



Classified Staff Hiring Guide

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Overview

When meeting with applicants

Personnel administrator reviews criminal conviction disclosure on eJobs application (for classified, hourly, student worker, graduate assistant and work-study employees) for job relatedness and initials next to criminal convictions section acknowledging that they have been reviewed. PA explains the importance of full disclosure of criminal convictions and takes appropriate action, as necessary.

As the job offer is being made

For all positions, except those designated as “sensitive,” PA explains to the employee that he or she will receive two emails from HireRight:

- One email requesting personal identifying information and the employee’s consent (eConsent) to have a criminal records check completed
- Another email inviting him/her to complete Section 1 of the Form I-9 before being placed on VCU’s payroll

PA obtains the following information (for Express Hire and HireRight entry) through phone conversation or at the in-person meeting with the new employee:

- Name (as it appears on Social Security card)
- Social Security number (SSN)
- Date of birth
- Address
- Gender
- Email address (needed for HireRight)
- Employee’s start date (ensures employee and PA receive Form I-9 auto-reminders from HireRight)

For positions designated as “sensitive,” PA explains to the employee that he or she will receive an email invitation from HireRight to complete Section 1 of the Form I-9 and requesting availability (dates and times) to complete fingerprinting check with the VCU Police – do not enter into HireRight.

On the first day of employment

PA logs into HireRight to ensure that the employee has eConsented and completed Section 1 of the Form I-9. **Note:** New employee **must** complete Section 1 on or before the first day of work. PA informs new employee to include campus and work addresses on the Personal Data Form.

Within the first three days of employment

- PA meets with all new employees no later than three days after hire to complete new hire paperwork.
- PA reviews Section 1 of the Form I-9, verifies documents provided, and electronically signs and dates Section 2.
- Employee completes Personal Data Form.
- PA signs Personal Data Form acknowledging that appropriate criminal conviction check and Form I-9 have been completed and that campus and work addresses have been reviewed.

Note: HR will not process new hire paperwork without HireRight eConsent, or response from VCU Campus Police (if position is “sensitive”), and a Form I-9 in HireRight with the status of “Complete.”

Once all new hire documents have been collected

PA submits new hire paperwork to HR Operations for all hires. Use the quick reference to access the listing of required forms.

Evaluate Need

When a position becomes vacant, or there is the need to establish a new position, begin by reviewing the department's organizational needs in general.

Respond to these questions for vacant positions:

- Do we need to fill the position as it currently exists?
- What type of position is needed? Same or different class?
- Should we redesign the position?
- Should we redistribute assigned tasks to others?
- Can we abolish position and function altogether?
- What are our budget implications/constraints?
- What are other alternatives? (For example: outsourcing, independent contractors (ICs), overtime work, overload jobs)

Respond to these questions when proposing to establish a position:

- What type of position is needed?
- What are our budget implications/constraints?
- What are the other alternatives? (for example outsourcing, ICs, overtime work, overload jobs)

After you have answered these questions, carefully review, revise or develop an Employee Work Profile and submit it through eJobs. The EWP is the cornerstone of the recruitment and employment process. If it is necessary to establish, redefine or role change the position, submit the request through eJobs to your Human Resource consultant. If you need additional assistance in answering these questions, consider working with your HR consultant to develop a workforce plan.

Develop a workforce plan

HR consultants work with department managers and personnel administrators to develop a recruitment plan to identify, target, and reach qualified applicants for the revised or newly created position. This action will help improve the caliber of the job candidates and ultimately produce better results.

Work with your HR consultant to:

- Review market reference data and determine a hiring range.
- Develop posting specific questions for the eJobs job posting.
- Determine if eJobs will be enough or if it will be necessary to post the position in other periodicals and/or other websites.
- Develop interview questions.
- Determine the interview process (telephone screening, one-on-one, panel, etc.).
- Determine if there is other assistance needed from your HR consultant.

Identify Job Requirements

Define your target candidate

Base your target candidate on information included in the eJobs Employee Work Profile (EWP).

- What skills and qualities does the candidate need?
- What special competencies, knowledge, skills, or abilities (KSAs) does your department currently need?
- What are the essential criteria for doing the job — and for doing it well?
- What competencies/behaviors are critical to success in the position?

