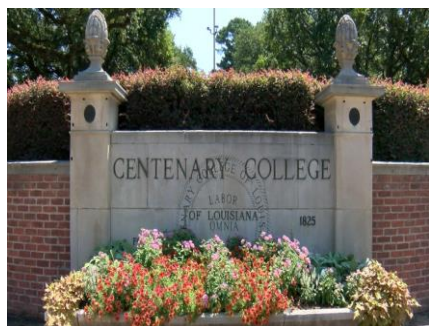


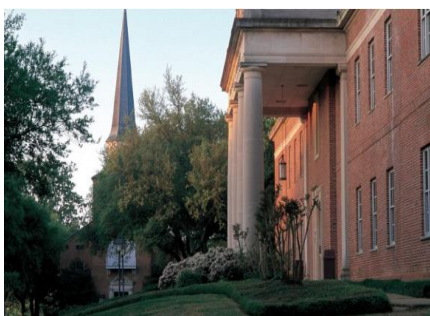
Staff Recruitment and Hiring Toolkit

The Recruitment and Hiring Toolkit's primary function is to provide you with information, resources, tools, and links that will assist you during the hiring process. This toolkit is geared towards those positions that are required to be advertised, but you can find useful information for all your hiring needs.

For any questions or concerns, please contact the Office of Human Resources at 318-869-5191 or hr@centenary.edu.



[Getting Started – Hiring and Recruiting](#)



[Create a Recruitment Plan](#)



[Search Committees and Supervisors](#)



[Screening and Interviewing](#)



[Selection and Offer](#)



[Onboarding for Success](#)

Getting Started – Recruitment and Hiring

One of the most important decisions you will make as a manager is the selection of a new employee. One of the most significant expenses in a budget is the cost of employees. How can you help ensure that you will

get the best person available? What is your role in the hiring process? The purpose of this guide is to give you a place to start in answering these questions.

Not only are you a part of the hiring process, your role at the very beginning of the hiring process is critical. The initial decisions you make and the way you communicate those decisions to others in the hiring process about how to fill your vacancy and the ideal candidate for the position may well determine the caliber of the individuals from whom you may make an appointment.

Centenary College of Louisiana is an Equal Opportunity employer and does not discriminate on the basis of race, color, religion, creed, sex, sexual orientation, gender identity/expression, age, genetic information, national origin, disability status, veteran status, or any other legally protected class in its programs and activities. Centenary specifically finds that diversity of faculty, administrators, and staff is a crucial element of the educational process and reaffirms its commitment to enhancing education through affirmative action to increase diversity at all levels.

The Office of Human Resources provides assistance to the campus community to ensure equality in the recruitment process for all hires and is committed to promoting and advancing equal opportunity, diversity, and inclusion for all.

Things to Remember

- What steps to take largely depend on what type of position/vacancy needs to be filled.
- When in doubt, contact the Office of Human Resources at hr@centenary.edu
- Have a plan! Know where you want to be and consult HR (Human Resources) on how to get there.
- Establish the need for the position.
- Secure Funding.
- Know the function of the job.
- A pre-audit might be needed if the position has changed significantly.

Best Practices

- Establish a reasonable timeline for the search and hiring process.
- Have an established budget and position prior to getting started.
- Have the appropriate approvals before putting in too much work.
- Meet with HR with any questions or concerns.
- Understand the recruitment and hiring process and/or ask for assistance as needed.

Resources

[Chart of Roles and Responsibilities](#)

[Staff Hiring Process Checklist](#)

Step 1 - Plan a Position

The first step of the hiring process — and perhaps most important — is to think through and plan for all of the steps required to fill a position.

Identifying the need.

- Why does this position need to be filled?
- What kind of work is the position responsible for?
- What knowledge, skills, abilities, education, and experience is minimally required to perform the essential functions of the position?
- Is there enough work for a full-time or part-time position?
- What kind of budget is available for the position?
- Is there a current job description, does it need to be revised?
- Are there unique considerations? For example, specific training requirements or potential relocation.

Identify the type and classification of the position you need to fill

There are three types of positions:

1. Full-time - employees who work 40 hours per week, or
2. Part-time - employees who work less than 30 hours per week;
3. Temporary - employment is expected for a specific period. When such appointments are made the anticipated termination date should be specified.

