

Recruitment Guide for Supervisors

“Your goal is to get the most qualified person to fill the position. Know the job. Identify the essential skills and assets.”

Yale University
**Human
Resource
Services**



Placement and
Staff Relations



This guide may also be found online at:
www.yale.edu/hronline/recws/recguide.html

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STEP I – RECRUITMENT PROCESS

Effective job description

The process of developing a comprehensive, accurate job description can be time consuming, but eventually cost effective. It gives the work unit the opportunity to

- determine if a reorganization of the work is necessary,
- confirm previously enacted changes to the job duties,
- develop realistic requirements for the position, whether for specific education and experience, qualifications, skills, professional characteristics, or education.

Once the specific job description is finalized, the document:

- Provides the basis for the classification of the position
- Forms the basis of the posting document
- Focuses attention on key phrases that are critical in recruiting for the position
- Gives candidates an accurate description of the job and its requirements.
- Provides a supervisor with a definitive, useful tool to attract, hire, retain and develop a qualified employee.
- Provides both the employer and employee with a mechanism to evaluate performance and develop future growth.

Basic Job Description Template:

JOB TITLE: This conveys a succinct picture of the position's place in the organization. Secretary, Administrative Assistant or Office Assistant conveys the support nature of a position. Manager, Director, or statistician conveys the managerial or professional nature within the organization.

GENERAL PURPOSE: This section is a very brief position summary to convey the reason the position exists. It summarizes and captures the essence of the position to allow an employer to give a "word picture" to a potential employee. It is the meat of any ad campaign and is instrumental in attracting qualified applicants.

ESSENTIAL FUNCTIONS: This section lists the essential responsibilities (as opposed to merely a list of tasks) in order of importance. They define the scope of work assignments and are essential to the existence of the position. Note: The Americans with Disabilities Act requires that job descriptions represent all essential duties, in order to determine what accommodations are reasonable in the employment of an individual with a disability.

QUALIFICATIONS: This section refers to the education, experience, skills and professional attributes required (or preferred) to perform the essential functions of the job. They are a combination of:

1. Minimum education and experience as found in the generic descriptions in the University's Classification system for both Clerical and Technical (C&T) positions and Managerial and Professional (M&P) positions.
2. Qualifications pertinent to the successful performance (e.g. Knowledge of accounting theory; extensive experience with SAS programming; above average keyboarding skills), as well as any physical requirements such as ability routinely to lift 50 pounds, significant bending, stooping or walking.

3. Competencies are defined as those professional behaviors, attitudes and abilities required to succeed in the position (e.g. well developed problem solving and negotiating ability; excellent customer service and interpersonal skills; leadership ability). Any requirement must be realistic, pertinent to the position described and understood by both employer and employee.

Note: Minimal keyboarding represents 25-39 wpm, keyboarding 40 – 59 wpm and above average keyboarding is above 60 wpm. No more than 10 errors. It measures the speed and accuracy by which an applicant transcribes from another, hard- copy document. If this is not a task routinely done, you are better served to lower that standard but focus more on word processing software proficiency. Requiring candidates to have above average keyboard skills will significantly restrict your Human Resource Representative's (HR rep.) ability to refer applicants. Discuss with the HR rep. prior to making it a requirement.

Job requisition

The job requisition with complete instructions is available at:
yale.edu/ppdev/forms/hr/staff_position_req_instructions.pdf

Forward the completed requisition to your Business Office.

Any other necessary approvals for the position must be secured before the requisition is forwarded to Yale Human Resource Services (YHRS). Your Business Office will review; authorize and forward, by email or hard copy, the requisition to the YHRS. The Compensation and Classification section of YHRS will classify your job using generic minimum requirements for the job specifications that you provide in the job description. You will be notified of the job's classification if it is other than your recommendation. Compensation and Classification will forward the worksheet sections to the appropriate HR rep. in Placement and Staff Relations who will be recruiting for the position.

Affirmative action commitments

An affirmative action search will be required when the percentage of available minority candidates, based on statistics agreed to with the federal government, exceeds the current percentage of minorities in the section (or department, depending on size). For managerial and professional positions, the supervisor is required to complete an affirmative action search plan (see Appendix, Forms and Samples). Your HR rep. and the Office of Equal Opportunity Programs are both available to assist in determining the best recruitment plan. The Office of Equal Opportunity Programs must approve the plan and can be reached at 432-0849.

