

# Hiring Manager Toolkit

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As a manager or Human Resource professional, hiring new employees are among the most important decisions you make. In HR, we want to help you find the most qualified candidates for your department. When you fill a vacancy, upgrade a position, create a new job or promote an employee, the *process* is as important as the selection of the right candidate.

Hiring managers have very important responsibilities when conducting searches. The people you hire affect the characteristics and quality of our diverse workforce.

HR Consultants are available to support you during every step in the hiring process. One will be assigned to each search to guide the process, including assisting in posting a position to and using the Jobs at UVa online employment application system, developing a diverse candidate pool, screening, testing (if appropriate), interviewing, reference checking, setting the salary and offering the job. This Toolkit is designed to provide you with everything you will need to know to conduct a successful job search.

You can count on support from knowledgeable and responsive HR staff when you have a question or problem. Just call 434.982.0123 or send us an e-mail at [hrdept@virginia.edu](mailto:hrdept@virginia.edu). We're here to help!

## *Creating a Job Posting*

All job openings at the University are posted on-line through Jobs@UVa. Postings for University Staff positions that are Managerial and Professional and Operational and Administrative are reviewed by HR Consulting Services prior to final posting. Wage positions are handled in the same fashion. University Executive Staff positions are reviewed by Equal Opportunity Programs prior to posting.

Hiring Managers will access the Jobs@UVa system to create a job posting and submit it through an established work flow process to obtain necessary departmental approvals. Once the approvals are obtained, your job posting will be received by an HR Consultant who will contact you to discuss the specifics of your posting.

Prior to posting a vacant position, the hiring manager should ensure that the job description is up to date. If changes to the job description need to be made, departments must use Jobs@Uva to submit a modification to the position. The department's HR Consultant will review the modification and will contact the department to confirm approval. If there is a need to create a new position for posting, the department must submit a request to establish a new position through Jobs@UVa.

For instructions on how to create the job posting or on how to establish a new/modify an existing position, please refer to the [Department User's Guide](#).

## *Advertising the Position*

Advertising is often a crucial component in the hiring process. Certain circumstances demand that positions be advertised; positions that fall within a job group deemed underutilized or that demand a highly specialized skill set benefit greatly from casting a

wide net. Having a comprehensive, targeted advertising plan for a position can yield a diverse pool of highly qualified candidates.

All positions are posted on the Jobs@UVa web site. Both internal and external applicants apply through the on-line application system. To expand and diversify the candidate pool, Hiring Managers are encouraged to contact their HR Consultant to explore viable external advertising options.

HR Consulting Services (*HRCS*) is available to assist in writing and approving ads, and will place ads with a variety of publications. HRCS will ensure compliance with the University's policy on equal employment opportunity, affirmative action, and applicable federal and state regulations.

Advertising a University Executive Staff/A&P Faculty position is managed through the Office of Equal Employment Opportunity. Hiring Managers should refer to the [Faculty Recruitment and Hiring Guide](#) for details on developing the Diversity Recruitment Plan.

The cost of advertising is the responsibility of the department, and charged back to the department once the ad has been placed.

[Advertising Resources](#) (*List of External Publications*)

*View & Accessing Applicant Information*

As a hiring manager, you will be able to view pre-qualified employment applications, resumes, and cover letters online. Hiring managers can also track search results and applicant statuses. The Jobs@UVa on-line system allows applicants to apply 24 hours a day and applications are received at the department level in real time. If you need assistance in screening your applicant pool please contact your HR Consultant.

For additional assistance please contact your Human Resources Consulting Services or download the Departmental User's Guide

*Preparing for the Interview*

Your first impression of the candidates who have applied for your open position will generally come from the employment application, resume, and other written materials submitted by the candidate. Interviews provide the opportunity to focus on specific details surrounding experience and background and are, therefore, a critical step in your process to hire the best person for your opening.

The HR Consultant can assist in conducting pre-screening interviews with candidates to help you narrow the field of candidates, interview finalists, and assess candidates. If you are using a search committee, your consultant is available to participate on the committee.

### ***Interviewing Guidelines***

#### **Before the Interview:**

- Take time to prepare for the interview. Review the Position Description.

- Develop a list of job-related interview questions. Use it consistently for all applicants for the same position.

#### During the Interview:

- Make the candidate feel at ease with introductory and welcoming remarks.
- Ask open-ended questions which focus on behavioral descriptions rather than simply “yes” or “no” questions (i.e. have them describe a work situation in which they handled stress well rather than just asking if they can “handle stress well”).
- Listen; do not do all the talking.
- Ask job related questions
- Ask the same core questions of every Candidate
- Take notes during the interview
- Keep reactions to yourself
- Probe for specifics

#### After the Interview:

- Answer any candidate questions
- Provide an overview of the next steps in the process
- Provide timely communication to candidates

### *Assessing Candidates*

The Interview should be viewed as one component of the overall selection process. Other assessment tools are available to hiring managers and should also be used in conjunction with the interview.

