds the finalists' rankings to the History tab of the posting
    - Ensures all other candidates have been properly classified and dispensed as Not Interviewed/Not Hired or Interviewed/Not Hired
Applicant Review Overview - Faculty

- Chair/Director / Search Committee:
  - Short List Applicants is used to identify applicants the department would like to interview
    - applicant rankings are required on the history tab of the posting. All others should be
dispensed as Continued or Rejected.
  - Short list reviewed and approved by Dean
  - Short list reviewed and approved by Institutional Equity
  - Short list reviewed and approved by Provost – “Approved for Interview”
- Search committee may begin the interview process for approved Short List applicants
  - If a finalist is identified, the Faculty PAR is reviewed and approved by Dean
    - Faculty PAR reviewed and approved by Institutional Equity
    - Faculty PAR reviewed and approved by Provost – “Send to Chair/Director to
      Start Hiring Packet”
      - The hiring department works with the Provost’s Office to complete the
        Hiring Packet
  - If a finalist was not identified, the search committee will review continued and new
    applicants in the pool to identify a new Short List to submit for approvals

Applicant Review Overview - Faculty

**Additional Immigration Guidance (in anticipation of greencard sponsorship):**

In addition to saving your ad, be sure to document the following:

- Names and titles of faculty who served on the search committee including chair
- Exact number of resumes received in response to ad
- Criteria used to review the resumes
- Names of the top candidates for position
- Reasons why the selected candidate was identified as more qualified than any
  of the other candidates
- The exact date that the committee decided to offer the position to the final
candidate. This is known as the date of selection.
Reviewing Application Documents

- Looks for signs of achievement and specific performance results
- Identifies transferable skills and experiences
- Notes appropriate education and work background
- Reviews continuity and duration of employment
- Detects any gaps in employment
- Finds any unclear, incomplete or conflicting information
- Recognizes large numbers of relocation
- Categorizes job changes that do not indicate advancement
- Verifies accuracy in spelling, grammar and format

Preparing for the Interview

- Planning:
  - Review HR's Hiring Toolbox
  - Prepare questions in advance to ensure all candidates are asked the same questions
  - Interview in a private location, free from interruptions
  - Discuss type of interview and interviewers
  - Prepare interview logistics to interviewees, e.g., room and building location, campus parking map, etc.
- Types of Interview Questions
  - Behavioral
  - Situational
  - Rapport Building
  - Contrary evidence
  - Open-ended vs. closed questioning
Behavioral Interviewing

- A person's past performance is the single best predictor of future behavior
- Ask for specific examples which show what the candidate has done in the past and what he/she would do in the future
- Responses show person's motivations, thought process, decision making process, assessment of situations, problem-solving skills, analytical skills and action taken
- Application of prior experience to future job-related situations can be helpful

Sample questions:
- Describe a time when you had a particular difficult situation with a customer and what you did to handle that
- Tell me about a project that required you to put in some extra effort to meet a deadline

Situational Interviewing

- Helps to determine if the candidate has the experience you are looking for
- Identifies how the candidate would assess the situation and their thought process in resolving the situation

Sample questions:
- How would you develop a new program that has been challenged by colleagues
- Discuss what would you do if an angry and dissatisfied customer confronted you and how you would resolve their concern
Rapport Building Interviewing

- Rapport building questions help you establish a relationship and connection with the candidate

- Sample questions:
  - What initially attracted you to this position
  - What do you like most about your current job

Contrary Evidence Interviewing

- Allows the candidate the opportunity to offer other examples of behavior in similar circumstances that may contradict the negative bias that you may be feeling

- Sample questions:
  - You mentioned you work hard to build your customer service team – tell me about a time when it didn't work
  - Well it seems like you have a lot of great examples of providing excellent service. Explain a time when no matter how hard you tried you had difficulty providing the service that you felt your client deserved
  - Silence - candidates who struggle for answers may actually have the skills and competencies needed for the position - silence can be a powerful tool to help you uncover behavioral examples for every candidate you interview
  - It's okay - take some time to think about it before you answer
Open-Ended vs. Closed Questions

- Open-ended question – allows and encourages applicants to respond with answers other than yes or no and prompts a longer conversation
  - Sample question:
    - What is something you are proud of in your current or previous position?

- Closed question – these questions should be used to gather focused, quantitative data from the applicant
  - Sample question:
    - How many years have you worked in health care?

Questions to Avoid

- Race
- Color
- National Origin
- Sex
- Pregnancy
- Sexual Orientation or Sexual Identity
- Gender
- Religion
- Age
- Disability
- Veteran Status
- Genetic Information
- Height
- Weight
- Convictions
- Marital or Parental Status
- Personal questions

Be mindful not to ask the applicant’s personal immigration status; instead refer to the work authorized answers in their Employment Application.
Questions to Avoid, continued

How to address Immigration status?

See section on the job application asking questions of applicants.