Candidates who are members of the target group are referred and so identified to you when an affirmative search is in progress.

After selection of your final candidate, but before an offer can be extended, the Office of Equal Opportunity Programs must approve your results as documented on the search questionnaire. It will be helpful to review the questionnaire early on in your search to identify the information that must be collected.

Posting

Yale University Postings are the official announcement of current openings for which applicants are being recruited. Managerial and professional positions and clerical and technical positions are included in the posting. Service and maintenance positions are posted differently as a result of contractual agreements. The positions are identified on the posting by the Job Requisition number, which is assigned in Human Resources. The letter C, M, L, or A precedes the numbers, signifying Central Campus, Medical Center, Library System, or Athletics. The next series of letters are strictly used by Human Resources for its own purposes but are then followed by a unique assigned number for identification and tracking purposes.

Postings are entered daily. All jobs must be held open for bids by current staff for a minimum of two weeks. Access to the posting is available via the Internet. You can reach it from a variety of routes, including the University FrontPage or the button at the top of this page, "Browse the Job Posting". This enables the University to attract a wide range of applicants from all over the world in an effort to find the most qualified candidates possible. Positions remain on the posting until filled or canceled.

Waiving of a posting may, on rare occasion, occur with the approval of the Director of Placement and Staff Relations. A comprehensively completed requisition is still required. Examples of times when a position can be waived include:

- Newly recruited faculty may come with support staff, such as technical and professional employees already performing the ongoing research.
- When a member of the C&T bargaining unit has been laid off and enters the University's Interim Employment Pool, a hiring department temporarily employing the individual may elect to permanently place the person in that job without posting. This is a layoff benefit defined in the Local 34 Contract.
- Graduates of the New Haven Residents Training program, jointly sponsored by Local 34 and the University, can be placed in entry level positions without posting.
- When a department has filled a position, but the candidate leaves within 30 calendar days, and the original candidate pool contains a sufficient number of second choices such that the supervisor can make an offer to the next most qualified individual to replace the first one chosen. No further candidates may be evaluated or referred outside of the original group.

"On hold" is a designation used on the posting when a hiring department has posted a position for at least two weeks and believes it has a sufficient number of applicants to make a hiring decision. You may request that the HR rep. place your vacancy "On Hold" while the interview and selection process proceeds. This decision effectively closes the position to additional bids or referrals while the supervisor finds the most qualified candidate from those referred. It is possible to re-open the position on the posting should the candidates in the current pool ultimately prove to be inappropriate or unavailable for hire. The supervisor would resume the search until a successful candidate is found. The name and credentials of any staff who bid while the position was on hold would not be shared with you, unless the position was removed from hold and made active again.

Advertising

Advertising can often be an effective way to attract qualified candidates and increase your applicant pool. Advertisements can be placed on the Internet or in newspapers, journals, or trade publications. Your HR rep. will assist you in developing the ad text and selecting the proper advertising venue, depending on your financial resources and the type of position. All advertisements must be approved by and placed through Placement and Staff Relations.

Contact your HR rep. to identify and discuss a broad range of issues to focus your final decision on when, where and how to target your audience. There are multiple issues to resolve before final placement of an ad.

1. Have a good idea of the maximum budget available for advertising.
2. Work with your HR rep. on the development of ad text, handouts, letters, etc.
3. Determine the demographics of the audience. As an example, will you pay for interview trips and relocation costs or should the focus be more local?
4. Ask for input from professionals in the field regarding appropriate journals and trade publications to use.
5. Review a copy of the publication or Internet site to see how positions similar to yours are advertised.
6. Decide on the advertising medium, placement within the newspaper, journal and size of advertisement.
7. Confirm the date you want the ad to appear and the deadline for submission.

Internet advertising can reach a large audience at a reasonable cost. Job seekers increasingly are turning to the Internet for assistance in their searches. It is a quick and easy way to locate positions in a particular field or geographical location without the expense of purchasing volumes of written material.

