Heidelberg | THE OPPORTUNITY MAKERS

Standard Operating Procedures:

Recruiting & Hiring Process

Provided by the Office of Human Resources

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Overview

- Heidelberg University is committed to attracting, developing, and retaining the best talent, experience, and knowledge to achieve our strategic goals. This guide is designed to provide instruction and resources to assist with the hiring process. These instructions are applicable to all University searches regardless of the position's funding source (i.e., grant, or 3rd party funding source).

- Our institution upholds all legal requirements to ensure non-discrimination in all employment practices and procedures. It is expected for all members of a search process to review and fully understand this information prior to participating in these processes.

- Although the Office of Human Resources is primarily responsible for overseeing the recruiting and hiring processes, a collaborative approach must be utilized in order to have success in the hiring process.

- All steps of the hiring process must be completed prior to the first date of employment. There are legal requirements the HR staff have to meet at both federal and state level that involve reporting all new hires within a specific timeframe from the first date of employment.

Standard Timeline of the Recruiting and Hiring Processes

Position Level	Advertising Time	Selection Time	Total Time
Entry-Level	2-6 weeks	2-4 weeks	4-10 weeks
Mid-Level	4-8 weeks	2-4 weeks	6-12 weeks
Upper-Level	4-8 weeks	4-6 weeks	8-14 weeks

Steps of the Hiring Process

1. **Identify the need to fill or create an open position.**
    - Work with the appropriate SLT member to complete this step of the process.
2. **Develop or update a position description.**
    - A job description is used to provide an outline of the essential duties, responsibilities, and qualifications for a position.
    - Contact the HR office to retrieve any existing position descriptions or templates.
    - All position descriptions will need to be reviewed and approved by the appropriate SLT member prior to moving forward in the process.
    - Submit completed and approved position description to the Chief HR & Compliance Officer.
3. **Gain approval for job posting.**
    - All requests must be approved at SLT level.
        - Positions that are denied for approval will be properly communicated to the appropriate team members.
4. **Advertise the job opening.**
    - Job postings are intended to attract qualified candidates and should list key information such as a summary of the responsibilities, qualifications, and the compensation.
    - The HR team will post all approved positions.
    - All postings will be available on the University's website and various job boards.
        - Paid job boards may be utilized if the hiring supervisor has available funding.
    - HR may collaborate with Marketing to make additional posts via social media.
5. **Establish a search committee.**
    - Search committees should include a combination of employees who work directly and indirectly with the open position.
    - The search committees should have an appropriate number of committee members based on the level of the open position.
        - Entry level positions may only have 3-4 search committee members while mid to upper-level positions may have 5-7 search committee members. All upper-level positions must include HR in the search committee.
    - Inform HR of who the search committee members are so that HR can add the search committee members to the job posting in the system. This will allow more convenient access to the applications and resumes.
6. **Screen applications.**
    - Please note the University does not provide visa sponsorships. Applicants who list the need for visa sponsorships in their application will not be approved to move forward.

- Hiring supervisors will need to move each candidate along the recruiting process in the system. Please refer to page 8 for the instructions of this process.
- Please make the appropriate updates to the applicant pool in a timely fashion.