Responses to these questions will provide information on the education, work history, job skills, professional affiliations, and behavioral competencies of the employees to be targeted. This job-related selection criteria is used for the following:

- Developing the job posting announcement and/or advertisement
- Screening out unqualified candidates
- Determining who will be interviewed
- Developing interview questions
- Determining whom to hire

Selection criteria

- Extracted from accurate, up-to-date EWP; therefore, job related.
- Typically written as minimum qualifications and preferred qualifications.
- Specific to a particular position rather than to a career group or role.
- Posting specific questions developed from this selection criteria can help with screening and ranking of applicants

Standard list of modifiers for years of service

- **Working Knowledge** = 6 months or less experience
- **Knowledge** = 6 months to 2 years of experience
- **Experience** = 2 to 4 years of experience
- **Several years** = 4 to 6 years of experience
- **Significant** = 6 to 8 years of experience
- **Extensive** = 8 or more years of experience

The EWP's "Purpose of Position" and "Qualifications" are automatically populated into each new job posting in eJobs. You may need to modify these to clarify minimum qualifications versus preferred qualifications. The minimum and preferred qualifications are the elements that lead to success (or failure) in the position, and these will show as "Qualifications" in the eJobs job posting.

Minimum qualifications

Minimum qualifications are the critical knowledge and skills/education and experience that an applicant **must** have to perform the core responsibilities as indicated in the Employee Work Profile. Describe critical entry-level qualifications for this position. These qualifications must relate to what the employee actually needs to do in the job within the first few months.

- Be objective and accurate.
- Try not to overstate or inflate information about the job.
- Base qualifications on the typical duties and responsibilities of the job under normal conditions, not on unusual circumstances or temporary assignments.

Include KSAs — or knowledge, skills and ability — which a new employee must have within the first six months on the job.

- **Knowledge:** A body of information applied directly to the performance of a function (usually factual or procedural in nature), such as knowledge of generally accepted accounting or budgeting principles.
- **Skill:** A proficiency in a present, observable learned psychomotor task, such as driving a semi-truck or having specific computer operation skills.
- **Ability:** The demonstrated ability to perform a certain observable aspect of a job, such as prioritizing multiple tasks or handling emergencies in a fast-paced environment.
- **Competency:** A behavior, knowledge, or skill that directly and positively impacts the success of employees and the organization; for example, customer service, teamwork, and communication skills; achieving results; and personal effectiveness and leadership.
- **Special licenses, registration, and certification:** Required by Virginia law to perform the job duties; for example, documentation required for such professions as nursing, medicine, or law enforcement.
- **Education:** Educational background or training, if required by law;
- **Experience:** The level and type of work experience needed to perform the work of the position.

Preferred qualifications

- Preferred qualifications are additional ranking of KSAs, education, experience, credentials, competencies/behaviors that are critical to success:
- Allow the hiring department to rank applicants in terms of qualifications
- Narrow down a pool of applicants
- Identify the most promising candidates

Preferred qualifications include additional job-related education, experience, credentials, and behavioral competencies desired by the hiring department. They may include the following:

- Education (if not required by law state that a combination of experience, education and/or training may be substituted)
- Types and degrees of experience (but not specific years of experience)
- Specific experience in the important job duties and responsibilities of the position
- Critical technical skills and competencies of the position
- Critical behavioral competencies, including interpersonal and interactive skills of the position
- Professional affiliations

Applicants who possess these advanced credentials would be considered the top candidates for the position. Other ways to phrase the preferred job skills including the following:

- Ideal candidate will have the following...
- Previous experience desired in...

Develop specific screening and ranking questions

These types of questions are used to determine whether a candidate is qualified and their ranking as compared to other candidates.

- If qualified in the eJobs@VCU system. For example, "Do you have work experience in data entry?" If data entry experience is required and the applicant answers "No," the applicant is disqualified.
- To be used to help rank applicants in the eJobs@VCU system. For example, "Do you have previous work experience in a college or university setting?"

Review Compensation

It is important to determine the hiring range prior to advertising the position. HR can often provide departments with related internal and external salary data to help determine the hiring range.