- Statistics have shown that 71% of Internet job seekers are ready to begin a new job within three months
- There are currently over 3,500 Internet recruitment sites available
- Posted positions are viewed by a broad group of potential candidates
- Internet ads are cost effective, less than \$500 per ad for 1-2 week posting period. Some Internet job sites are free
- Ads are available to job seekers around the clock and for more than one day
- Internet ads are not subject to the deadline restrictions for print ads, or to the long lead times of most professional publications.

Newspapers commonly used include the Hartford Courant, New Haven Register and Connecticut Post. Less frequently used are the Boston Globe, and the regional and national editions of the New York Times. When advertising in a newspaper, you can choose between a classified (line ad) and a display ad. The type of position for which you are recruiting effect format choice.

- A classified ad is all text and placed in the classified section of the newspaper.
- A classified ad typically costs as low as \$300 to \$500 in the New Haven Register to over \$1000 for one Sunday in the New York Times.
- A display ad is an advertisement that will be placed in a separate section of the publication. A header will draw the readers' attention. It may include graphic design and appropriate use of white space to signal importance of the position. Display ads are more typically used for mid to upper level M& P positions. The cost for a display ad will depend upon the size of the advertisement and the publication requested. A 2" x 5" ad will range from \$3000 in the Hartford Courant to \$5000 in the New York Times for a one-time Sunday Placement.
- Deadline for the ad request is Tuesday for Sunday newspaper display advertising.
- Deadline for Sunday newspaper classified advertising request is Thursday noon of the week of placement.

Journal and trade publications are useful to attract individuals with specialized skill sets who practice in that field. Deadlines for journals and trade publications vary by publication, and publish only bimonthly or quarterly. Many have lengthy lead times for ad submission, since they are often published by a small staff.

Handouts, posters, email, and general word of mouth at professional conferences and seminars or via professional list sources are an extremely effective way to recruit people or turn them into recruiters for you. Develop a one-page handout or email describing the position and directing interested individuals to apply. Although you may want to list your telephone number for an initial conversation, it is essential that you give correct directions for applicants to submit the paperwork through Human Resources.

Contact departmental colleagues to take your handouts to their conferences. There is often a bulletin board area designated for advertising vacancies in the professional field.

Search firms

You may decide to list your position with a placement or recruiting firm. Firms typically charge 25-30% of the first year's salary. The terms can vary significantly, requiring payment even if you find a candidate through another source or if the candidate leaves shortly after starting. These arrangements should be made through your HR rep. Your Business Office will be required to enter into a written agreement with the recruiting firm. All associated costs will be borne by your department.

STEP II - EVALUATE THE APPLICANT POOL

Review all referred applicants

Based upon the requirements you specify in the job requisition, your HR rep. will screen all internal bids to confirm that the individual meets or exceeds the required experience/education and skills. The HR rep. will also refer external applicants who meet those same criteria, and who are judged to be among the best qualified from the pool of applicants. The HR rep. will search our electronic database of resumes prior to recommending any form of advertisement.

Review all referred resumes. Select those you consider to be among the most qualified applicants to interview. Keep separate notes or write comments on the resume concerning why you elected not to interview an individual. These are critical decisions that the HR rep. will need to know prior to the filling of the requisition and can be reviewed by either state or federal agencies up to three years after the fact for compliance purposes. Documentation, even if only a few words written on the resume, can be critical to jog your memory.

A simple rating matrix can be useful to help narrow the field. Establish the most important criteria and rate each resume on a scale you are comfortable with, e.g. (a) questionable if meets requirement, (b) meets requirement, (c) exceeds or (d) exceeds + (See Appendix, Forms, and Samples.) Ask others involved in the selection process to do the same and compare results.

Local 34 layoff applicants must be interviewed and given priority in the hiring process for C & T bargaining unit positions.

Select the most qualified applicants to interview

There is no obligation to interview every applicant referred. However, we strongly recommend you consider interviewing all internal applicants unless the person's paperwork clearly identifies reasons not to do so. Whether or not you interview an internal applicant, the expectation is that you will communicate to each the reasons for either not getting an interview or, if interviewed, for not being selected for the position. Highly qualified internal staff who are not aggressively on the job market may not have as professionally polished resumes and cover letters as external applicants seeking work. Please bear that in mind in deciding whether or not to grant an interview.