7. **Interview qualified candidates.**
    - Refer to interview guidelines provided on page 6.
    - First round interviews are virtual.
    - Second round interviews are intended for the top candidates and this level of interview is held in-person on campus.
        - If a candidate is brought in from out of town, the hiring supervisor may offer to reimburse the candidate for travel expenses out of the hiring supervisor's funds. These funds may not negatively impact the institution's general operating budget funds. (i.e., endowed funds, fundraised funds). Reimbursements will only be processed through Accounts Payable when the candidate submits receipts and a W-9 form.
        - For mid to upper-level positions, the in-person interviews may require a longer interview process. If a candidate is expected to be on campus during the standard lunch hour, please ensure we provide the candidate with a meal in one of the dining options on campus.
8. **Hiring supervisor select the final candidate.**
    - The initial offer may be verbally provided by the hiring supervisor.
    - Verbal offer discussions should also establish the start date, which will need to be communicated with HR.
9. **The HR team will extend all formal offers in writing.**
    - Candidates will need to sign the offer letter in order to move forward in the hiring process.
10. **Launch the background check.**
    - HR will communicate with the hiring supervisors if there are any red flags in the background checks.
    - The institution can not hire candidates who have any form of sexual misconduct in their background check due to the nature of our industry.
    - Other disqualifying features found in a background check may include alcohol or drug-related offenses. These would be reviewed and approved by the Chief HR & Compliance Officer in collaboration with the hiring supervisor.
11. **Onboarding packages will be sent to the new hire after the HR team receives the acceptance in writing.**
    - The HR team will report a successful completion of the onboarding process to the hiring supervisor via email.
12. **Hiring supervisor will need to submit a ticket to Krammes to order office keys and submit a ticket to CNIT to order any necessary devices and equipment, access to relevant systems, and requesting a phone to be setup with the new hire's extension.**

- Hiring supervisor will need to share the new hire's extension and the office room number with HR in order for HR to make the update to the Employee Directory.

Interview Details

- ❖ Hiring supervisors are responsible for developing the interview questionnaires. Interview questionnaires should be shared with all search committee members prior to the beginning of interviews.
- ❖ Hiring supervisors will need to ensure all compensation data is approved and available prior to the interview process. Candidates may ask pay and benefit related questions during the interview process. It's important to have the information ready to provide an accurate response when these questions arise.

Interview Question Guidelines		
Topic	**Ask**	**Don't Ask**
Race, national origin, etc.	✓ Can you tell me a little bit about yourself?	⊗ Are you biracial? ⊗ What languages do you speak?
Religion	✓ Can you tell me a little bit about yourself?	⊗ What type of church do you attend? ⊗ What is your religion?
Age	✓ How many years of experience do you have that are relevant to this position?	⊗ How old are you? ⊗ What generation are you from? ⊗ What is your birth date?
Disabilities, genetic information	✓ Are you capable of performing the required job duties for this position with or without reasonable accommodations?	⊗ Have you ever filed a worker's compensation claim before? ⊗ Do you have any disabilities? ⊗ What's your medical history? ⊗ Do you have any medical prescriptions?
Sex, gender, etc.	✓ Can you tell me a little bit about yourself?	⊗ Do you identify as a male or female?
Family status	✓ Can you tell me a little bit about yourself? ✓ Do you have any conflicts that would prevent you from working in this position?	⊗ Are you pregnant? ⊗ How many children do you have? ⊗ Do you have childcare for your children? ⊗ Are you married? ⊗ Do you plan to have children?

Interview Process Checklist

- ☐ Book appropriate location for the interview.
- ☐ Ensure all search committee members have copies of the candidates' resumes and the interview questionnaires.
- ☐ Inform all search committee members of the format for the interview.
- ☐ Provide candidates with all relevant information to be prepared for the interview, including an itinerary for on campus interviews.
- ☐ Have the compensation and benefit information available for the interview.
- ☐ Establish an appropriate length of time for the interview.
- ☐ Coordinate travel arrangements with candidates who live outside of Tiffin area.
- ☐ Send rejection emails to candidates not chosen throughout the process.

Reference Checks

- ❖ Reference checks are not mandatory, but may be used if the hiring supervisor and/or members of the search committee requests.
- ❖ Please use 2-3 references when conducting reference checks.
- ❖ Below are examples of questions you may ask the candidate's references:
  - How long have you known the candidate?
  - What is the nature of your relationship with the candidate?
  - How would you describe the candidate's ability to work as part of a team?
  - Can you describe the candidate's experience as it relates to this position?
  - How would you describe the candidate's ability to multi-task?

