

# Recruiting and Hiring Staff at Pacific

## The Recruitment Process

1. Fill out Employment Authorization and attach a job description and an organizational chart.
2. Send Employment Authorization to necessary departments for signatures of approval. (See authorization form)
3. Human Resources receives the Employment Authorization and posts the position on the University website. Human Resources sends the Employment Authorization (white and yellow copies) back to the hiring manager through intercampus mail marked confidential.
4. If an internal candidates apply and are qualified, it is important to give them first consideration.
5. After 5 days of internal posting to the website, advertising can be requested by the hiring manager. Reference the posting date on the Human Resources website.
6. All applications and corresponding materials will be sent as received by HR to the hiring manager through e-mail.

## The Hiring Process

1. Once a candidate has been selected (after interviewing and reference checking has been completed), and you are formulating an offer, ensure it meets the following criteria BEFORE discussing with the candidate:
  - a. Planned compensation offer does not exceed midpoint of the grade range. If planned compensation offer is above midpoint, contact Human Resources.
  - b. Planned compensation offer is within existing budget (see EA form). If planned compensation offer is above budget, identify funding for above-budget amount and obtain Provost/Vice President approval.
2. Prepare an offer letter (see attached) and send it to Human Resources for approval. Once Human Resources has reviewed and approved the offer letter, the hiring manager and candidate can sign the offer letter.
3. Contact Human Resources.

4. Prospective new hire MUST come to Human Resources as soon as possible after signing the offer letter to fill out mandatory paperwork (I-9, W-4, DE-4, pre-employment physical consent, background check consent and application).
5. Human Resources will schedule a pre-employment physical and initiate the background screening. Timing depends on the flexibility of the new hire's schedule. Typically, it takes 5 to 7 days to get results back from the pre-employment physical and the background screening.
6. Once the pre-employment physical and background screening results come back with a cleared status, hiring managers will be notified. Hiring managers will then complete the bottom portion of the employment authorization and send it to appropriate departments for final approval.
7. Once Human Resources receives the Employment Authorization, the new hire information will be entered into Banner and an identification number will be assigned.
8. The hiring manager will receive an email confirming the new hire's identification number so OIT's helpdesk can be contacted for a voicemail and a long distance code.
9. Human Resources will notify new hire and hiring manager about the New Hire Orientation schedule.
10. The hiring manager must forward all recruitment documents (all search committee materials, applications, interview notes, etc.) to HR for retention.

## Great Interview Questions

The telephone interview or candidate pre-screening allows the employer to determine if the candidate's qualifications, experience, workplace preferences and salary needs are congruent with the position and organization. The telephone interview saves managerial time and eliminates unlikely candidates.

It is best practice to always stick to the facts. Ask questions that directly pertain to the open position and ask all of the candidates the same questions. Here is a list of some sample interview questions that you might want to ask your candidate.

1. Why do you want to work in a university setting?
2. What are a couple of your strengths?
3. What are a couple of your weaknesses?
4. Tell me about your ideal working environment.
5. What career goals have you set for yourself?
6. What is your definition of working in a team environment?
7. How do you resolve conflict?
8. How would you define your communication style?
9. Tell me about your organizational skills.
10. Can you give me an example of when you exhibited excellent customer service?
11. Tell me about your technical skills?
12. Give an example when you have shown proactive leadership in your work environment.
13. Give us some examples of your efforts to promote diversity in the workplace.

## Interview Questions to Avoid

Interview questions that are related to a candidate's age; race, ethnicity, or color; gender or sex; country of national origin or birth place; religion; disability and/or marital or family status or pregnancy are *illegal*.

Sample interview questions to avoid:

1. What arrangements are you able to make for child care while you work?
2. How old are your children?
3. When did you graduate from high school?
4. Are you a U.S. citizen?
5. What does your spouse do for a living?
6. Where did you live when you were growing up?
7. Are you comfortable working for a female supervisor?
8. How long do you plan to work before you retire?
9. Will you need personal time for particular religious holidays?

## Sample Reference Questions

Human Resources requires a minimum of three references completed for all new hires. Attached you will find a form that you will need to fill out for each reference that you complete. This information should be submitted to Human Resources prior to offering the position. The references will be added to the new hire's personnel file and are kept confidential.