External applicants are not informed that their paperwork has been forwarded to a particular hiring supervisor, so there is no similar obligation to interview. However, if interviewed but not selected, professional etiquette requires that you send a letter so informing the applicant. If not, your rudeness may prevent the University from recruiting that individual for another position.

Interview all referred target group applicants when conducting an affirmative action search.

Recruitment package

You need to market the job and Yale. Before the interview, organize a package of meaningful information about Yale and your department and enclose in an attractive, organized folder.

Consider the following items:

- Job description
- Summary of Yale employee benefits (See Appendix, Forms and Samples)
- Department's organization chart
- Newspaper clippings that illustrate key accomplishments, publications or current activities of the department or project
- An issue or two of the Yale Bulletin or working@yale
- Any relevant material that gives a positive introduction and an understanding of the operation
- Your department's URL
- Your business card
- Contact names and phone numbers if the applicant has follow-up questions

Interviewing Techniques

You have two primary goals for interviews; (1) to find out as much as possible about each applicant, based on a consistent set of job related criteria, and (2) to market the job, your department and Yale.

Preparation for the interview

The first part of the interview should be a structured dialog in which the candidate is motivated and guided to provide the critical information needed by you to make a good selection. Information, in this context, is anything that will help predict success in the job: attitudes; work patterns; strengths and weaknesses; the important effects of education and experience. This kind of information goes well beyond facts. To get at it, it is essential to plan, organize and control the interview.

Your goal is to get the most qualified person that you can to fill the position. Know the job. Identify all the skills and assets that will be essential and those that, though not essential, would be useful to have. Based on the job responsibilities defined in your job description, the education, experience and skill requirements and the designated competencies, you should develop at least one open ended question for each issue that you will ask every candidate in the interview. Subsequent questions on the topic may then vary, depending on the answers you are given, but by asking each applicant the same general questions, you establish a basic, consistent structure to the interview process.

Draft a document listing each question, with space in between to take notes. It can be less cumbersome than moving from a list of questions to a note pad. Again, create a rating system, perhaps four levels such as (a) questionable if meets the minimum requirement, (b) meets minimum, (c) exceeds and (d) exceeds +.

Review the resume and any other paperwork like a cover letter or transcript prior to the interview. Make notes on any areas that need clarification or further development.

Work samples may be requested from a candidate as long as they come from a previous job setting and are closely related to the kind of work that will be required on this job. The candidate

should be asked to bring these samples with him/her when the appointment for the interview is made. If work samples are requested from one candidate, they must be requested from all.

Introduction

Treat people like guests, with respect and hospitality. Introduce yourself, and especially if you are not the hiring supervisor, where you fit in the table of organization, and where the vacancy fits.

Set the scene physically and mentally. Give the candidate your full attention for the length of the interview, without rush or interruption. Aim for an atmosphere that will be relaxed and positive.

Begin the actual interview by setting the agenda. Never describe the job first. Otherwise the smart applicant will tell you about qualities that match the job. Mention that you will be taking occasional notes. Tell the applicant at the beginning that the interview will include:

1. Gathering information about the individual
2. Describing the department and position
3. Describing the University's benefits
4. Estimate the timeframe for decision-making

Probing questions

Listen a lot, speak only a little. Recognize and develop opportunities for gaining information. Aim for questions that leave the burden of response on the application, questions that require thoughtful and revealing responses, responses that give you insight into job attitudes and job behavior.

1. Exploratory questions are good for introducing a new subject area: *"Tell me about..." "You seem to have had a lot of experience in..." "I'm interested in learning about..."* (Note that good "questions" don't necessarily have to end with question marks.)
2. Probing questions allow you to focus on key areas and get beneath the surface of an answer: *"Tell me more about..." "Why?" "How?" "Can you give me an example?"*
3. Situational questions require the candidate to re-create certain incidents and situations that were important in his/her work life: *"That seemed to be an important decision. Describe what happened." "Tell me what the high point of that job?" "What tasks give you the most satisfaction? (the most headaches?)"*
4. Simulations require the candidate to imagine him/herself in a new situation and respond to it. You are not looking for a "correct" answer, but the responses should provide clues to the person's experience and judgment. A hiring supervisor should be ready with several simulation "tasks" that are related to the actual job situation: *"What if?" "Suppose..."*
5. Appraisal questions are opportunities for the candidate to give a self-evaluation, thereby offering insight into work attitudes, priorities and behavior: *"How did you feel about that?" "Why were you able (unable)?" "What was your easiest (most difficult)?" "Why would you be a good candidate for this job?"*