Positions are to be classified as:

1. Faculty - individuals who teach and conduct research in various academic departments. They typically hold advanced degrees and are considered experts in their fields.
2. Administrators – individuals in a managerial role who oversee and manage various aspects of the institution, such as budgeting, strategic planning, policy implementation, and personnel management.
3. Support – individuals in a non-managerial role who support the overall functioning of the educational institution but are not directly involved in academic instruction or research.

AND as

4. Exempt - employees in salaried, management-level positions and not entitled to overtime pay
5. Non-exempt – employees who are typically paid hourly, perform more manual or technical duties, and are entitled to overtime pay for all hours worked over 40 hours during a workweek.

Answer is this a New vs. Existing Position

While every department or campus conducts the hiring processes a little differently, as a manager, there are several questions that will help you identify how to classify a job opening in your area.

6. What kind of funding or budget is available for this position?

7. Is this an existing position that I need to refill?
8. Is it a new position?

New Positions

Once you have confirmed the need for a new position, you will need to discuss this with your department head to get prior approval to search. It is recommended you prepare a new job description and review it with your department head during that discussion.

Existing Positions

If you have an existing vacant position that you wish to backfill, you should review/update the current job description to ensure its accuracy; contact the HR Office for a copy of the current job description.

Plan the Advertising for the Position

Advertising is the most common way to let people know about job openings. Because of compliance requirements, all postings must be prior approved by Human Resources. Anyone wishing to apply for an advertised position at Centenary will be afforded the opportunity. Applications will only be accepted through the online applicant tracking system.

Posting Minimums – All searches, including pre-approved Internal Only searches, must remain open and posted to the college job board for a minimum of three (3) business days.

Best Practices

- Position description to list the essential functions (basic job duties) per the Americans with Disabilities Act.
- Clearly identify the position title and department.
- All advertisements must be reflective of the job description. Job specifications in the external ad should not conflict with the official job posting.
- Indicate if the position requires a background check.
- Indicate if the position is:
 - Non-Tenue, Tenure or Tenure-Track
 - Full Time or Part Time
 - Temporary
- For all external advertisements, you must include “apply at” statement with a link to the hr@centenary.edu

All jobs are typically posted the following:

- Centenary Job Board
- DiversityinHigherEducation
- WorkplaceDiversity

More job boards / ways to recruit:

- HigherEdJobs
- Inside HigherEd
- Chronicle of HigherEd
- Advertise in field-specific journals, associations, and listservs
- Direct contact with qualified candidates in your network and/or from similar/previous searches
- Department website and/or social media sites
- Special interest organizations or groups
- Diversity Advertising and Recruitment Resources
- Local and Regional Newspapers

Effective Advertisements

- Be used as a tool to screen for job knowledge
- Have a good job title and description
- Focus on essential functions
- Avoid broad generalizations
- Attract the attention of appropriate jobseekers
- Attract relevant interest by making the candidate see themselves in the position
- Create a desire to work at Centenary (family-friendly benefits, local area information, low state income tax, etc.)
- Provide clear instructions for applying
- Keep the advertisement simple
- Only use phrases that are essential to the job
- Providing enough details so applicants know if it is a right fit for them

Create/Revise the Job Description

Please use the templates below when creating a job description. Contact Human Resources to request a copy of any existing/prior position. The job description must be attached to the Human Resources Action Form (HRAF) for any job search/post request and on any HRAF to hire a candidate.

[Athletic JD](#)

[Non-Athletic JD](#)

Create the Search

Once you have planned your position, discuss the headcount need with your department head, and have an approved JD you will need to complete an HRAF to request to search/post the role.

The Human Resource Action Form (HRAF) is **used for any personnel action that affects payroll and/or the employee's Banner records**. This includes the request to post a position, hiring of new employees and rehiring of former employees, terminations, promotions, etc. The HRAF is used when the status of an employee changes.

Use the [HRAF](#) form in DocuSign and include relevant information about a role, such as the department, formal qualifications, timeline, and budget. Click [here](#) for quick guide on how to complete his form in DocuSign. If you do not have a DocuSign account, please contact your department head to request one.

