THE HIRING PROCESS

A Guide for Vice Presidents, Directors, Managers and Supervisors to Assist Them with the Hiring Process at Wheeling Jesuit University
Hiring Process

The following delineates the process that must be followed by you, the **HIRING MANAGER**, to create a position and / or hire an employee to fill a vacancy. The forms noted are attached and templates may be found on the HR Website.

I. **ATTACHMENTS**

The following attachments, available as forms on the HR Website, will be referenced throughout this explanation:

A. **PERSONNEL REQUISITION FORM** – Attachment “A” – Used to build a position and /or replace an employee.

B. **PROPOSED POSITION DESCRIPTION** – Attachment “B” – Used to build a job description for a new position.

C. **JOB EVALUATION QUESTIONNAIRE** – Attachment “C” – Used to rate the compensable factors for a new or revised position, placing the job into the appropriate pay grade.

D. **JOB DESCRIPTION FORMAT** – Attachment “D” – Example of how the finished job description will appear.

E. **QUESTIONNAIRE** – Attachment “E” – Approved questions to be asked of all candidates interviewed.

F. **INTERVIEW EVALUATION FORM** – Attachment “F” – Must be completed on every candidate interviewed; these will be retained in the interview file after the applicant pool is evaluated and the posting is closed.

G. **EMPLOYMENT APPLICATION** – Attachment “G” – A University requirement; all applicants must complete an employment application prior to selection as a candidate.

H. **RECRUITING A DIVERSE WORKFORCE** – Attachment “H” – A University requirement; to comply with our Affirmative Action and Equal Employment Opportunity guidelines.

I. **REQUEST FOR OFFER LETTER** – Attachment “I” – This form must be completed by the HIRING MANAGER for Human Resources to prepare an official offer of employment for the successful candidate.

J. **OFFER LETTER** – Attachment “J” – The official offer of employment extended to the successful candidate.

Where noted, please complete all areas of the appropriate forms prior to submission; incomplete forms will be returned and the process will be halted at that point pending their completion. IF A POSITION DOES NOT EXIST, BEGIN AT SECTION II BELOW; IF A POSITION EXISTS AND IS VACANT, BEGIN AT SECTION III BELOW.

II. **TO CREATE A POSITION**

Before any individual can be hired, a position must exist into which the employee can be placed. Absent a position [full time, part time or temporary], no recruiting or hiring activities can occur. To create a position, the **HIRING MANAGER** must:

A. Complete the **PERSONNEL REQUISITION FORM**.

B. Obtain approval of the Executive Officer responsible for the department wherein the position will report.

C. Complete and submit a **PROPOSED POSITION DESCRIPTION** for review with the **PERSONNEL REQUISITION**.

D. Forward the **PERSONNEL REQUISITION FORM** and the **PROPOSED POSITION DESCRIPTION** to Human Resources to be advanced through the APPROVAL PROCESS for review by the Director of Human Resources, the Chief Financial Officer and the President.

- If the position is denied, it will be returned to the **HIRING MANAGER** with the rationale.
- If the position is approved, the **HIRING MANAGER** must complete and submit a **JOB EVALUATION QUESTIONNAIRE** to the Human Resource Department.
E. The Human Resource Department will convene a meeting of the Job Evaluation Committee to rate the **JOB EVALUATION QUESTIONNAIRE**, with the assistance of the **PROPOSED POSITION DESCRIPTION**, and place the job into the appropriate pay grade with the appropriate FLSA designation. This process helps the Human Resource Department develop a comprehensive **JOB DESCRIPTION FORMAT**; the process will not continue absent a comprehensive Job Description in the **JOB DESCRIPTION FORMAT**.

F. The **HIRING MANAGER** may submit a recommended advertisement to assist Human Resources with the creation of an external advertisement.