Be aware of your budget for the position. If the budget is limited, you may want to include that information in the job posting.

You may have identified a minimum below which you will not pay; or a maximum above which you will not pay. Once a hiring range is determined, the department decides what salary to advertise.

Advertising salary

Examples for advertising salary ranges:

- No salary, hiring range or pay band
- Entire pay band
- A market-based hiring range within the width of the appropriate pay band
- Maximum salary of the pay band (for example, up to \$45,000)
- Minimum salary only

Post job and advertise

The quality of individuals hired using any selection system is determined by the quality of the applicants first attracted to apply for the position.

If you have already reviewed the information pertaining to recruitment and advertising, and have determined where and how you should post, see the eGuide to eJobs for instructions on how you can proceed with posting your job.

The use of recruitment sources varies with the type of job. All classified VCU vacancies are listed on eJobs. Consider targeting your advertising so that you obtain a diverse applicant pool.

- Typically, clerical and entry-level jobs are recruited locally: sometimes by using local newspapers, from walk-in applicants, through Virginia state government vacancy listings, and/or through employee referrals.
- Professional and technical candidates are usually recruited from a larger labor market and may, in addition, require using specialized publications.
- Managerial and executive-level recruitments often include a regional or national search.

Advertising considerations

- Internal or external?
- How long to post?
- Where to recruit/advertise?
- Salary (identify hiring range)?
- Advertising title?
- Restricted funding resource?

Internal or external?

Generally, these methods can either limit or expand your advertising audience:

- **VCU only** – restricts applicants to VCU's current classified and wage employees.
- **General public** – further broadens recruitment to the general public.

How long to post?

Several posting options exist, but all involve a minimum posting period of at least five consecutive workdays:

- Fixed posting period – identify a specific close date.
- Open until filled – recruitment is closed once a suitable pool is identified or when the position is filled. The vacancy must be open at least five consecutive workdays.
- Continuous recruitment – used for jobs where recruitment is difficult and the organizational need for these jobs is on-going.

Where to recruit/advertise?

Options include:

Internal referrals – usually the highest quality and the least expensive. PAs and managers can ask within/outside their departments if anyone knows individuals who might be interested. Or, perhaps when they're talking with other departments in the same area, let them know about the opening and ask if they could recommend potential candidates.

Internet – industry-specific websites; diversity websites, such as latpro.com, Monster.com, Hotjobs.com, etc. These postings are generally inexpensive and reach a greater number of people than traditional methods, such as newspaper advertising and walk-ins. Cost is often the same or less than a newspaper ad (for example, the bigger the ad – the more words/lines), and it will reach a much broader pool of candidates than individuals only in the Richmond area.

Advertising – newspaper; industry specific. Advertise in an industry-specific paper or periodical. To place an ad in the newspaper, use eJobs.

Professional associations – network; attend meetings; review membership lists. This is a great opportunity to network with people within the same line of business and obtain membership lists for recruitment.

“Cold” calls – contact competitors; ask for referrals. This is a great opportunity to network and build a pool of good candidates.

Affirmative action sources – use Richmond Free Press or other relevant sources. Whenever an ad is placed in the Richmond Times-Dispatch, the same ad is automatically placed in the Free Press.

Previous recruits – contact (by phone or email) new or previous hires and request referrals of potential candidates.

College recruiting – work with the VCU Career Placement office (University Student Commons) to seek potential student/graduate applicants.

Hiring range

It is important to determine the hiring range prior to advertising the position. HRGs can often provide departments with related internal and external salary data to help determine the hiring range.

Be aware of your budget for the position. If the budget is limited, you may want to include that information in the job posting.

You may have identified a minimum below which you will not pay; or a maximum above which you will not pay. Once a hiring range is determined, the department decides what salary to advertise.

Advertising salary

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Advertising title

eJobs postings will show working title and Role title of each vacancy. Departments also need to determine whether to focus on Role titles or working titles in advertisements. Most positions at VCU are advertised with working titles.