Then write **and attach** a compelling business case to convince the leadership why you need the new hire. Incorporate the department's goals, how the role will impact business outcomes, and any consequences of not filling the position soon. *Although this is not currently required, this practice may help speed up the approval process.*

Typical elements of the HRAF form include:

- Name of Home Department: department the role belongs to
- Name of Manager: Hiring manager raising the requisition
- Job or position title: Designation for which you're hiring
- Employee type, ie. full-time, part-time, or temp
- Employee class: faculty, admin or support
- Benefits: Yes for all full-time positions; No for all other positions
- Justification for the new hire: Business case for hiring, explaining the impact on business goals and KPIs
- Job description: Detailed description of the role (responsibilities, qualifications, experience)
- Advertising: list all job boards you want to post the position
- FOPAL – GL information
- Included as attachments on the HRAF: the job description and the business case

Once HR receives the completed and approved HRAF:

- HR will post the position to all the job boards as indicated on the HRAF within 48 hours
- Create a shared folder on OneDrive to store all applicant information – a link will be sent to the hiring manager.

Additional Information

The Fair Labor Standards Act (FLSA) - establishes minimum wage and overtime pay standards for full-time and part-time employees. The Wage and Hour Division (WHD) of the U.S. Department of Labor (DOL) administers and enforces the FLSA. The new salary threshold for **Exempt** positions is \$684 per week (**\$35,568 annually**). The final rule will be effective January 1, 2020.

Create a Recruitment Plan

Recruitment is the process of actively attracting top talent, screening, interviewing, and hiring for a particular position. This is the first step in building an organization's human capital. At a high level, the goals of any recruitment plan are to locate and hire the best candidates, on time, and on budget. The recruitment process should ensure that all processes and procedures have been taken to reduce and/or be free of biases.

A recruitment strategy is required for all searches for employees at Centenary. Recruiting efforts can take many forms, including advertising, networking, job postings on listservs, recruitment efforts made at conferences, and contact with professional associations.

Steps include:

- **Devising a recruitment strategy/plan.**
 - Determine the search method.
 - Individual Supervisor
 - Search Committee (*to ensure an effective and efficient decision-making process, a committee of 5-8 is recommended; no less than 3*)
 - Seek out committee members who:
 - Are familiar in the field's responsibilities, knowledge, skills, and abilities of the advertised position.
 - Are respected within the College community and their respective disciplines or professions.
 - Are open-minded and committed to diversity, inclusion, and a fair process.
 - Can negotiate conflict to achieve group results.
 - What geographical area should be considered?
 - Local
 - National
 - International
 - Which source of recruitment is to be practiced?
 - External applicants.
 - Internal applicants.
 - Both
- **Recruitment channels.**
 - Internet Recruiting
 - External publication advertisements
 - Direct Recruitment
 - Contacting recruiting agencies
 - Headhunters
- **Implement the Recruiting Strategy.**
 - Understand the requirements for the position.
 - Be pro-active.

Who Should Be Recruiting?

Ideally, everyone should be actively recruiting when the opportunity presents itself. Recruitment is an ongoing process that requires enthusiasm and effort.

EEO Responsibilities

A recruitment strategy is required for all searches for employees. Recruiting efforts can take many forms, including advertising, networking, job postings on listservs, recruitment efforts made at conferences, and contact with professional associations.

The College's legal obligations as a federal contractor require it to design specific efforts to promote equal employment opportunity. Centenary does not utilize a quota system in its hiring practices but rather demonstrates compliance with EEO through a good-faith effort to reach underrepresented populations and create a diverse applicant pool. There is no required number of recruitment sources; however, search committees must demonstrate a good faith effort to recruit the position as broadly as possible. Search committees are encouraged to demonstrate they have gone beyond this standard recruiting to target diverse applicant pools specific to the position. HR may assist in this process; however, the overall recruitment strategy is ultimately the search committee's responsibility.

Include Practices to Promote Diversity & Ensure Equity and Inclusion

What is Diversity?

The range of human differences, including but not limited to race, ethnicity, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, veteran status, and political beliefs. Diversity includes complex differences and similarities in perspectives, identities, and points of view among institution members and individuals who make up the wider community.

