

This guide has been prepared by the Office of Human Resources Development (HRD) in conjunction with the Office of Diversity, Equity and Inclusion, in an effort to assist supervisors in conducting a comprehensive hiring process.

Introduction

The University of Hartford's goal is to recruit and retain a qualified and diverse workforce representative of the student population we serve. The University maintains an Equal Employment Opportunity Policy as well as a mandatory Affirmative Action Plan, which specifically state our commitment to recruit, hire, train and promote the most qualified persons in all job classifications without regard to race, color, sex, age, religion, national and ethnic origin, pregnancy, present or past history of mental disability, intellectual disability, learning disability, physical disability, marital status, sexual orientation, gender identity or expression, veteran status, genetic information or any other protected class under applicable law.

As a supervisor, you are responsible for helping the University fulfill our equal employment opportunity responsibilities. This is accomplished by making intentional and good faith efforts toward meeting this goal as well as ensuring a workplace that is free of discrimination and harassment.

The University of Hartford actively recruits from both within and outside its workforce in an effort to obtain the most diverse pool of qualified candidates for our open positions.

Departmental needs, goals and objectives change over time. As with any change, organizational structures, responsibilities and positions may also change. Each time there is turnover or the need to reassess the business needs of a department, the hiring manager is presented with an opportunity to re-evaluate the current and future needs, goals and objectives of the unit. Diversifying the unit to become more representative of our student population should be one of these goals.

Hiring managers are encouraged to be thoughtful, creative, and consider alternatives to maintaining the status quo of the staffing structure. Ask yourself these important questions and consult with an HR representative to consider the following:

- Can I redesign the essential duties and responsibilities of my vacant position by exploring and/or incorporating the use of technological solutions to create greater operational efficiencies?
- Are there any creative alternatives that I could consider to restructure my unit so that the essential duties and responsibilities of my vacant position could be absorbed by existing staff, possibly creating a professional development opportunity?
- Has this vacancy created an opportunity for advancement from within for a current employee?
- What would be the downside of phasing out the duties and responsibilities of my vacant position?
- How can I bring diverse ideas into my department?
- What is the overall demographic make up of my staff? How might diversifying the unit achieve university goals to better represent and serve our student population?

If you determine that your vacancy must be filled, you will work with your HRD to develop and/or updated the job description. This job analysis process is critical. Consistent with University policy, HRD utilizes the formal job description to compare positions for similarities (and differences) in demands using one set of non-discriminatory factors such as level and scope of responsibility and minimum key job requirements as well as for pay benchmarking using both internal and external data sources, consistent with both federal and state wage and hour regulations. This job evaluation process, once completed, places a position in a salary grade/salary range. The salary range ultimately represents a uniform progression of pay, with each salary

grade identifying a dollar minimum, midpoint and maximum. The midpoint of the salary range represents pay for a fully qualified and satisfactorily performing incumbent in a similar position within the market in which we compete to attract and retain our staff.

It is important to note that the job description is not intended to be a complete statement of all duties (which may be assigned by the supervisor according to varying needs) but rather should provide an overall summary of the job. Consider phrasing within the position description that signals an interest in diversity, equity, inclusion, and social justice (ex. Demonstrates active engagement in equitable and inclusive practices for providing excellent service to diverse populations.).

Requisitioning a Staff Position

Once the job description is finalized with HR, the position requisition process begins. A [Staff Personnel Requisition Form](#) as well as a [Staff Position Needs Analysis Form](#) must be completed to initiate the hiring process. These two forms, available online at [Human Resources Development Forms | University of Hartford](#), must be approved by the appropriate University Officer as well as the Budget Office. Once HRD receives your approved forms, you will receive a confirmation email from your designated HR Service Partner indicating your job search can begin.

As part of the University's ongoing commitment to diversity in hiring, managers should develop an interview committee of at least 2-3 other individuals who may closely work with a new hire or have significant interaction cross-departmentally (affinity groups, staff council). Having additional interviewers has been proven to reduce bias in the interview process and has been shown to increase diverse candidates. At least one member of the interview committee should agree to serve as a diversity advocate for the search. You may also want to consider conducting virtual (WebEx, Zoom, etc.) interviews at the first round.