Other evaluative techniques

Testing is governed by rigorous Federal guidelines, which is one reason for our very limited testing program. Work samples, simulations, and skillful interview questions are frequently far more revealing than a test score can be. In no instance may tests be given that are not authorized by Placement and Staff Relations.

References should be gathered, with phone numbers, and a clear understanding of the work relationship to the applicant. Get the names of as many direct supervisors as possible. Clear with the applicant whether or not you may contact the current hiring supervisor. Often the applicant will not want the current supervisor contacted unless it is the last step prior to a decision to offer the position to the applicant.

Describe the department and the position

Now describe the position in detail. You have waited until now for this necessary step to ensure that the candidate's responses during the interview are not tailored to the job expectations.

Cover the major functions, the difficult aspects of the job as well as the satisfying ones. Discuss hours of work, especially overtime or requirements to work flexible hours. Discuss any hazardous environment issues.

Begin forming opinions about the candidate's qualifications for the position. It is important, however, not to communicate any decisions. If, however, you have serious reservations about a candidate, it is advisable to prepare him/her for a rejection, doing it in a positive and supportive way; e.g., *"I will be interviewing a number of candidates for this position. Certainly you have some very good training (skills, work experience, etc.) but one thing I will be weighing very carefully in all candidates is their experience with financial operations (experience working with difficult clients, etc.)"* You are suggesting to the candidate that this issue may be a problem in his/her case.

Invite questions from the candidate; you are still in the information gathering mode. These questions are frequently a primary key to the person's interest and job knowledge. Of course, refer salary inquiries to your HR rep.

Market the job, department, and University

By now you are two-thirds to three-quarters through the interview, and you must make a decision. Is this candidate someone you really want to consider? If not, provide a recruitment package (described earlier) and thank the individual for coming. Be polite and courteous as this candidate, while not right for this job, may be the perfect match elsewhere on campus.

If it is someone you *may* want as a final candidate, make sure the candidate is going to want the job when the time comes. Be sure you have described the position in detail, both good and bad points. Provide the recruitment package and perhaps other written materials about the department, the project, whatever. Give a tour of the area, particularly the office area for the position, and introduce the individual to potential teammates or colleagues. Give the individual as much information as possible.

Remember each encounter leaves a lasting perception. Absence does not make the heart grow fonder. If the hiring process ends up being lengthier than anticipated, let candidates know the time frames and reasons for delays. Take phone calls, or return them promptly.

Advise the candidate of the time frame for the interviewing and selection process. Be realistic. Do not underestimate the time needed for other interviews or arrange for other staff to do final interviews. A candidate appreciates knowing the outer limits, and can then plan accordingly. He/she should also know that it is not necessary to call you, that there will be some further notification from your office.

Reference checks

Check references only on your top two candidates, more than that only if it is a close call. Since contacting an applicant's present employer may create an awkward situation for the applicant, it is particularly important to have specific permission before contacting individuals at the present employer. However, you should also feel comfortable confirming references with individuals other than those listed by the applicant if there is good reason to do so.

The purpose of a reference check is to:

- have the benefit of other opinions about the applicant's work performance, e.g. accomplishments, strengths and weaknesses, dependability. Prior work performance is usually an excellent predictor of future performance.
- verify information that the applicant has provided; i.e., dates, title/position, responsibilities, reason for leaving, etc.

As an extra safeguard, you should verbally inform the applicant that you would be checking references on final candidates. This gives the applicant an opportunity to make any relevant comments, or even to request that an employer not be contacted. Be sure you understand the specific relationship between the applicant and reference. If the list does not include every direct supervisor, inquire as to why.