What is Inclusion?

Involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive university promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its members.

What is a Protected Class?

A group of people with a common characteristic legally protected from employment discrimination based on that characteristic. Protected classes are created by both federal and state laws.

Method of Directing the Search

- **Search Committee:** Search Committees are required for all benefited faculty and high-level administrative searches. The Committee memberships should be diverse as appropriate for the particular position. The only identifier required is the committee chair. The demographics of search committee members is no longer required.
- **Individual Supervisor:** For support staff and some administrative positions, the supervisor may manage the search including reviewing applicants, checking references, and selecting a candidate.

Search Committees and Supervisors

The Individual Supervisor and Search Committee members play a vital role in the selection process. Below you will find information and tools that will assist both search committees and individual supervisors during the search process.

Please refer to the [Search Committee Guide](#) for assistance with essential steps needed in conducting searches to ensure that the search process is consistent for all applicants and the hiring criteria are objectively applied.

Things to Remember

A search committee is not required for all positions; however, search committees are required for all faculty and some administrative/professional positions (this includes faculty, department chairs/directors, deans, and executives). The use of a search committee in the hiring process is strongly recommended to ensure that the search process is consistent for all applicants and that the hiring criteria are objectively applied.

- The Hiring Authority (Director/Department Chair/Dean/VP, etc.) should select the Search Committee Chair.
- When selecting search committee members, seek out individuals who:
 - Are familiar with the field's responsibilities, knowledge, skills, and abilities of the advertised position.
 - Are respected within the College community and their respective disciplines or professions.
 - Are open-minded and committed to diversity, inclusion, and a fair process.
 - Can negotiate conflict to achieve group results.
- To ensure an effective and efficient decision-making process, Human Resources recommends that a search committee does not exceed 5-8 people, but no less than 3 people.

Recruitment efforts should be strategic and show the College's good faith efforts in generating a diverse applicant pool.

Best Practices

- Include individuals who are committed to diversity, equity, and inclusion.
- Consider appointing a diversity champion/advocation whose role will be to ensure the search is consistent with best practices and that consideration is given to all candidates.
- Be sure that unrepresented members (women, minorities, individuals with disabilities, veterans) have equal opportunities to participate in searches.
- Include language in your advertisement that shows interest in candidates who have a commitment to diversity, equity, and inclusion.
- Broaden job descriptions/requirements to attract the widest possible group of qualified candidates.
- Advertise/recruit in areas that reach women and underrepresented minorities.
- Note that Centenary has family-friendly policies and great benefits.
- Go beyond your "usual" range of advertising and recruiting.
- Consider candidates who may be under-placed and thriving at other institutions.
- Be aware of your own unconscious bias and learn how to self-correct.

- Develop candidate evaluation criteria/rubric and ground rules before evaluations and stick to them.

Resources

[The Americans with Disabilities Act and the Search Process](#)

[DEI \(Diversity, Equity, and Inclusion\) – hiring practices resources on bias](#)

[Search Committee Guide](#)

Screening and Interviewing Applicants

At the initial screening stage, the role of the search committee/supervisor is to evaluate applicant's qualifications and to determine which applicants are the most qualified for the position. Once applicants begin to apply for a position, the search committee/supervisor can begin reviewing the applicant pool. During this initial screening, the search committee/supervisor should indicate whether each applicant meets the required qualifications as advertised. If so, then those applicants should receive further consideration.

The purpose of an interview is to provide the opportunity to gather information about the candidate and to determine whether the candidate would succeed in the position. During the interview process, not only will you be evaluating the candidate, but the candidate will be evaluating your department and Centenary College as an employer. It is important that all contact with candidates be professional, welcoming, and organized.

If you have questions, concerns, or comments please contact your HR at hr@centenary.edu 318-859-5191

Things to Remember

The screening process begins with the analysis of materials sent in response to the job posting.

- Keep the position description in mind.
- Know the required qualification for the position. Employment success and long-term retention of persons hired for positions offered at Centenary are to determine that the candidate is fully qualified and suited to the position offered.
- Understand your biases.
- Not to discriminate

Human Resources will post all incoming applicant information to a shared search folder.