Grant-funded positions

If the position is in a “ledger-5” funding source, that means it is restricted and of potentially limited duration. During the eJobs posting process you will be asked, “Is any portion of this position grant-funded?” Your answer will be reflected in the job posting that applicants view. Discuss the restricted nature of the position with applicants when they are interviewed. Explain any lack of layoff rights and benefits and contact your HRG if you have questions. The offer letter will also contain reference to the restricted nature of the position.

VCU retiree roster

After employees retire from VCU, we contact them to check for interest in short-term and temporary assignments. With their permission, we then add the names of any interested retirees to a roster of those who are available to work upon request. The following are examples of the backgrounds of those who have expressed interest:

- Executive secretary experience in marketing and public relations, and a variety of other office duties as needed.
- Business manager experience with report research and preparation, budget preparation and monitoring, computer proficiency and personnel interviewing.
- Knowledge of student advising, course scheduling, people skills and problem solving.
- Experience with costume design and instruction, student advising, course scheduling, and managing employees and student workers.
- Experience with special education teaching, research and administration.
- Carpentry and maintenance experience.

Screen applications

Most managers want to see the best (top) candidates first.

To find the best-suited applicants for interview, hiring managers need to screen the applications against the criteria listed in the job posting. Criterion used for screening and ranking applications can include experience, education, skills, abilities, preferences and knowledge needed to perform the essential job duties.

Layoffs

- State layoff policy requires that an employee who is laid off be issued an Interagency Placement Screening Form (“yellow form”).
- After an employee is actually laid off, he/she may use a Preferential Hiring Card (“blue card”). This document grants the individual preferential consideration for vacancies in any agency while he/she is in pre-layoff status for any position for which he/she is “minimally qualified” in the same role.
- This document grants the individual preferential consideration for vacancies in any agency while he/she is in pre-layoff status. Preferential consideration means that the employee must be considered for any position for which he/she is “minimally qualified” in the same or lower pay band.

Posting-specific questions

Posting-specific questions are available in eJobs, and they can assist with screening out and ranking applications. Using posting-specific questions can help the candidates qualify or disqualify their own KSAs during the screening process. Also, when creating the posting-specific questions, hiring managers can assign points to each closed-ended question. This will rank the applicants by points, allowing the hiring manager to screen applicants based on the highest points received when answering the questions.

Screening by Human Resources and departments

HR consultants will conduct initial reviews of the applications for layoffs and criminal convictions before forwarding applications to departments. If departments need further assistance in screening applications, they can contact their HR consultant prior to the posting going live in eJobs.

All applications must be reviewed and screened by the departments during the time in which the position is open. Applications are screened against stated minimum and preferred qualifications as specified in the posting. Departments can screen and rank applications based on the applicant’s KSAs, education experience, certifications and any other specified qualification, provided these qualifications were addressed in the posting.

Departments: reviewing and ranking applications

If the job requires excellent written or verbal communication skills, watch for typing errors, poor grammar or lack of clarity in the application materials. If the candidates are otherwise qualified, make notes to conduct phone interviews if you need to clarify information on the application.

Review KSAs of the applicants as well as their work records, references, resumes and cover letters as a total package. Careful review and elimination during the resume/application

screening process reduces your probability of interviewing unqualified candidates.

Review all applications:

1. For a sense of overall skills and qualifications available in the applicant pool; and
2. To help estimate an “average” level of these traits among the candidates.

Is there direct evidence of skills, knowledge or experience? Don't speculate. If it's not there, don't guess or assume. It's the applicant's responsibility to provide clear evidence of his/her qualifications for the job.

Tips/questions for screening applications/resumes

Questions to ask

- Frequent job changes without career advancement – Ask why.
- Gaps in employment history (although should be explored, seldom sufficient to screen out a candidate) – Ask why.
- Years of experience can be misleading (after ten years some people are still performing as they did on the first month of the job). Explore depth of experience.

Tips

- Achievements and awards show motivation.
- Topical resumes organized by activities, not by chronology – carefully review.
- Well-crafted resume – difficult to know whether the candidate prepared it or not.
- Salary – do not eliminate someone based on salary unless you contact them first.

Departments: developing a criterion chart

If distinguishing between levels is difficult, use a criterion chart. List the following types of information on the chart and use the ranking scale mentioned above.