G. The process will now skip to **IV. POSTING A POSITION**.

### III. TO FILL AN EXISTING VACANT POSITION

A. To fill an existing, vacant, position, the **HIRING MANAGER** must complete a **PERSONNEL REQUISITION FORM** and attach a copy of the current **JOB DESCRIPTION**. If the **HIRING MANAGER** wishes to revise / update the current **JOB DESCRIPTION**, it must be attached to the **PERSONNEL REQUISITION FORM** with changes noted. If the **PERSONNEL REQUISITION FORM** is approved, this may require re-evaluation by the Job Evaluation Committee and the completion of a **JOB EVALUATION QUESTIONNAIRE** and **PROPOSED POSITION DESCRIPTION FORM**.

B. Obtain approval of the Executive Officer responsible for the department wherein the position reports.

C. Once the Human Resource Department verifies that an approved position exists, the **PERSONNEL REQUISITION FORM** will be advanced through the APPROVAL PROCESS for review by the Director of Human Resources, the Chief Financial Officer and the President.
   - If the position is denied, it will be returned to the **HIRING MANAGER** with the rationale;
   - If the position is approved, the **HIRING MANAGER** will be notified.

D. The **HIRING MANAGER** may submit a recommended advertisement to assist Human Resources with the creation of an external advertisement.

### IV. POSTING A POSITION

The Human Resource Department will prepare a posting [with input from the **HIRING MANAGER** if he / she so desires] directly from the completed **JOB DESCRIPTION FORMAT**. Positions will be posted per University Policies for a minimum of five (5) business days internally and advertised externally, if requested, for a minimum of fifteen (15) business days / three (3) weeks. All position postings will have a “closed date” after which no applications will be accepted; if the applicant pool is too small or lacks qualified applicants, the position may be re-posted. To enforce the University’s diversity initiative, Human Resources will notify several multicultural churches and organizations in the tri-state area of externally posted position openings. The **HIRING MANAGER** should advise if there are additional diverse websites, magazines, etc. where he / she would like to advertise.

[NOTE: Faculty positions and interviews will be coordinated from this point forward through Academic Affairs].

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V. INTERVIEW PROCESS

A. Human Resources will notify the Hiring Manager, by memo, that the position has been posted and that the Hiring Manager must submit, to the Human Resource Department, a list of proposed questions to be asked of all candidates. The Human Resource Department will review the questions and, if approved, prepare a Questionnaire to be used by all interviewers with all candidates. It is preferred that any individual conducting an interview complete INTERVIEW TRAINING with the Human Resource Department prior to initiating an interview. No applicant information will be forwarded to the Hiring Manager before an approved Questionnaire is developed and reviewed by the Human Resource Department.

B. Once the Questionnaire is completed and approved, the Hiring Manager may select a group of candidates from the pool of qualified applicants and inform Human Resources who will, in turn, develop Interview Packets, one per candidate, containing:

- a Questionnaire, one per candidate;
- an Application / resume for each candidate. Each candidate interviewed must have an Application on file [NOTE: An Application can be completed the day of the interview or online (http://www.wju.edu/about/employment) prior to the interview. Candidates who have completed an Application prior to the interview need not complete another; however, please have the candidate sign the online Application at the time of the interview. Regardless, an Application MUST be completed for every candidate interviewed]; and
- an Interview Evaluation Form to be completed by each interviewer for every candidate interviewed (if a committee is formed, one form per candidate will suffice for the entire committee; however, all committee members must sign each form returned).

All Applications / resumes of qualified applicants received after the initial group but before the closure date of the advertisement will be noted in the applicant flow log in the Human Resource Department and forwarded to the Hiring Manager for consideration.

C. Complete the RECRUITING A DIVERSE WORKFORCE form and return with all interview packets and candidate information to the Human Resource Department subsequent to the completion of the interviews.

VI. CHOOSING A CANDIDATE

A. The Hiring Manager will inform the Human Resource Department of the candidate he / she wishes to hire. For the candidate chosen, a Request for Offer Letter must be completed by the Hiring Manager and approved by the Executive Officer responsible for the department wherein the position reports. Once complete, the Request for Offer Letter must be forwarded to Human Resources.