It is difficult to obtain information from a former employer when you cannot assure confidentiality, and because the selection decision may be grievable for a Local 34 position, you cannot guarantee this. However, most employers (unless constrained by company policies) will respond to routine questions. Then, by building a level of trust, you may be able to move to more detailed questions. The fact that references could not be obtained should not normally be the sole reason for turning down an applicant. However, it is a cause for concern if the applicant has not provided you with readily accessible supervisors who can comment on the quality of work.

More often than not, you will be seeking opinions about performance. A phone call, rather than a letter, is more effective in eliciting frank opinions. Consider using the sample reference rating form (see Appendix, Forms and Samples) to take your notes and evaluate your impression of the responses.

Procedure for the telephone call:

1. Introduce yourself, your position. State the applicant's name and the fact that he/she has given permission for the call. In order to put the person at ease, you might emphasize that you would like to "verify" employment information.
2. First ask to verify simple information, such as dates of employment, job title, a brief description of the applicant's duties in the former job, description of the office setting, size of the operation, other reporting relationships, and working contacts with other employees, the reporting relationship of the individual giving the reference to the applicant, and salary.
3. Briefly describe the position for which the person is being considered. The questions that then follow should be aimed at obtaining information about the applicant's prior work performance, skills, experiences and any characteristics that might affect his/her ability to perform the new job, and should be consistently asked on any applicant for whom you check references. Suggested questions are: *What responsibilities demanded the most time? Effort? Independent judgement? Imagination? With what degree of success? Did the person's job change over the course of time? More complex or less? To what extent did the employee cause that to happen? What was the response of others to the person's work (co-workers, clients, other managers, etc.)? What were his/her strongest points, major contributions to the firm? What were the weakest points? What were attendance patterns? Why did the person leave? Would you rehire? Is there other work-related information that should be shared?*

Occasionally you will encounter a reference who resists giving information beyond verifying routine facts. The best approach in this case is to phrase as many questions as possible as requests for verification, such as, "Is it true that the employee made many decisions on her own?" You may also appeal to the person's sense of "management responsibility" by prefacing your questions with a remark like: "I know you understand how important it is to both the employee and the employer that there be a good fit". Sometimes higher management levels are accustomed to providing reference information and are able to cooperate more promptly with your request. If necessary, seek the information from the supervisor's superior.

If you receive a generally negative reference on the applicant from an individual, don't stop there. When feasible, you should always make the effort to contact a second reference.

Select the final candidate

To select your most qualified applicant you need to:

1. Review the job description to remind yourself of the job's overall purpose, essential functions, and requirements.
2. Review the application of each applicant interviewed.
3. Review responses of each applicant interviewed and your rating, as noted on your interviewer's rating worksheet.
4. Review each finalist's references and your rating, as noted on your reference rating form.
5. Rank the applicants interviewed, using a group discussion to resolve differences of opinion.
6. Select the most qualified applicant by: (a) determining whether or not there are significant differences between the candidates in terms of skills, qualifications and experience; or (b) selecting the candidate with the most University seniority if skills, qualifications and experience are more or less equal.
7. You will need to identify at least one turn down reason for every applicant referred. Salary cannot be a consideration in not selecting a candidate who is a member of Local 34.
8. Call your HR rep. with the good news that you are ready to make an offer!

STEP III – THE OFFER AND ACCEPTANCE

Affirmative action search approval

For an M& P position with an affirmative action search, no offer can be made until the results of the search, and the rationale for selection of the final candidate have been approved by the Office of Equal Opportunity Programs. Your HR rep. will assist you in completing this step. It requires a list of all methods of recruitment, such as advertisements, contacts to appropriate educational/vocational schools, search firm, etc. The supervisor must then list all internal and external applicants who were referred by the HR rep. Race and sex of the interviewed candidates will need to be identified. Reasons must be defined, in general terms, as to why candidates were not selected for an interview, or, if interviewed, why they were not selected for the position. The general reasons to choose from include:

If candidate not interviewed:

- Qualifications
- Salary requirement
- Unable to contact
- Candidate cancelled appt.
- Candidate did not return call or was a no show

If candidate was interviewed in the department:

- Qualifications
- Salary requirement
- Unfavorable references
- Limited availability

There are also some general reasons should the applicant indicate that (s)he is no longer interested in the position.