These are deemed non-discriminatory by US Department of Justice:

1. Are you legally authorized to work in the United States?

2. Will you now or in the future require sponsorship for employment visa status (e.g., H-1B visa status)?

During the Interview(s)

- Greet candidate and begin to establish rapport
- Provide an overview of the interview process and timeline
- Describe job, department and the university
- Ask interview questions previously established on search matrix and take notes as candidate responds
  - Write down positives and negatives
  - Use key words and phrases to remember
  - Make sure your conclusions have supporting examples
  - Probe to clarify and for understanding
Closing the Interview(s)

- Allow candidate an opportunity to ask questions
- Explain next steps
- Ask for references that verify job performance
- Review notes to see if additional information is needed
- Avoid sharing feedback that could be interpreted as an implied promise of employment
- Verify that candidate is still interested in position
- Thank the candidate for coming
- Walk with them to exit the building, or to their next location

Selection and Reference Checks

- Discuss candidate's responses to questions as a search committee
- Evaluate behaviors objectively
- Determine candidates moving to the reference checking phase – required for all finalists or recommend for hire(s)
- Complete at least three reference checks
  - If internal finalist, the finalist's direct supervisor should be one of the references
  - Use Reference Check Form – keep the written summary on file
  - If candidate is an internal or former WMU employee, contact the HR Business Partner to review the personnel file
Hiring Packet – Staff PAR Approval

- Institutional Equity approves the Staff PAR
- Hiring agent:
  - Contacts HR Business Partner to prepare and finalize pay discussion. HR provides offer letter and background check consent form
  - Contacts candidate to give verbal offer
  - Sends offer letter and background release form to the applicant. This is a conditional offer of employment until HR receives the satisfactory background check results
- Candidate returns signed offer letter and background check consent form to HR
  - Applicants must return their completed signed background check consent form directly to HR by fax, the HR Service Center, or either by campus mail or regular U.S. postal mail because of the confidential information the candidate discloses on form
- HR will notify the hiring agent when the background check results have been received
- Hiring agent will work with the applicant to establish a start date

Hiring Packet – Faculty PAR Approval

- Once the Faculty PAR has been set to “Send to Chair/Director to Start Hiring Packet”, Chair/Director will initiate the hiring packet and complete offline steps
- Chair/Director:
  - Contacts their Dean’s Office to prepare/finalize pay discussion, offer letter, background check consent form, and other required documents (e.g. P008)
  - Contacts candidate to give verbal offer and follows up with sending the offer letter and other information. This is a conditional offer of employment until the Provost’s Office receives the satisfactory background check results
  - Chair completes the Faculty Hiring Packet and sends to Dean’s Office; Dean’s Office sends to the Provost Office
  - Provost office will send confirmation for faculty hires - Chair/Director follows the contract hire date for faculty
Appointment of Candidate into Position

- HR will complete the appointment form for the hire
  - HR will send New Employee Orientation invitation to new hire and supervisor, including Form I-9 information, onboarding checklists (employee and faculty)
  - OIT will send computer access information to the hiring department
  - A copy of the appointment form will be sent to department and business manager and administrative assistant
- HR will dispense all remaining applicants from the online posting
- HR will designate the position as filled
  - The system will auto-send letters to candidates not hired, based on their individual status within the online applicant tracking system

Immigration Information

- If this is a non-U.S. worker hire, it is important that the hiring agent or Chair/Director contact Haenicke Institute for Global Education as soon as possible to inquire about authorization to work
- F-1/J-1 International student work authorization
  - F-1 Curricular Practical Training (CPT) internship
  - F-1 Optional Practical Training (OPT) work authorization
    (Note: F-1 OPT STEM e-verify not available at WMU)
  - J-1 Academic Training work authorization
- H-1B temporary worker applications are submitted to the USCIS by the sponsoring company (WMU) on behalf of the intl employee
- J-1 professor/research scholar – suitable for terminal positions (non-tenure track, non-regular continuing)
- TN visa – US Mexico Canada Agreement (NAFTA) nonimmigrant
Immigration Information

Other Considerations:

- Short-term and Long-term planning (J-1 or H-1B?)

- Greencard sponsorship (lawful permanent residency) - long term solution in addition to H-1B temporary worker visa

- "Re-recruitment" available to demonstrate competitive selection standard for greencard sponsorship to test the labor market where necessary

Welcoming & Onboarding New Employees
Resources and Training

- Administrator’s Guide for Staff and Faculty postings: https://wmich.edu/hr/resources
- Affirmative Action/EEO Statement is located on Institutional Equity’s website: https://wmich.edu/equity/affirmative-action-eoe
- Awareness and Prevention Training (Vector Solutions) – available via GoWMU at: https://go.wmich.edu/e/
- Equity and Implicit Bias Training for Faculty and Administrative Searches Policy: https://wmich.edu/policies/equity-implicit-bias-training
- Equity and Implicit Bias Training for Faculty and Administrative Searches training: https://wmich.edu/provost
- HR’s 2023/24 Training Series PowerPoints (limited time) on HR’s website: https://wmich.edu/hr/training
  - Performance Management
  - Leaves of Absence
  - Hiring Process
- Haenicke Institute for Global Education (HIGE) https://wmich.edu/immigration/departments
- Institutional Equity website: https://wmich.edu/equity

Contacts

- HR Service Center #: (269) 387-3620
  - Office Location: 1270 Seibert Administration Building
  - Business Hours:
    - 8 a.m. to 5 p.m. Mondays, Tuesdays, Thursdays, and Fridays
    - 9 a.m. to 5 p.m. Wednesdays
- Human Resources Business Partners:
  - Amy Moran – (269) 387-3643
  - Iayas McCormack – (269) 387-3646
  - Karla Dolley – (269) 387-3637
  - Katina Mayes – (269) 387-3651
  - Trisha Priest – (269) 387-3650
- HR Services, Director:
  - Greta Clay – (269) 387-3647
- Haenicke Institute for Global Education (HIGE) - (269) 387-5865 main number
  - Lee Ryder, Sr. Dir. - (269) 387-5873
  - Tara Severino, Assoc. Dir Immigration Services (269) 387-5657