Hand-written notes (including emails and reference checks) created by search committee members/supervisor are auditable, and should be maintained by the department – in the recruitment file - per the date hire is made. After reviewing all candidates, the search committee chair/supervisor or hiring manager will update the status of all applicants.

You may do several rounds of interviews. Many search committees find it beneficial to utilize an initial telephone, Skype, or another technological interview to identify the final candidates for on-campus interviews. Keep in mind that telephone or Skype conversations will count as part of the interview process.

Best Practice

Inappropriate reasons to disqualify applicants:

- They are "overqualified"
 - There are good reasons why a person might choose to take a job with a lower level of responsibility than they have had in the past. Do not assume that holding a higher-level job necessarily means that a person can do lower-level tasks. If you find yourself making assumptions about the person's motivation, check them out at the interview, or call the person and make sure they understand that the job will not be at a higher level than advertised.
- They are currently in a higher-paying position.
 - Do not make assumptions about an individual's financial needs. If you find yourself making assumptions about the person's motivation, check them out at the interview, or call the person and make sure they understand that the job will not be at a higher level than advertised.
- They did not meet the preferred qualifications.
 - Preferred qualifications alone may not be used to eliminate an applicant. These additional qualifications make a candidate ideal but may not be necessary to successfully perform the job.
- They are not local; they live out of state.
 - The residence of an applicant should not be used to eliminate them.

Prior to contacting candidates to set up interviews:

- Review the [Structured Behavioral Interviewing training PowerPoint](#)
- Review [Interview Guideline](#) to understand what questions can and cannot be asked.
- Decide the method of your interview (telephone, Skype, in person).
- Identify the interview questions. Interviews should be structured where you *ask each applicant the same list of questions*. See [Behavioral Interview Questions](#)
- Make sure individuals participating in the interview process have set aside time on their calendars.
- Decide on the location of the interviews. Room(s) should be accessible and free from interruptions. If conducting interviews by telephone or Skype, be sure the room has these capabilities.

Resources

[The Americans with Disabilities Act and the Search Process](#)

[Campus Visits and Interviews](#)

[Planning Template for Conducting Faculty Searches](#)

[Common Biases](#)

[DEI \(Diversity, Equity, and Inclusion\) – hiring practices resources on bias](#)

[Immigration Status of the International Hires](#)

[Interview Guidelines](#)

[Behavioral Interview Question list](#)

Selection and Offer of Employment

Congratulations, you are ready to extend an offer to your preferred candidate and start the hiring process. Reference checks are required prior to hiring an applicant. If you have not conducted your reference checks, do so prior to extending the offer.

Things to Remember

Extending the VERBAL Offer

The hiring authority or their designee can now, with the appropriate approval, verbally extend an unofficial position offer to their candidate of choice. Here, the appropriate authority should:

- Contact the potential hire and extend an unofficial offer pending approval by the President or his designee.
 - If the candidate requests/negotiates benefits or a salary above the CUPA range listed on the HRAF, you will need to secure prior approval with the department head, President and VP of Finance & Admin
 - If the candidate is no longer interested in the position, you should consider other applicants interviewed, or request certification of additional applicants.
- Formal offers of employment are made ONLY in writing by the College President, Provost or Human Resources.
 - Employment is contingent upon final approvals, the results of a background check if required.

Examples of negotiation areas that may require pre-approval

- Delay or earlier start date
- Salary above CUPA range on approved HRAF
- Start-up funds
- Relocation bonus

HRAF to Hire

As soon as the candidate accepts the verbal offer you may proceed with submission of an HRAF to hire your candidate. Use the [HRAF](#) form in DocuSign and include relevant information about a role, such as the department, formal qualifications, timeline, and budget.

You must allow no less than 5 business days from the date you initiate the HRAF to hire for the offer letter and new hire paperwork to be created/sent to the candidate.

Once the HRAF to hire request has gone through the entire approval process and has been approved by the College President, the candidate will receive

- their contract/offer letter to sign
- a copy of the job description to initial
- a background release notification – *unless previously completed*
- new hire paperwork

Human Resources will notify the other candidates in the applicant pool with a standard email stating the position has been filled.