1. Educational requirements
2. Years of experience requirements
3. Most important job duties or responsibilities of the position
4. Most critical technical skills or competencies required for the position
5. Most critical interpersonal or interactive skills required for the position
6. Professional affiliations

Departments: phone interviews to narrow the applicant pool

Once an applicant pool is determined (the pool must be at least two), the department can contact the applicants for interview. Preliminary phone interviews can be helpful in narrowing down a pool (of many candidates who may look good on paper) to a few top candidates. Also, phone interviews could save out-of-town candidates from unnecessary travel to and from interviews. Prepare a list of job-related questions for the phone interviews and use these questions for all applicants. Interview questions should never include anything that is related to hobbies, personal relationships, health, religion, etc. If the job requires heavy lifting, use of special equipment or clothing, safety devices, chemicals or weekend work, fully describe these requirements during the phone interview process.

Phone interview tips:

- Short and direct questions help you assess qualifications.
- Discuss salary/budget if this is a concern or issue.
- Determine if the applicant can work during the times and days needed.
- Stay sharp during the phone interview to determine how well the person listens and responds to your questions and if he/she seems excited about the job.

Interview applicants

The employment interview is a vital component in the hiring process. Interviews also perform an important public relations function – you’re representing VCU!

Change applicant status in VCU eJobs.

Prior to conducting interviews, always change the applicant status of all applicants referred to you to one of the following:

- Selected for interview
- Not interviewed (specify the reason)

Changing the status of classified applicants

Once applicants start applying for the position, you must then go into eJobs and change their status. Updating the status of applicants is important because they can log on to the system to see where they are in the application process. Please consult the eGuide to eJobs and follow the step-by-step instructions for changing an applicant's status.

Interviewing

In order to hire the most qualified applicant, the interviewer must understand how to conduct effective interviews. It is important to develop well-worded questions, use follow-up questions to clarify and get more detail, take good notes, and control the pace of the interview.

Structured interviews

Good interviewing begins with a pre-planned agenda. It helps the interviewer to know in advance what to ask the applicant; keep the interview process on track and generally provides information needed to make the hiring decision.

Because all applicants are treated consistently, it also is important documentation to support non-discrimination in hiring and selection.

- Use the qualities already identified as most important for someone in the position and design questions that can assess whether the candidate possesses these traits.
- Provide each interviewer with an interview packet.
- Give each interviewer the guest username and password to this position in eJobs to view applications and associated documents online.

Interviewing techniques

Interviews can take several forms: phone, video, one-on-one and panel interviews. There are a variety of different interviewing questioning techniques:

A. Behavioral-based questions

Today many employers use behavioral interviewing to evaluate an applicant's experiences and behaviors and to determine potential for success in a particular job. Use the desired competencies/behaviors to structure open-ended questions that will elicit detailed responses from the applicant.

These questions assist the interviewer in helping to assess a potential applicant's future success based on actual past behaviors and reactions to specific situations. Behavioral-based questions challenge applicants to provide concrete examples of their achievements and reactions in different types of work-related situations.

These interviews are based on the job candidate's responses to certain types of situations in the past as good predictors of how that person will respond in the future.

The following are examples of behavioral interview questions:

- Describe a time when you were faced with a problem at work that tested your coping skills. What was the situation and how did you respond to that situation? How did it work out?
- Give me an example of a time when you had to deal with a difficult customer. Describe the situation, the person's reaction, and how you addressed that customer's concerns/issues. Were you successful in resolving the customer's concerns?
- Describe a situation when others you were working with on a project disagreed with your ideas. What were your ideas and how did you react to their feedback? What was the outcome?
- Describe the most difficult/complex presentation you have given. What was the size of the group? How did it turn out?

B. Background questions

These questions are general inquiries about the applicant's background. They are based on information included in the application or resume and should focus on the most relevant jobs and experiences. The following are some examples you can use:

- What are/were your major responsibilities and duties? Has there been any recent change in responsibilities?
- Did you have supervisory or management responsibilities?
- What did you like best about this position?
- What equipment did you operate?

C. Knowledge-based questions

These questions help determine whether the candidate has the technical expertise to perform the job. Answers to these questions confirm that the applicant possesses the technical expertise he/she has described on the application form.