B. Background screens and Reference Checks will be conducted by the Human Resources Department. Human Resources will contact the candidate to complete the BACKGROUND SCREENING AUTHORIZATION FORMS. Human Resources will conduct the background screen and notify the Hiring Manager of the results.

NO CANDIDATE WILL BE OFFERED A POSITION PRIOR TO THE COMPLETION OF THE BACKGROUND SCREEN AND REFERENCE CHECK!
C. The REQUEST FOR OFFER LETTER will then be advanced by Human Resources through the APPROVAL PROCESS for review by the Director of Human Resources, the Chief Financial Officer and the President before Human Resources can prepare an official offer of employment.

VII. EMPLOYMENT OFFER

A. Upon approval of the REQUEST FOR OFFER LETTER by the Director of Human Resources, the Chief Financial Officer and the President, the HIRING MANAGER will be notified that an offer is pending. The Director of Human Resources and the HIRING MANAGER will discuss who will contact the candidate and make a VERBAL OFFER. The VERBAL OFFER will mirror the subsequent written OFFER LETTER. [NOTE: A VERBAL OFFER of employment must not be extended to any candidate prior to receipt of notification from the Human Resource Department that the REQUEST FOR OFFER LETTER has been approved.]

B. Upon acceptance of the VERBAL OFFER by the candidate, an official OFFER LETTER from the Director of Human Resources, confirming the employment offer, will be issued. This letter will also instruct him/her to contact the Human Resources Department to complete pre-employment documentation and provide verification of their ability to work in the United States.
So you want to HIRE AN EMPLOYEE?

YES

HIRING MANAGER completes the necessary forms TO FILL AN EXISTING VACANT POSITION

Does the Position Exist?

NO

HIRING MANAGER completes the necessary forms TO CREATE A POSITION

Personnel Requisition

Proposed/Revised Description

Approval of Executive Responsible for the Department

Send completed forms to HUMAN RESOURCES

APPROVAL PROCESS HR, CFO, President

PERSONNEL REQUISITION approved?

NO

Return to HIRING MANAGER

YES

Proceed to PAGE 2
TO FILL AN EXISTING VACANT POSITION

Revisit Job Description

NO

YES

TO CREATE A POSITION

HIRING MANAGER must complete the appropriate forms

Proposed/Revised Description

Job Evaluation Questionnaire

HUMAN RESOURCES will build the JOB DESCRIPTION

Human Resources receives and records Applicants

JOB POSTED
Internal: Minimum = 5 days
External: Maximum = 3 weeks

HIRING MANAGER prepares questions for HR review

Questions approved by HR?

NO

Revisit Questions

YES

HUMAN RESOURCES prepares QUESTIONNAIRE

HR PREPARES INTERVIEW PACKETS

Proceed to PAGE 3
PAGE 3

HR PREPARES INTERVIEW PACKETS

FOR THE HIRING MANAGER TO COMPLETE AFTER ALL INTERVIEWS ARE COMPLETE

FOR EACH QUALIFIED APPLICANT WHO BECOMES A CANDIDATE

QUESTIONNAIRE

EMPLOYMENT APPLICATION (COMPLETE or to BE COMPLETED)

INTERVIEW EVALUATION FORM

HIRING MANAGER RETURNS ALL TO HR

RECRUITING A DIVERSE WORKFORCE

Was a candidate selected?

NO

Return to HIRING MANAGER: RE-POST???

YES

Proceed to PAGE 4
HIRING MANAGER CHOOSES A CANDIDATE and completes REQUEST FOR OFFER LETTER – submits to HR

REQUEST FOR OFFER LETTER

HR Completes all required BACKGROUND / REFERENCE SCREENS

APPROVAL PROCESS HR, CFO, President

Revise and Resubmit

OFFER LETTER approved?

YES

HR coordinates with HIRING MANAGER to make VERBAL OFFER

EMPLOYEE HIRED

NO