Hiring managers should indicate the committee members on the Requisition before submitting to HRD. If there is any question as to this requirement, please contact HRD directly.

Posting

All regular full-time and regular part-time positions are posted on the University's website at [Employment Opportunities | University of Hartford](#). HRD utilizes an integrated applicant tracking system (ATS) for these employment opportunities. All position postings include the University's diversity statement which is housed on the employment page of the University. When the approval to fill your vacant position is received in HRD and the job analysis process has been completed, the position will be posted in the ATS portal.

In addition to the University' Applicant Tracking portal, positions are also automatically posted for managers on the following diversity sites:

- Indeed.com
- HispanicsinHigherEd.com
- BlacksInHigherEd.com
- HigherEdJobs.com
- DiverseEducation.com
- CTHires.com

Resumes and Application Materials

Candidates for employment will complete and submit their application materials for consideration for a vacant position directly in the ATS portal. Internal candidates are strongly encouraged to apply for opportunities within the University and will follow the same confidential application process as external applicants. All applicants

who meet the minimum educational requirements for a position will receive an email confirmation indicating that their application material(s) has been received.

Hiring managers review all application materials submitted by logging into the ATS portal using their authorized credentials. All efforts should be made to form a diverse applicant pool for consideration because diverse workforces meld highly talented people from any and all backgrounds to create more successful and creative organizations. HR staff will partner with the hiring managers to ensure the candidate pool reflects a diverse demographic. It is important to be aware of any implicit (unconscious) assumptions, attitudes or stereotypes that you may have that could unintentionally influence actions and/or decisions regarding each candidate. Hiring managers may not consider applicants who do not meet the minimum requirements of the position. More information regarding the ATS portal can be found in the [User Guide for PeopleAdmin](#), located on [Human Resources Development Forms | University of Hartford](#).

It is imperative to respect an applicant's privacy. The names and credentials of all applicants (internal and external) should be reviewed in confidence and shared only with HRD staff, hiring department managers and/or members of a search committee. While there may be open and confidential discussion between these individuals, outside discussion of applicant credentials may create unnecessary issues. Discretion extends to resisting the temptation to contact people who may be acquainted with the applicant as a means of informal reference checking.

Scheduling Interviews

Once the Hiring Manager has reviewed applicant materials and selected his/her pool of qualified candidates, HRD can partner with you to contact the applicants for general pre-screening, provide them with an overview of benefit and salary information as well as schedule the interviews (typically, six per open position).

Preparing for the Interview

Being thoroughly prepared for an interview will help you conduct this important meeting. In an effort to ensure that your time is spent effectively with your candidates, outline your goals and objectives and be sure to familiarize yourself with the applicant's resume and associated application materials prior to the interviews.

Prepare your key interview questions beforehand, and keep these questions consistent among all candidates. Interview questions should be designed to gather as much information about the applicant as possible. It is also important to be aware of federal and state laws regarding appropriate (and legal) interview questions. Compliance with federal and state employment laws to ensure that the University's hiring policies and procedures are followed is also your responsibility and is critical to this process.

Please refer to page 7 for a [Pre-interview Guide](#) to assist you in preparing for your interviews; pages 8-9 regarding [Appropriate vs. Inappropriate Interview Questions](#), page 10 regarding [Sample Interview Questions](#) and page 11 regarding [Questions You May be Asked](#).

Helpful Hints on Interviewing

Interviewing is an art, not a science. Take time to make sure this process is a success by doing the following:

- **Create a comfortable interviewing environment that welcomes all candidates.** Select an interview location that ensures privacy and is free from distractions.
- **Use open-ended questions as much as possible.** You want to encourage dialogue. Instead of asking "Can you manage multiple tasks simultaneously?" try "Give me an example of a time when you were required to manage multiple tasks simultaneously."