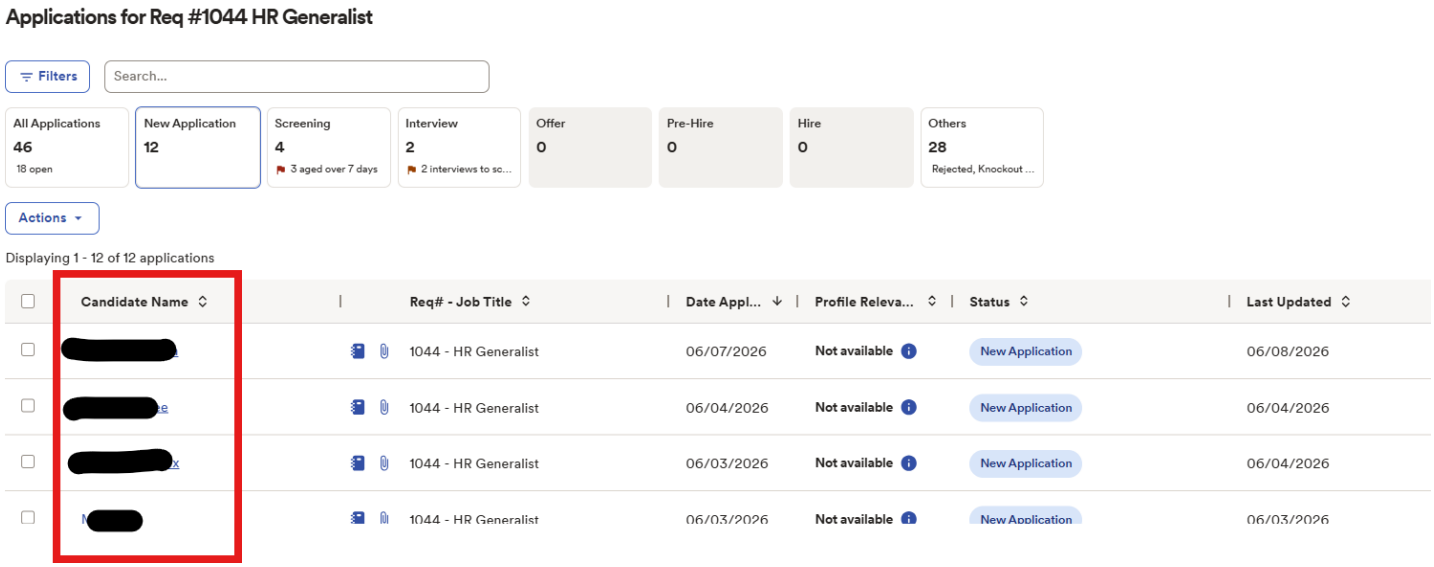
New Hire/Onboarding Checklist

- ❖ The following is a pre-arrival list for hiring supervisors to use to prepare for a new hire's first day:
  - ☐ New Employee Information Sheet
  - ☐ Prepare workspace, order supplies if needed
  - ☐ Order business cards through Marketing if needed
  - ☐ Submit CNIT ticket for ordering devices, equipment, phone number assignment, and request software access such as ServerSix, Banner, etc.
  - ☐ Submit ticket to Krammes to order keys

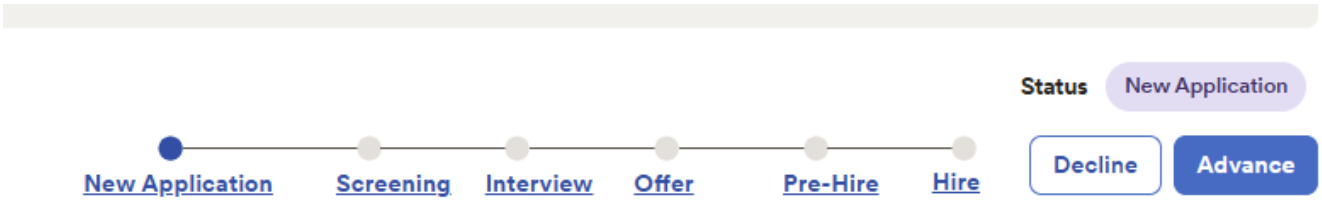
- ❖ The following is a list for hiring supervisors to use once the new employee has arrived:
  - ☐ Assist new employee with ordering a parking permit
  - ☐ Assist new employee with obtaining an employee ID from Campus Safety
  - ☐ Ensure the new employee has been assigned the mandatory employee training courses such as FERPA, Title IX, etc.
  - ☐ Assist the new employee with signing up for the Campus Safety alert system
  - ☐ Teach new employee how to use the phone, fax/copy machine, network drives/folders, etc.
  - ☐ Provide a campus tour if possible