Hiring

- Centenary employs U.S. citizens and aliens authorized to work in the United States. Recommended candidates must possess the required documents, as listed on an official employment application, for employment in the United States. Contact the Office of Human Resources at hr@centenary.edu for additional information.
- No employee is to be allowed to begin work prior to notification from the Office of Human Resources that the appointment has been approved. Department heads that allow potential employees to begin work prior to formal approval may be personally liable for wages due during the period prior to formal approval being obtained.

Best Practices

For Administrative/Professional and Clerical/Support Hires:

- Recommendations submitted by the search committee should follow agreed upon procedures between the search committee, chair, and the dean/director.
- Recommendations should be made to the appropriate administrator/hiring authority as appropriate.
- Salaries for administrative/professional and clerical/support must conform to the amount listed on the HRAF (Human Resource Action Form) as presented by HR.
- Negotiations concerning salary or any other benefit must receive approval from the vice president/chief, and the Office of Human Resources.

For Faculty Hires:

- The search committee will seek the advice of the entire faculty in the department and others as desired.
- Recommendations submitted by the search committee should follow agreed-upon procedures between the search committee, chair, and the dean/director.
- Recommendations should be made to the appropriate administrator/hiring authority.
- When necessary, negotiations concerning rank and salary will be conducted between the dean and vice president/chief, prior to submitting the request for hire.

Onboarding for Success

Onboarding is the last stage of the recruitment process and the first steps toward retention, with a particular focus on:

- Creating a positive new hire experience for both the employee and University
- Affirmation of the employee's right choice in job and workplace
- Aligning the new employee with the College's values/mission and the goals of the hiring department
- Defining responsibilities and expectations
- Accelerating the time it takes for the new employee to become productive
- Long-term relationship building

An effective employee onboarding process serves the following interrelated purposes:

- Employees who feel welcome, comfortable, prepared, and supported
- These feelings increase the new hire's ability to be productive and contribute within the organization, both immediately and over time
- Employee success leads to satisfaction and retention, which allows the organization to continue to meet its mission.

Identifying an Onboarding Partner

A hiring manager will often identify a partner to contribute to the onboarding of a new employee. The individual is identified based on their experience, knowledge, and skills at the college and would be someone who:

- o is engaged in similar work to that of the new employee,
- o has an understanding of the day-to-day routine of the new employee's role and work environment, as well as the College culture (the norms, values, beliefs, behaviors that shape how things are done in the employee's new work environment),
- o is personable and approachable.

Responsibilities of the Onboarding Partner “Buddy”

The onboarding partner serves as a valuable resource during the new employee’s first three months, answering general questions and providing standard information that will help the new employee adapt to their new role and work environment. In this role, you are asked to:

- make self available. (While you will want to be available to answer questions or provide timely information, it is acceptable and encouraged that expectations are set with the new employee around when and how the two of you will meet.)
- be the contact for any general questions the new employee may have
- provide basic information on University and/or departmental policies and practices
- share information about the University’s culture (the norms, values, beliefs, behaviours that shape how things are done in the employee’s new work environment).

Benefits of being an Onboarding Partner

Being a partner for a new employee offers numerous benefits including:

- contributing to the success of a new colleague, the department or team, and the University as a whole
- the opportunity to learn just as much from the new employee as they will learn from you
- the knowledge that you are viewed as someone who brings value to the University, having been selected for the role

Congratulations on being selected for this important role and thank you for accepting the responsibility!

Questions to Ask

Resources

- What resources are needed to be successful?
- Materials/supplies, tools, equipment, etc.
- Provide appropriate training opportunities.

Rules

- What rules (written/unwritten) do they need to know to be successful?
- Review and share Departmental, and College policies and procedures.

Roles

- Define clear guidelines and expectations. Explain why and how the position is important to the overall success of the Department and College.
- Define chain of command.
- Define others' roles and responsibilities as appropriate.

Relationships

- Who do they need to know; who will they be working with?
- Assign a mentor(s).
- Introductions should be made to:
 - The department
 - Those individuals they will be working with most
 - Those individuals that are subject matter experts

Resources

[Manager/Supervisor Checklist for Onboarding New Employees](#)