- **Ask questions that don't suggest the answer you're looking for.** Try to avoid leading questions. Instead of asking "Do you think you can delegate responsibility effectively?" try "Give me an example of a responsibility you delegated effectively and its result."
- **Ask questions which encourage the candidate to speak freely.** Ask questions, don't make statements. Try to avoid the cross-examination or interrogation technique. If your questions are interpreted as accusatory, abrupt or judgmental, you may discourage the candidate from providing valuable information.
- **Ask questions whose answers cannot be rehearsed.** Consider asking "Give me an example of a project or initiative that did not go well and how you handled the situation."
- **Include a question about working with diverse constituents and colleagues or a question about how to improve inclusion and address inequities based on race, class, gender, ethnicity, etc.**
- **Listen carefully to the candidate's responses.** You can take appropriate notes while the candidate is talking so these notes can be used later in the hiring process to recollect key aspects of the interview and/or candidate. Keep all notes professional and job-related.
- **Control the interview.** Although the interview is the opportunity for the candidate to "sell" him/herself, don't let the candidate control the interview. Maintain control of this meeting to ensure you get all your questions asked and answered. Candidates who stray off the subject should be reigned back in verbally. Candidates who start asking you questions before you are ready to answer them should also be brought back on target verbally.
- **Collect as much information about the candidate as possible** before making a decision.
- **Let the candidate do most of the talking.** Remember the 80/20 rule. Talk no more than 20% of the time. You want as much information about the candidate as you can collect during the interview.
- **Close the interview on a positive note.** Thank the candidate for his/her interest in the position and the University of Hartford. Let the candidate know the next steps in the process as well as the expected timeframe for making the hiring decision. **SELECT, DON'T SETTLE!** Be intentional in your search process, recognizing that your human capital is your most important resource. Building a diverse and inclusive workplace where differences in perspective and approach to problem solving create more successful organizations.

Reference and Background Checking

At the time of application, candidates are asked to provide professional references which should include former supervisors, co-workers and/or colleagues who have first-hand knowledge of their abilities in relation to the position. Once the Hiring Manager has narrowed the choice to the top one (or two) candidates, pre-employment background screening and verifications must be completed. To initiate this process, the candidate will need to be moved to "Finalist" status in the ATS.

At this point, you will also need to contact your designated HR Service Partner so that the pre-employment background checks, prior degree verification and employment verification processes can be initiated. A pre-determined list of reference questions is used, which assures that the results of this process are consistently applied to all candidates. Reference feedback is gathered and stored electronically for review via the ATS. This information will be maintained in the job search file and must be retained consistent with institutional records retention and/or regulatory guidelines.

Employment at the University of Hartford is contingent upon the satisfactory completion of an appropriate background check based on legitimate, job-related qualifications and specific responsibilities of the position. Please note that this process may take up to 10 days to complete based on the candidate's prior employment and residency.

Making the Offer

When a position becomes vacant, you are first encouraged to first review internal pay equity within your department before considering the pay of a new hire. If there are similar positions within your department, take the time to evaluate the skills, experience and placement of pay within a salary grade range of your current

staff in comparison to your new hire, and, if appropriate, make internal equity adjustments if they are deemed necessary and/or appropriate.

University policy stipulates that all formal job offers for regular full-time and regular part-time staff positions must be made by HRD. Federal and state laws mandate what the University can and cannot communicate when making an offer of employment. HR staff maintain a thorough knowledge of applicable employment laws and are the only authorized employees of the University to make job offers for regular staff positions. Under a narrow set of circumstances and in consultation with HRD, the President or a University Officer may make an offer of employment.

Once the offer is accepted, the HR Manager will alert the Hiring Manager of the official start date as well as the new hire's scheduled benefits orientation. Please refer to page 12 for a sample [Congratulations on Your New Hire](#) form.

Closing a Search

Once your finalist has accepted the offer of employment, the search must be closed in the ATS by properly coding each applicant for the position. This step will initiate an automatic and appropriate notification regarding the closing of the search to each of the applicants who applied for the position. This information is also retained in the job search file consistent institutional records retention and/or regulatory guidelines.