After the Office of Equal Opportunity Programs has approved the search, an offer may be extended by the HR rep.

Clearance from Excluded Person List

The University must take appropriate steps to confirm that an individual employed or contracted for by Yale University has not been excluded from involvement in federal health care programs. This is determined by a comparison of data using the Office of the Inspector General / Health and Human Services databases containing the current listing of persons ineligible for hire. This pertains to employment offers for the Yale School of Medicine, the School of Nursing and the Yale Health Plan.

Before any offer is extended by the HR rep. the database is checked to determine if the final candidate is listed. If so, the hiring supervisor will be informed immediately that the applicant is not eligible for employment due to the appearance of his or her name in the OIG/HSS database.

Terms of the offer

A salary, whether for a new hire, transfer, promotion or demotion, is established through discussions among the hiring supervisor, the business manager of the department and the HR rep. The position category (C&T, M&P, S&M, Police or Cedarhurst School Teachers) determines which policies and procedures will apply in salary discussions and determination. As you work with your HR rep., (s)he will advise you of the policies that apply in each hiring situation, and will work with you within the terms of those policies.

Moving allowance

Partial reimbursement for relocation expenses may be paid by the hiring department to M & P staff members who move a distance of more than 50 miles from the campus to within commuting distance of New Haven within one year of the date of the initial employment. Because this type of allowance is charged to the hiring department, it clearly has budgetary implications that need to be taken into account when the hiring supervisor and HR rep. are working together to determine salary. The University guidelines, available through Traffic, Receiving and Stores, outlines maximum allowable reimbursements. A hiring supervisor may authorize the HR rep. to offer the maximum allowable, a lower specific dollar amount or nothing. However, this decision should be made clear as part of the job offer.

When a relocation allowance is to be provided, the hiring department's business office should contact the Manager of Traffic, Receiving and Stores (432-9961), who will then work directly with the new employee to coordinate the move.

Post-offer or pre-employment requirements

Post-offer requirements are, in some limited circumstances, included in the terms of a job offer to a new employee. They are confirmed in the offer letter. For example:

- A new hire onto the Yale Police or Security force is required to satisfactorily complete a drug test prior to his/her first day of work; ·
- A nurse whose responsibilities include working in the Yale-New Haven Hospital facility must satisfactorily complete the YNHH Nurse Associate credentialing process prior to the end of his/her probationary period.
- Teachers must complete the FBI check of criminal record.
- A new Local 35 employee must satisfactorily complete a health screening prior to the end of his/her probationary period.

When a job offer is extended contingent on satisfactory completion of specific additional requirements, it is the responsibility of the hiring supervisor and business manager to track whether the employee has achieved those requirements within the specified timeframe. If a new employee does not meet these post-offer requirements within the time specified, the job offer will be withdrawn, and/or the employee will be terminated. The hiring supervisor and business manager must work closely with the HR rep. in these situations.

Making the offer

The HR rep. will negotiate the actual offer. Any need to improve the offer, with higher salary, a sign on bonus, moving allowance, start date, etc. will be carefully reviewed with the hiring supervisor and business office. Once the terms are set, the HR rep. will confirm it in writing to the candidate, with copies to the hiring supervisor and the business manager.

Reasonable accommodation

After an offer of employment has been made, the candidate may also ask for accommodation as a result of a documented and eligible disability. Accommodations can range from the purchase of an amplified telephone handset to an ergonomically correct chair, computer equipment or considerable physical space renovation. The key word is “reasonable,” and it must be related to the ability of an otherwise qualified individual to perform the essential functions of the job. It is not reasonable to eliminate an essential function of the position. An essential function is one that is pertinent to the existence of the job, not incidental. Your HR rep. will work with you and the Office of Equal Opportunity Programs to determine what reasonable accommodation can be made.

STEP IV - HOUSEKEEPING ISSUES

Turndown letters

Turndown letters must be sent, or a personal telephone call made, to all internal applicants and any external applicants interviewed.