1. How long have you known the candidate? In what capacity?
2. How well do you believe the candidate is suited for this position?
3. What is the candidate's reliability?
4. How is the candidate's productivity in terms of quality? In terms of quantity?
5. What are the candidate's weaknesses? Strengths?
6. How does this candidate interact with others in a team oriented environment?
7. How does the candidate react to weaknesses in the organization or procedures or to problems in general?
8. Is the candidate more of an optimist or pessimist? (or a problem solver or a complainer?)
9. How does the candidate tend to solve problems when they arise?
10. How does the candidate get along with co-workers? Authority figures? Subordinates?
11. The candidate has held a number of positions in the last several years. Are you aware of any consistent problems or issues with the candidate to cause him/her to change jobs?
12. Why did the candidate leave?
13. Would you (re-)hire the candidate if you could?



## Sample Exempt Offer Letter

Current Date:

Candidate's Name

Street Address

City, State Zip Code

Dear Candidate's Name:

This letter serves as the authorized offer of employment in the position of \_\_\_\_\_, \_\_\_\_\_ office at University of the Pacific.

Your acceptance of this offer is a commitment to serve the distinctive mission of Pacific: to provide a superior, student-centered learning environment integrating liberal arts and professional education and preparing individuals for lasting achievement and responsible leadership in their careers and communities.

This is a full time, exempt position with an official starting date of \_\_\_\_\_.  
The current pay for this position is \_\_\_\_\_ per month (\_\_\_\_\_ when annualized).  
Pay days are on the 10<sup>th</sup> and 26<sup>th</sup> of each month.

Under Immigration and Naturalization Service regulations, you will be required to provide proof of citizenship or the legal right to work in the United States for this appointment to be valid. This documentation is required before assuming your duties at the University. The University requires all staff to have a pre-employment physical and a background screening. This offer of employment is conditional on satisfactory completion of the physical and the background screening. Human Resources will contact you to arrange a physical at your convenience.

Upon your arrival, you will be invited by Human Resources to New Hire Orientation, which is a review of the University and employee benefits. If you have any benefit or employment related questions prior to your arrival, you are asked to contact Cari Keller, Human Resources Representative at (209) 946-2126.

Your acceptance of this offer confirms that you agree to the terms of your employment including your employment at will, and other terms as set forth in the University of the

Pacific Staff Handbook, as well as the new-hire introductory period. This means that an employee or the University may terminate the employment relationship at any time with or without cause. This letter is sent to you as a statement of employment terms, and should not be viewed as a contract.

I eagerly look forward to your acceptance of this appointment, and to welcoming you to the Pacific community.

Sincerely,

Name of Hiring Manager  
Position and Department

Conditional Offer Accepted

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Signature

Date

## Sample Non-Exempt Offer Letter

Current Date:

Candidate's Name

Street Address

City, State Zip Code

Dear Candidate's Name:

This letter serves as the authorized offer of employment in the position of \_\_\_\_\_, \_\_\_\_\_ office at University of the Pacific.

Your acceptance of this offer is a commitment to serve the distinctive mission of Pacific: to provide a superior, student-centered learning environment integrating liberal arts and professional education and preparing individuals for lasting achievement and responsible leadership in their careers and communities.

This is a full time, non-exempt position with an official starting date of \_\_\_\_\_. The current pay for this position is \_\_\_\_\_ per hour (\_\_\_\_\_ when annualized). Pay days are on the 10<sup>th</sup> and 26<sup>th</sup> of each month.

Under Immigration and Naturalization Service regulations, you will be required to provide proof of citizenship or the legal right to work in the United States for this appointment to be valid. This documentation is required before assuming your duties at the University. The University requires all staff to have a pre-employment physical and a background screening. This offer of employment is conditional on satisfactory completion of the physical and the background screening. Human Resources will contact you to arrange a physical at your convenience.

Upon your arrival, you will be invited by Human Resources to New Hire Orientation, which is a review of the University and employee benefits. If you have any benefit or employment related questions prior to your arrival, you are asked to contact Cari Keller, Human Resources Representative at (209) 946-2126.

Your acceptance of this offer confirms that you agree to the terms of your employment including your employment at will, and other terms as set forth in the University of the

Pacific Staff Handbook, as well as the new-hire introductory period. This means that an employee or the University may terminate the employment relationship at any time with or without cause. This letter is sent to you as a statement of employment terms, and should not be viewed as a contract.

I eagerly look forward to your acceptance of this appointment, and to welcoming you to the Pacific community.

Sincerely,

Name of Hiring Manager  
Position and Department

Conditional Offer Accepted

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Signature

Date