New Hire Benefits Orientation

HRD conducts its new employee benefits orientation on the employee's first day of employment. This orientation includes an overview of the University followed by a self-paced online benefits orientation. The new employee will also complete the [Form I-9, Employment Eligibility Verification](#) (which establishes identity and authorization to work in the United States) and the [New Employee Data Form](#) at this time. The employee will be provided with information necessary to obtain their University HawkID card.

HRD will follow up with the new employee regarding benefit options within 30 days of hire to ensure all necessary documentation is completed and submitted during his/her new hire open enrollment time frame.

New Staff On-boarding and Training

The on-boarding and training you provide for your newly-hired employee is one of the most critical factors in determining how this employee will perceive you, your department and the University overall. In fact, there is a significant correlation between the impact of the new employee's orientation period and turnover rates.

The time and energy that you've invested in finding and hiring your new employee should now be transitioned into effective on-boarding and training. On-boarding and new hire training takes significant planning and preparation and, when done correctly, will pay off tremendously. A comprehensive on-boarding program creates an immediate positive impression and demonstrates your commitment to the new employee as well as helps build his/her potential to become a highly productive contributor to your unit as soon as possible. Your objectives during this important period should include the following:

- **Clearly define your expectations as the new supervisor.** This is your opportunity to ensure your new employee understands how you will be evaluating him/her in the position.
- **Understand position responsibilities.** The first few months will be a transition for both you and your new employee. Be sure to take the time to explain (or have someone explain) the essential functions and core duties and responsibilities of the position to your new hire during this period.
- **Establish relationships with co-workers.** Take the time to introduce your new employee to those who he/she will be working with on a regular basis so that he/she feels valued and supported as soon as possible.

- **Consider cross-training so that your new employee can gain a feeling of belonging.** Take steps to ensure your new employee feels like part of the team and knows that he/she can come to you (or a designated member of your team) if there are any questions.

You should also consider investing your new hire's time in other training and educational opportunities which are offered outside of your department as a means to better acclimate him/her to the University of Hartford.

By preparing the on-boarding and training schedule ahead of time, you not only make a great first impression with the new employee, but you will also make the training period easier on everyone involved. Rest assured, this will be time well spent!

90-day Orientation Period

All new staff employees are placed on orientation status for the first 90 days of employment. Orientation status is defined as an employment relationship between the University and the employee which is provisional pending demonstration and evidence satisfactory to the University that the employee successfully meets the requirements of the job and that his/her performance merits regular employment status. However, successful completion of orientation status does not indicate contractual status. The University of Hartford retains all rights traditionally associated with the doctrine of employment at will so long as the exercise of these rights does not conflict with any law.

Per University policy, new staff employees will receive a performance appraisal, called Dialogue for Direction, prior to the conclusion of the first 90 days of employment. This is an essential process, as it gives both the new employee and the supervisor an opportunity to formally discuss the key responsibilities as well as the expectations of the position. The initial orientation period may be extended, upon the supervisor's recommendation, for legitimate business reasons. A request for an extension of orientation status requires the approval of the AVP of HRD or designee, and can be for a minimum of one month to a maximum of three months in duration.

Pre-interview Guide

Applicant: _____

Interviewer: _____

Position: _____

Date: _____

Review of Resume

List items of interest from the resume and why they are of interest.

Open the Interview and Establish Rapport

- Warm, friendly greeting.
- Names are important - yours and the candidate's. Pronounce the first and last name correctly. If you are unsure how to pronounce the name, ask.

Topics to be Covered in the Interview

- Education: Review the candidate's education.
- Work History: Review the candidate's work history.
- Job Preview: Explain the duties, responsibilities and expectations of the job.
- Miscellaneous: Ask any other questions of relevance to the position being filled.

