

# SCORE Meeting: Hiring Right and You

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# Stages of the Recruit

1. Posting and Sourcing

2. Resume Review

3. Phone Screen

4. In-person Interview

5. Selection and Offer

# Nuts and Bolts: Recruitment and Selection – University Policy 133

- All job vacancy notices for staff positions are sent to the Human Resource Service Center via an approved requisition (form 600)
- An ADA **Task Analysis Form** must also be completed/updated and maintained in the department file.

(see 600 and 610 guidance handout for nuances of when to use)

## Posting Process:

- **Internal Candidate Identified:** If a department has identified an internal University candidate, a notice of position vacancy is required to be posted within the department for three business days before an offer can be extended. This posting can be done simultaneously as the requisition is being processed and forwarded to the Human Resource Service Center.
- **External Candidate Identified:** If a department identifies a candidate external to the University, a notice of position vacancy is required to be posted by the Human Resource Service Center on the University Job Board for four business days, prior to an offer being extended.
- **No Candidate Identified:** The Human Resource Service Center will post all such vacancies on the University Job Board upon receipt of the approved requisition.

## OFCCP and ME:

- All applicants should be directed to utilize the **HRMS** system when applying for jobs at the University.
- Any minimally qualified applicants who offer an expression of interest via any effort outside of HRMS **and** are considered for a position should be directed to formally apply to the respective job opening in HRMS **before** they are interviewed.
- If additional efforts are made to supplement the recruitment effort outside of HRMS (e.g. a job ad or third party job site), then the department will need to maintain all recruitment records at the department level for three (3) years to include all advertisements/outreach efforts, including records of all searches and the related criteria for each search when using third party resume databases.

## Sourcing the Right Talent:

**Sourcing** is a talent acquisition discipline which is focused on the identification, assessment and engagement of skilled worker **candidates** through proactive recruiting techniques.

- A good Sourcer knows which outputs yield the highest inputs

# Where have all the candidates gone?

## Understanding where to source

- What geographical areas are we targeting?
- What communities are they apart of?
- What companies are they working for? What companies are known for specific training programs?
- What schools/educational institutes or programs are they developing themselves?
- What events/networking groups are they participating in?
- What are the top job boards that create high candidate traffic? Social Media groups?

## Sourcing Options to Consider:

- Online advertising (job boards, social media, SEO)?
- Direct sourcing (search on job boards, social media, forums or web)?
- Referrals (internal or external)?
- Phone sourcing?
- Headhunting?
- TV ads?
- ✓ Print ads?
- ✓ Radio ads?
- ✓ University programs?
- ✓ Events?
- ✓ Involving third-party agencies?
- ✓ Cooperation with NGO-s and professional organizations?
- ✓ Unemployment agency?
- ✓ Internal sources?

## Your Turn.

Take 5 minutes to discuss at your table the best sourcing method for research assistants

- Which will result in best ROI?
- What should your message be?
- How you should present your message?

# OK, we have the applicants. Now what?

## Resume Review!

### 1. Content

- How they articulate their experience
- Look for the Candidates “story” (Degree level, job consistency, job relevancy, etc.)

### 2. Grammar and Spelling

- Consistent verb tenses and proofread for spelling errors
- Job titles, names of industries and companies are spelled correctly

### 3. Longevity

- 2+ years with each employer
- Depending on the industry, some candidates might work a variety of temp assignments so do not discredit in those circumstances. Many temp assignments are project based.

# Resume review continued:

## 4. Experience Match

- Candidates should always meet minimum job qualifications.
- Some candidates may appear “over qualified” but this is never a reason to overlook.

## 5. Outside industry experience

- Value where a candidate has previously worked – When speaking with them, ask open ended questions. This gives them an opportunity to bridge the gap and how their skills can pertain to your current opening.
- Candidates do not necessarily have to come from the same industry that you are hiring for.

## 6. Focus on Skills

- What will that candidate bring to the table? What value add will they bring to the team?

## 7. Readability

- Candidates should be able to articulate and verify everything that is written on their resume about their work history.

## Sorting of Candidates:

- Document required qualifications based on the Job Description
- Separate candidates into "qualified" and "non-qualified" groups based on established required qualifications
- Evaluate the use of a selection committee to determine the most qualified candidates to interview (i.e. management, team leads, talent recruitment)
- Document the number of "qualified" and "non qualified" candidates

# OK, I have the candidates I'm interested in. Now what?

## Phone screening qualified candidates

**Phone interviews** are a quick alternative to conducting a first-round interview in person. An initial phone conversation can give a wealth of information about a candidate's overall communication skills, sense of humor, ability to listen, attitude and professionalism.

### Goals of the Phone Screen:

- Required education
- Required experience
- Knowledge to do the job.



## Screening Qualified Candidates Continued:

This is also an opportunity to focus on the candidates motivation for applying to the job to make sure he/she has realistic expectations. Examples:

- Appropriate salary range
- Why are you searching for a new position?
- What is a typical day like in your current role?
- What do you see as your strongest skills, and what are your key challenges?

## What questions do I ask?

**Skill based questions speak to an individuals knowledge of and ability to perform a job.**

Ex: Are you proficient in Microsoft word?

**Behavioral based questions speak to how an individual will react when presented with a certain scenario.**

Ex: Tell me about a time you had a disagreement with a co-worker and how you handled it?

## Affirmative Action & EOE Compliance:

**Policy:** As part of the University's equal opportunity policy, and as called for by applicable laws and Executive Orders, the University of Rochester has implemented an affirmative action program and, in connection with that program, the University will ensure that minority group individuals, females, protected veterans, and qualified disabled persons have equal opportunity and access to the University's workforce and equal opportunity as employees with respect to all aspects of employment.

- EOE Compliance - "You cannot ask questions related to a protected class" (age, color, disability, domestic violence status, ethnicity, gender identity or expression, genetic information, marital status, military/veteran status, national origin, race, religion/creed, sex, sexual orientation or any other status protected by law). Ad's must include: "EOE Minorities/Females/Protected Veterans/Disabled"
- **All Ads and interview questions (in person or by phone) have to be compliant and cannot be related to a protected class.**

## Your turn!

Take 5 minutes at your table to come up with 1 skill based and 1 behavioral based phone screen question for a research assistant.

Remember the goals:

- Required education
- Required experience
- Knowledge and ability to do the job
- Personality fit

**Next time. The face to face.**

**Best practices for in-person interviews.**



## Resources

- Policy 133, "Recruitment and Selection"  
<https://www.rochester.edu/working/hr/policies/pdfpolicies/133.pdf>
- Policy 122, " Affirmative Action Policy for Minorities, Women, Disabled Individuals and Protected Veterans "  
<https://www.rochester.edu/working/hr/policies/pdfpolicies/102.pdf>
- Supervisors Guide to the Hiring Process,  
<https://www.rochester.edu/working/hr/employment/>

## Resources

Policy 102, “Affirmative Action Policy for Minorities, Women, Disabled Individuals and Protected Veterans”

<https://www.rochester.edu/working/hr/policies/pdfpolicies/102.pdf>