- What software applications have you used? Describe the most difficult/complex assignment you've ever undertaken with this software.
- Explain the steps you go through to...

D. Case/scenario questions, hypothetical and “what if” questions

Describe a situation to the applicant that he/she may encounter in a real-life work situation in the position and ask how he/she would react in a similar situation. In the absence of real experience in the area, this is a good way to determine technical knowledge and analytical and problem-solving abilities.

- What would be your first steps in establishing yourself as a manager of this section?
- You're in charge of inventory and you discover that a large amount of inventory is missing since your last count. What do you do?

E. Questions about specific job requirements

These questions consider whether the candidate is willing to accept certain unusual requirements of the job:

- Are you willing to work overtime on a regular basis?
- Are you willing to travel extensively?
- Are you willing to work specific hours?

F. Thought-provoking questions

The following are sample questions to expand on an applicant's background and determine if the applicant has the qualities needed for the position.

- Why should you be chosen for this position?
- Describe the biggest challenge on the job where you succeeded and the biggest challenge where you failed.
- What additional strengths do you have that we haven't talked about?
- Describe the three most important events of your education and career.
- Tell me about the three most important people in your education and career.
- Describe your most satisfying work experience.

Interviewing and the law

Federal and state legislation precludes you from asking certain questions during an interview, and these regulations apply to virtually every aspect of the employment process.

- Title VII of the 1964 Civil Rights Act prohibits discrimination based on race, sex, color, national origin and religion.
- The Age Discrimination in Employment Act prohibits questions about a person's age.
- The Americans with Disabilities Act (ADA) of 1990 protects qualified individuals with disabilities from discrimination in employment.

Questions relating either directly or indirectly to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation or disability must be avoided. If information is needed about an applicant that potentially infringes on any of the above categories, the question must relate to a bona fide occupational qualification or to a federal or state requirement. If you are not sure if a question violates federal or state law, either don't ask it or check with your HR consultant. The following are acceptable interview questions:

Unacceptable	Acceptable
Are you a U.S. citizen?	For purposes of compliance with The Immigration Reform and Control Act, are you legally eligible for employment in the United States? Under the Immigration Reform and Control Act of 1986, you will be required to fill out a certification verifying that you are eligible to be employed and verifying your identity. Further, you will be required to provide documentation to that effect should you be employed.
How old are you?	Are you over the age of 18? (This question is viable only in limited positions where minimum age is a criterion for employment. Check with your HR consultant before use of this question.)
What clubs or organizations do you belong to?	What professional or trade groups do you belong to that you consider relevant to your ability to perform this job?
What disabilities do you have?	Are you able to perform the essential functions of the job for which you are applying? (Be sure to tell the applicant what the “essential functions” are.)
How is your health?	There is no acceptable way to inquire about this or any other medical condition.
Tell me about yourself.	This question should not be asked during an interview because it can allow for personal information to be revealed. Depending on what job-related information you are trying to gather, this question can be rephrased numerous ways.

Tips for a successful interview

A successful interview is essential for uncovering the sort of details that lead to good hiring decisions. They also often provide candidates with their first face-to-face experience with a potential employer. Here are some important tips for ensuring that the interview process is successful.

Pre-interview

- As an interviewer, part of your job is to draw out the best in every applicant so you can hire the strongest person for the position.
- Explain the interview process to each applicant, including the kinds of questions that will be asked. Stress the importance of your learning what the individual's strengths are.
- Keep the specific needs of the organization clear.
- Target the interview questions toward the content of the Employee Work Profile (EWP).
- Structure a question so that it focuses on a specific aspect of the job, requires more than a "yes" or "no" answer, provides sufficient information to make an appropriate candidate selection and does not lead the applicant to the answer.

The interview packet (what to include)

- Interview schedule
- Job announcement
- Employee Work Profile (EWP)
- Interview questions and space for interviewer's notes
- Copy of the interview questions to share with applicants
- Copies of the interviewees' applications/resumes

Opening the interview

- Put the applicant at ease by beginning in a friendly manner
- Express appreciation for the applicant's interest in the position
- Mention that you will be taking notes

During the interview

Listen

- For frequent hesitancy
- Does the candidate:
 - Avoid certain questions?
 - Digress to other topics?
 - Reluctantly (or unable to) answer questions?