Rate Yourself

- Preparation: Did I review the resume prior to the interview?
Did I list and review my questions?
Did my planning prevent interruptions?
Did I clearly state my interviewing goals?
- Discussion: Did I listen more than talk?
Did I take notes without causing discomfort to the candidate?
Did I avoid interrupting the candidate?
Did I read and make note of the candidate's verbal and non-verbal communication cues?
Did I send appropriate non-verbal messages, including eye contact?
- Close: Did I describe the job in detail?
Did I discuss career potential realistically?
Did I ask for more questions?
Did I thank the candidate and end the interview on a positive note?
- Summary: Did I immediately take 10-15 minutes to summarize the interview?
Did I immediately rate my impression of the candidate?

Pre-Employment Questions - Appropriate vs. Inappropriate to Ask

As a hiring manager, you have a legal responsibility to that ensure the questions you ask candidates are only job-related and nondiscriminatory in nature. In order to avoid inquiries that are, or may be perceived as, discriminatory, please review the following list of appropriate and not appropriate questions to ask.

	Appropriate to Ask	Not Appropriate to Ask
Name	Applicant's first, middle and last name	If a woman is a Miss, Mrs. or Ms., or for maiden name
Address	Applicant's address and telephone number, or alternate address and telephone number	<ul style="list-style-type: none"> Any specific probes into foreign addresses which would indicate national origin Length of time at present address
Age	Requiring acceptable original documentation as specified by law to establish identity and authorization to work in the United States after hiring	<ul style="list-style-type: none"> Requiring birth certificate or other proof of age before hiring Age or age group prior to employment
Marital Status	None	Any inquiry into marital status
Dependents	None	<ul style="list-style-type: none"> Any inquiry into spouse's name Any inquiry into number or ages of applicant's children or dependents
Birthplace or national origin	None	<ul style="list-style-type: none"> Birthplace of applicant, applicant's parents, grandparents or spouse Any other inquiry into national origin
Race or color	None. Inquiry for affirmative action plan statistics after hiring	Any inquiry that would indicate race or color
Gender	None. Inquiry for affirmative action plan statistics after hiring	Any inquiry that would indicate gender
Religion	None	<ul style="list-style-type: none"> Any inquiry into applicant's religious denomination, church or religious observations Recommendations or references from religious affiliations
Disability	Ability to perform the essential functions of the job, with or without reasonable accommodation	Any inquiry into the nature and/or severity of the applicant's disability

	Appropriate to Ask	Not Appropriate to Ask
Citizenship	“If hired, can you show proof of authorization to work in the United States?”	<ul style="list-style-type: none"> • Proof of citizenship • Date of citizenship • Whether applicant, applicant’s parents or applicant’s spouse is native-born or naturalized
Photographs	None. May be required for identification purposes <i>after hiring</i>	<ul style="list-style-type: none"> • Any request for photograph before hiring • Do not take pictures of applicant during the interview
Education	Questions concerning academic, professional or vocational schools attended	Questions specifically regarding nationality, racial or religious affiliation of any school attended
Salary/Wage History	None	Any inquiry into prior job compensation
Language	Inquiry into language skills, such as reading, writing and/or speaking of foreign languages if job-related	Inquiry into the applicant’s mother tongue or how any foreign language ability was acquired
Relatives	Name and address of a person to be notified in case of an emergency <i>after hiring</i>	Any inquiry into names, addresses, ages, etc. of spouse, children or any relatives
Organization Membership	Organizational or professional memberships and/or offices held (if any) so long as affiliation is not used to discriminate on the basis of any protected class under applicable law	Listing of all clubs applicant belongs to or has belonged to
Military Service	<ul style="list-style-type: none"> • Service in the U.S. Armed Forces, including branch and rank attained as part of work experience history • Any job-related experience • Military discharge certification <i>after hiring</i> 	<ul style="list-style-type: none"> • Military service records • Military service for any country other than U.S. • Type of discharge • Membership in Reserves • Intent to join military
Criminal Record	Inquiry into convictions (except for traffic violations) if job-related	Any inquiry into arrests, criminal charges or convictions that were erased
Work Schedule	Willingness and/or ability to work the required work schedule	Willingness and/or ability to work on any particular religious holiday or observance
References	Applicant may be asked for professional and/or personal references	References specifically from any person which might reflect race, color, religion, gender, national origin or ancestry
Other qualifications	Any question that has direct correlation to the job	Any non-job related inquiry that may present information permitting unlawful discrimination