### ***Pre-employment Skills Testing***

All skills testing must be approved and/or administered by University Human Resources (HR Consulting Services) to ensure uniform test administration and evaluation standards. Departments/units are prohibited from administering tests to applicants that have not been previously approved by HR Consulting Services. Questions regarding appropriate testing should be directed to HR Consulting Services.

It is strongly recommended that the hiring official conduct reference checks prior to an offer of employment being extended. It is imperative that before checking references, an application for employment has been completed by the candidate and is on file with the Office of Human Resources.

Hiring decisions should not be made without diligently making an effort to check references. "Negligent hiring" has become a common legal claim against employers who failed to check references. Making hiring decisions without complete information on candidates could lead to costly mistakes!

Conducting reference checks helps you get the full picture of the candidate's skills, work habits, and personality. Reference checking is all about making sure the candidate is right for the job.

To aid you in the reference checking process we developed a reference check form for you to consider using in this process. We believe that the best way to predict the future performance of the individual is to assess the past performance of the candidate you are looking to hire. Included in the reference check form are basic questions along with more specific questions we developed that focus on the 6 University of Virginia threshold characteristics

***Tips for conducting the reference check:***

Try to have the candidate provide a minimum of three reference sources. It is helpful to get references from a combination of people who can articulate on candidate's skills and work habits (e.g., prior supervisors, peers and subordinates). Ideally, one of those references should be from the candidate's current or most recent supervisor.

1. You should state during the interview with a job applicant that references will be checked. Also, don't just rely on letters of reference or personal references provided by the job applicant.
2. A telephone reference check takes less time than a written reference check and usually more information is gained. Forms rarely uncover negative information. Employers hesitate to put into writing what they may say in a conversation.
3. The hiring supervisor should make the phone call because he or she is most familiar with the information received from the applicant and the responsibilities of the job. Supervisors should be prepared with a written list of questions to ask when calling an applicant's reference: identify yourself immediately; tell the reference about the position for which the applicant is being considered.
4. To gain as much information as possible, let the person speak without interrupting. If the reference pauses in the conversation, it usually means he/she has other information and is hesitant to share this information. Get them to talk about everything that would be helpful, but only ask for information that will be used in your hiring decision.
5. Again, ask only job-related questions and document all answers. Avoid questions that can be answered "yes" or "no."
6. The most important question to get answered is whether the previous employer would rehire the applicant you are considering. If you get no other response, try to get this question answered.
7. Avoid questions that screen out minorities, women and persons with disabilities, or will bias the reference in terms of age, gender or religion.

There are many personal questions you must avoid when conducting a reference check. If you have doubts as to whether you should ask a question, don't. Questions you should avoid include:

1. Does the applicant have any disabilities or health problems?
2. Is the applicant married or have children?
3. Has the applicant made child care arrangements?

### ***Internal Candidate Reference Checks***

When considering an internal/University employee as a final candidate, the hiring manager should advise the employee prior to contacting the candidate's supervisor to obtain information regarding the employee's present work performance.

Hiring managers are also encouraged to contact Human Resources Consulting Services for the purpose of obtaining information regarding the employee's performance as contained in the personnel file. This information may be reviewed with a representative from the Office of Human Resources upon request.

### ***Pre-Employment Screens***

Upon finalizing the hiring decision, your offer of employment to the selected candidate is contingent upon the candidate successfully completing the required pre-employment checks. The required pre-employment checks will be determined by the nature of the position.

1. National Sex Offender Registry Check
2. Criminal Records Verification
3. Pre-Employment Drug Test
4. Pre-Employment Physical Examinations\*

\*Pre-employment Physical Examinations may be required for positions where the nature of the work renders it necessary. However, the University does not generally require pre-employment physicals as a condition of employment.

5. Driving Record Verification
6. Credit Check
7. Degree/Educational Verification

#### Notification of Pre-Employment Test Results

These checks will be conducted through Human Resources Consulting Services and the results communicated to the hiring manager as soon as they become available. The candidate cannot begin employment until the results of all pre-employment checks have been received by Human Resources.

### ***Selecting a Candidate & Extending an Offer***

Departments/units select their final candidate through Jobs@UVa. In the case of Managerial and Professional and Operational and Administrative University Staff positions as well as wage jobs, the departments/units recommend a salary through Jobs@UVa that is reviewed by University Human Resources (HR Consulting Services). HR Consulting Services works with the department/unit representative to establish a salary that is competitive with the market and consistent with the Pay Practices Program for University Staff Employees policy (HRM-024).

Salaries are determined by the applicant's educational background, experience, and job-related salary history; the type of position; the competitive market range for the job, the impact to current employees' salaries in the department/unit and University; and the availability of funding. Once the salary has been determined, HR Consulting Services will officially extend an offer of employment to the final candidate on behalf of the University. Only HR Consulting Services is authorized to make offers of employment for Managerial and Professional and Operational and Administrative University Staff positions as well as wage jobs unless the department/unit has obtained a delegated hiring agreement with HR Consulting Services.

Departments/units select the final candidate and determine the salary directly in Jobs@UVA for University Executive Staff. HR Consulting Services is available to provide salary market information and assistance in arriving at a final salary. The employment offer is made directly by the hiring department/unit.