Observe

- Overly nervous body language
- Consider the applicant's responses to all questions rather than focusing on one (good or not-so-good) response to get a sense of the person's overall strengths and weaknesses.

Take notes

- To document the interview and your observations
- To recall and review the interview when evaluating applicants and to make the hiring decision
- To defend the accuracy of selection decision

Selecting a candidate

Once you've completed the interview process, you need to evaluate the evidence concerning the candidates. This process will differ in complexity and length based on the number of candidates interviewed. The basic idea, however, is to assess the candidates against the criteria that you have previously decided were the most important.

- Evaluate the evidence. A three-tiered rating scale may be helpful here:
 - Little or no evidence (-)
 - Some evidence (=)
 - Meets the criteria (+)

Select the candidate who most closely matches your needs; or initiate another candidate search if none of the candidates meets your needs. When you are faced with a large number of applicants, you may wish to use a worksheet or flipchart.

If a panel interview is used, ideally, the entire panel will be in consensus regarding the candidate selected. Consensus usually comes about through the sharing of observations and examples from the interview. Sometimes a panel is not in consensus initially; however, a group consensus usually can be reached after sharing the rationale behind differing candidate assessments.

Change applicant status in VCU eJobs

Change the applicant status of all applicants interviewed, providing reasons and explanations where required. Updating the status of applicants is important because they can log on to the system to see where they are in the application process. Refer to the eGuide to eJobs for specific instructions on changing an applicant's status.

Check references

Reference checks are critical to the recruitment process. They can provide the Hiring Manager with important new information and/or confirm information obtained through the application review and interview processes. They represent the last opportunity to assess and validate the candidate's job-related qualifications, performance and shortcomings.

Prior to checking references, the Hiring Manager or the department's PA should verify that the applicant signed the section of the VCU application for employment consenting to verify employment information and check references.

At least one reference check is required; however, the department should contact the candidate's current/most recent employer/supervisor and at least one former employer/supervisor. If the candidate is a current VCU employee, a reference from his or her current VCU supervisor must be obtained. Reference checks should attempt to obtain such information as the following (view reference check form):

- Employment dates
- Position title and duties
- Quality of work and work habits
- Initiative
- Overall work performance
- Attendance and punctuality (dependability)
- Teamwork (compatibility)

It is permissible to check an applicant's social media sites as part of the reference check process; however, this should be restricted to reviewing and considering job related information on public pages only. Passwords should not be requested. Care should be taken not to use information that may relate to an applicant's ethnicity, religious beliefs or any other characteristic protected by VCU's EEO policy.

Under the **Virginia Privacy Protection Act**, applicants are not allowed to examine reference data or recommendation letters gathered during the reference check process. Therefore, such documents should be retained in a separate confidential file, not placed in the employee's official personnel file.

Probationary transfer

If the selected candidate is in his/her probationary period, the HR consultant will consult with the department to determine whether to extend the probationary period.

Criminal background check

The VCU application for employment requires candidates to disclose any previous criminal convictions (not arrest records), including traffic violations. Failure to disclose conviction information may be reason to disqualify an applicant for falsification of the application.

VCU Human Resources will conduct criminal records checks on new and rehired classified, hourly and faculty employees, and employees who are transferred or promoted into resource critical or sensitive positions to verify the accuracy and completeness of information disclosed on the application. Convictions disclosed or discovered in the employment process

will influence the selection of an applicant where such information is related to drugs, violence, sexual behavior or is job related.

References (providing them to others on current or former employees)

Departments may be called upon by other University departments, Virginia state agencies and outside employers, to give references on current or former employees.

While it is important to provide and receive candid and meaningful references, it is important to understand that negative references can subject you and/or VCU to possible litigation. The U.S. Supreme Court has ruled that “actionable retaliation” under Title VII is broad enough to include negative job references. Based on this decision, an employer may be liable under Title VII if such a reference is given on an individual protected under Title VII, even if that individual no longer works for the employer providing the reference.