ADP Recruiting Process Instructions

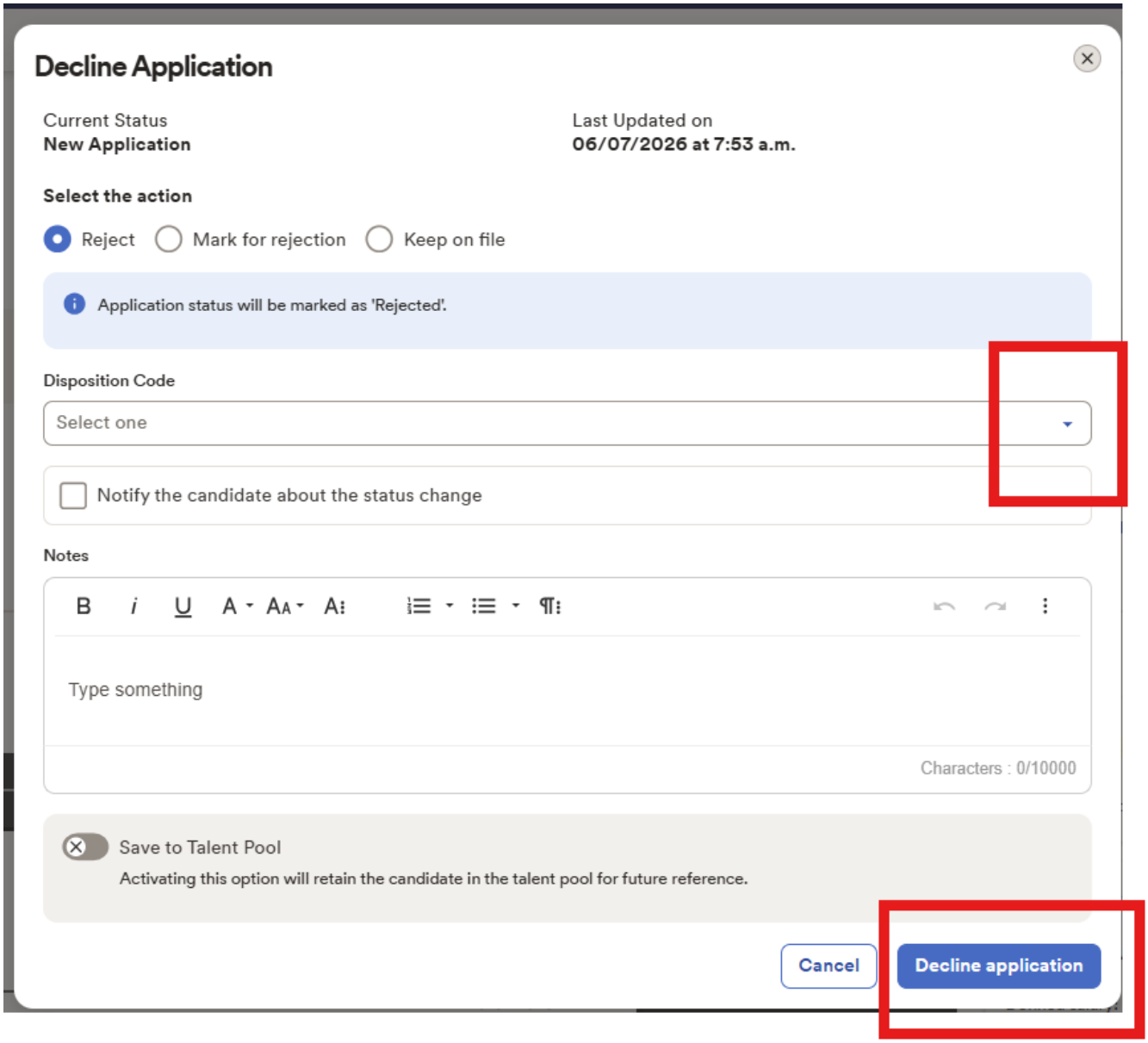
- ❖ Hiring Supervisors & Recruiters will need to process applications in ADP. Below are the following steps to complete the process:
  - View the candidate by clicking on their name:



  - After reviewing their resumes, you can either marked them as "Screened" or reject the candidate.



- To move the candidate as "Screened", use the "Advance" button.
- To reject the candidate, use the "Decline" button. It will then open a pop-up window shown below. Use the drop menu to select the reason for rejecting the candidate:



- Please ensure all candidates move through the full recruiting process in the system. This means that there shouldn't be any candidates left in the "New Applications" section at the end of your search process. Each candidate should be in the rejected or hired section by the end of each search.

Sample Interview Questions

- Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
- Why are you interested in working at Heidelberg University?
- How does this position fit into your overall career goals?
- Describe the duties of your current job.
- What qualities or experiences make you the best candidate for this position?
- On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
- Describe a situation in which you did "all the right things" and were still unsuccessful. What did you learn from the experience?
- What would your coworkers or your supervisor say about you?
- How is who you are today consistent or inconsistent with the person you were as a teenager?
- Can you describe how you go about solving problems? Please give us some examples.
- What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
- Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views.
- Tell us how you would learn your new job in the absence of a formal training program.
- How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
- Describe some basic steps that you would take in implementing a new program?
- What are one or two of your proudest professional accomplishments?
- Tell us how you go about organizing your work.
- What professional associations do you belong to and how involved in them are you?
- Tell us about your preferred work environment.
- What experiences or skills will help you manage projects?
- Tell us how you would use technology in your day-to-day job.
- What do you think uniquely qualifies you for this position?
- What additional information would you like to share?
- What questions do you have for us?

Sample Interview Questions for Faculty

- Describe your teaching style.
- Describe your teaching philosophy.
- What technology applications have you utilized in the classroom?
- How do you engage students, particularly in a course for non-majors?
- Share your ideas about professional development.
- In your opinion, how should the workload of a faculty member be split and into what areas?
- What changes have you brought to the teaching of **(name of field)**?
- How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
- What courses have you created or proposed in the past five years?
- What do you think are the most important attributes of a good instructor?
- Where would this position fit into your career development goals?
- How do you define good teaching?
- What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
- How do you feel your teaching style can serve our student population?
- In what professional development activities have you been involved over the past few years?
- What pedagogical changes do you see on the horizon in your discipline?
- How would your background and experiences strengthen this academic department?
- How do you adjust your style to the less motivated or under-prepared student?
- How have you involved your students in your research?
- What are your current research interests?
- What is the next scholarly project you will undertake?
- How will your agenda fit with/advance the agenda of the department/school?
- How do you help prepare students for successful internships, jobs, and careers in today's market?
- How do you help recruit and retain students in order to graduate successfully in your area of teaching?

Resources

- U.S. Equal Employment Opportunity Commission - https://www.eeoc.gov/
- U.S. Department of Labor - https://www.dol.gov/
- Society for Human Resources Management - https://www.shrm.org/home
- Office of Human Resources:
  - Phone: 419-448-2180
  - Fax: 419-448-2473
  - Email: HR@heidelberg.edu