Sample Interview Questions

Diversity and Inclusion

- What kinds of experiences have you had in relating to people whose backgrounds are different than yours?
- What does it mean to have a commitment to diversity and inclusion and how would you develop and/or apply your commitment to our university?
- What initiatives have you been involved in to bring differing perspectives together to get a result that benefited you? The involved parties? The organization?
- Describe how you would work to help create/foster a campus environment that is welcoming and inclusive.

Decision Making and Problem Solving

- Give me an example of a time when you had to be quick in reaching a decision. How did you handle it?
- What would you do if your supervisor made a decision which you strongly disagreed with?
- Describe an instance when you had to think on your feet to diffuse a difficult situation.
- Give me an example of a time when you had to refrain from speaking or making a decision because you did not have enough information.

Communication

- Tell me about a situation when you had to be assertive and speak up in order to get a point across that was important to you.
- Have you ever had to “sell” an idea to your co-workers or group? How did you do it? What was the outcome?
- What interpersonal qualities or personal experiences make you the best person for this job?

Interpersonal Skills

- How do you capitalize on your strengths?
- How do you compensate for any areas that you feel you can improve upon?
- Describe the type of work you most enjoy and the environment that you feel most comfortable working in.
- Describe a boss who would get the very best work from you.

Planning and Organization

- How do you decide what gets top priority when scheduling your time?
- What do you do when your schedule is suddenly interrupted? Give an example.

Motivation

- Give me an example of a time when you went above and beyond in a prior job.
- Describe a situation when you were able to have a positive influence on the actions of others.
- What do you plan to be doing five years from now? And how does this job relate to these future goals/plans?
- Describe how your last/previous job prepares you for this job.
- Tell me how you learn best at a new task or new job.
- If hired, how long do you think it would take you to be up and running?

Leadership

- What is the toughest group that you have had to get cooperation from? How did you handle it? What was the outcome?
- Give me an example of a situation when you had difficulty getting others to accept your ideas. What was your approach? Did it work?

Others

- Describe two or three major trends in your profession today.
- Give me an example of a goal which you set in the past and tell me about your success in reaching it.
- Discuss the committees on which you have served and the impact of these committees on the organization where you worked.
- Why did you choose this profession/field?
- Why do you want to leave your current job?
- If I called your last supervisor, what would he/she tell me about your work?
- If you could have changed one thing about your last job/company, what would that have been?
- How much notice would you have to give your present employer?

Questions You May be Asked

The interview process involves two-way communication. Encourage the applicant to ask questions. The questions an applicant asks can define and/or measure interest and compatibility within your department and at the University of Hartford.

A prepared applicant may ask any (or all) of the following questions:

- Why is this position vacant?
- How large is the department, and to whom would I report?
- What are some of the main responsibilities of this position?
- Is the salary negotiable?
- What are your immediate goals for the person who fills this position?
- What do you expect me to accomplish in the first 30, 60, 90 days?
- What are your short-term and/or long-term objectives for this position?
- How closely would I be supervised?
- Can you describe your management style?
- What equipment would I use? Would I be trained if it were unfamiliar to me?
- What is a typical day like in this position?
- How are people promoted out of this job? Where do they typically go?
- What is the most important skill needed to do this job well?
- What do you value most in an employee?
- What are the common attributes of your top performers?
- How are employees rewarded in the department and at the University?
- How do you characterize the University's culture?
- What are you looking for in a successful candidate?
- Do you expect to have second interviews?
- Do you have a targeted start date?
- When will I hear from you again?

Be honest! It is important to give a realistic preview of the job in order to find the right person for it.