Offer Job

Closing the job posting and making the offer

In consultation with the HR consultant, the department negotiates the salary (see Classified Pay Practices at VCU), extends the job offer, and coordinates the starting date and work hours. The department notifies HR of the candidate’s acceptance, the final salary offer and the individual’s starting date.

Before making an offer, your Job Posting must be closed. Change the applicant status of all remaining applicants, providing reasons and explanations where required. Your HR consultant can assist you with this process.

HR Consultant review

When the interviewing process is completed, return the following materials to your HR consultant by uploading your documents under the documents tab in eJobs:

- Interview questions and interview notes for each person interviewed
- Names of interview panel members
- Reference checks/notes person(s) spoken with, date(s), questions asked and responses

The HR consultant reviews the final selection, taking the following actions:

1. Reviews the department’s hiring package for compliance with established policies and procedures
2. Consults with the department, as necessary, on a potential salary offer and related justification
3. Changes the status of the job posting to either:
 - a. “Make Offer” or
 - b. “Department Action Needed”

Once the status has been changed to "Make Offer," the department can move forward with the job offer negotiation with the selected candidate.

Salary negotiations

Starting Pay, Promotion, Voluntary Demotion and Voluntary Transfer are negotiated processes between the selected candidate and the Hiring Manager with HR consultation. For more information and definitions, see the Classified Pay Practices.

The *Pay Action Worksheet (PAW)* tab in eJobs is used to document the combination of pay factors considered when making pay decisions. No one factor should be used exclusively to determine salary.

The combination of factors considered in making hiring pay decisions will vary based on the individual circumstances of the hiring decision. No one factor should be used exclusively to determine pay (for example, applicant's current salary). Additionally, the percentage of pay increase should not be treated as a fixed amount (for example, 10 percent above the candidate's current salary). Situations will occur in which the negotiated salary is less than, the same as, or more than the candidate's current or most relevant salary.

After applicant accepts job offer

Final new hire paperwork should be submitted through the ImageNow Fax System.

Remember: when faxing new hire paperwork for more than one employee (new hire packets), you must fax each employee's paperwork separately. Questions regarding this process can be submitted to pafs@vcu.edu.

Instructions for submitting through the ImageNow Fax System are as follows:

1. Prepare your HR documents
2. Obtain appropriate department/school/VP approvals
3. Email documents to hrdocs@vcu.edu or fax to (804) 827-8250 with the PAF in front and **no cover sheet**. If the fax is busy, please continue to redial until you receive a confirmation that your documents have been faxed.

Note: This system works solely on the ability to link documents to a person in Banner. If a person does not exist in Banner, paperwork cannot be linked.

Additional information

- When faxing more than one new hire packet, please fax each employee's paperwork separately. If the documentation is a PAF and letter, one faxed file for more than one employee is acceptable.
- Only fax documents that should be processed by HR Operations (for example, PAFs and supporting new hire documentation).
- Items that should **not** be faxed include:
 - Interview notes
 - Documents without the PAF attached
 - Timesheet amendments
 - Documents without V#s

Confirmation/offer letter

Once the department has completed the job offer, enter data on the applicant in Express

Hire. The HR consultant sends the formal offer letter to the applicant, along with a copy of the PA and instructions on the I-9 process, background checks and orientation date.

Change applicant status in VCU eJobs

Departments must change the applicant status of all applicants referred to them by HR providing reasons and comments where required. See the eGuide to eJobs for specific instructions. Your HR consultant can assist you with this process.

Rejection letters

The department sends rejection letters to interviewed applicants. View a sample letter.

Immigration Reform and Control Act

For classified hires, VCU Human Resources verifies the employment eligibility status of all candidates hired according to the Immigration Reform and Control Act of 1986.

A Form I-9 must be completed by all new employees within three days of hire. For instructions, refer to the Handbook for Employers (M-274), Instructions for Completing Form I-9 (Employment Eligibility Verification Form) on the U.S. Immigration and Naturalization Service's website.

Note: For all other hires, departments are responsible for verifying completion of the Form I-9.

Canceling job posting

When the department decides that it no longer wants to fill the vacancy as posted, change the Job Posting status in eJobs to "Cancel." Contact your HR consultant if you need help with this option.