Turndown letters to applicants serve four purposes:

1. Recognition of the applicant's interest in your job and your consideration
2. Confirmation of position requirements
3. Justification of your hiring decision
4. Appreciation of the applicant's interest and willingness to be received

Turndown letters should:

- Begin and end on a positive note,
- Refer to the specific job for which the applicant was considered,
- Be professional and sincere,
- State briefly why the applicant was not selected,
- Be signed by you, the hiring supervisor,
- Be mailed to the applicant's home address.

The following sample turndown letter is in the format that includes all of the above, and is useful in developing letters to internal applicants for positions in the Local 34 Bargaining Unit. It is also acceptable for M&P positions, although a personal telephone call may be warmer.

Sample letter for an internal candidate

Dear (Internal Applicant):

Thank you for your interest in the position of Administrative Assistant in General Medicine (job #54321). I have completed my review and have decided to offer the position to another candidate whom I feel most closely meets the skills and qualification for the job.

As you know, this position provides a great deal of medical transcription to the service, and my needs for proficiency in this area are very high. While your secretarial experience in a medical setting is good, my needs for experience in a medical environment with a good command of medical terminology is a high priority. The candidate selected has had several years' experience in a medical office similar to my own.

Again, I appreciate your interest in the position in our clinic, and wish you good luck in your job search.

Sincerely,

cc: Local 34, Local 34, (FUE), 425 College St., New Haven, CT 06511 (First Class Mail)

Be sure that you cc: the union only on the letters being sent to members of Local 34. M&P staff, certain C&T staff who are excluded from the union because of their current position, and external applicants should never have their letters cc:d to the union under any circumstances.

When writing a turndown letter to external candidates, one need not refer to the candidate hired and his or her qualifications. It is important, however, to let the applicant know that s(he) has been considered for your position, but another more qualified candidate has been selected. Put yourself in the applicant's place. A simple letter of acknowledgement provides closure to what could be a very stressful search and respects the applicant's feelings.

Sample turndown letter for an external applicant

Date

Dear (External applicant):

Thank you for your interest in the position of Administrative Assistant in the Department of Dermatology. It was a pleasure to speak with you, and I appreciate your patience during our search. We have at this time decided to offer the position to another candidate whose skills and qualifications most closely meet our requirements for this position.

We were pleased to be able to consider over 20 applications, and interview 6 individuals. The candidate pool was very strong.

Again, I thank you for the opportunity to speak with you about the position and wish you the best of luck in finding another position at Yale.

Sincerely,

Closing the requisition

To officially close the hiring process for the position, full documentation must be gathered and filed in a secure location for three years. In order to comply with various federal and state regulations, you must retain all materials pertaining to a hiring decision for three years. If preferable, you can forward your material to the HR rep. who assisted you, for storage in the central requisition file. The packet should contain:

1. Job description, job posting,
2. Any resumes on which there are notes, comments
3. Completed rating and ranking forms,
4. Your notes (and others involved in the hiring process) on each applicant interviewed,
5. Notes on each reference checked
6. Copies of dated and signed turn down letters

STEP V – ESTABLISHING A POSITIVE START

University orientation

A University sponsored all day orientation program provides new employees with a broad overview of the University. Staff who have a good sense of the University, its history, mission, leadership, organizational structure, etc. will more easily feel part of our community. Information is also provided about health and dental insurance, other insurance's and benefits. The mechanics of payroll, frequency of salary payments, direct deposit options, and other policy issues are covered. Something of the city's history and relationship with the University are covered. A bus tour provides highlights and interesting tidbits about the campus.

Most employees sign up for benefits and get the official Identification card.

Orienting your new employee

Proper acclimation during the start of a new job is important to ensure your new employee starts off right. The hiring supervisor should:

- Greet the new employee at the start of the first day. Please don't ask someone else to do this. The new employee will be nervous and will want to begin interacting with you as the hiring supervisor right away.
- Review with the employee the overall job responsibilities; explain the job's interrelationship with others; discuss exact tasks to be performed; expected standards of performance; training on specific functions, procedures, etc; meal and break periods; and other issues necessary to successful performance.
- Escort the employee on a tour of the department. Introduce employee to co-workers. It often helps tremendously to ask another employee to serve as a mentor or sounding board for the employee's routine questions. Anything helps that makes the person feel welcome.

Yale University
Human Resource Services
Placement and Staff Relations
Recruitment Guide for Supervisors

January 2002