

# 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 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?

**Reference Checking Form**

Candidate's Name: \_\_\_\_\_  
Reference Called: \_\_\_\_\_  
Reference's Position: \_\_\_\_\_  
Company's Name: \_\_\_\_\_  
Dates of Employment: \_\_\_\_\_

Remarks: \_\_\_\_\_  
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Reference Conducted by: \_\_\_\_\_  
Date: \_\_\_\_\_

# Sample Offer Letter

[Date]

[Name]

[Street address]

[City, state and zip code]

Dear [Name]:

This letter serves as the authorized offer of employment for the position of \_\_\_\_\_ (insert job title), in the \_\_\_\_\_ (insert department) office at University of the Pacific (*insert one of the following if applicable, McGeorge School of Law or Arthur A. Dugoni School of Dentistry*). This letter, however, is not an employment contract and should not be construed as such.

Your acceptance of this offer is an expression of your commitment to **continue to** serve the distinctive mission of the University: to provide a superior, student-centered learning environment and prepare individuals for lasting achievement and responsible leadership in their careers and communities.

This is a (insert full-time [or part-time] and exempt [or non-exempt]) position with an official start date of \_\_\_\_\_ (starting date). The current pay for this position is \$ \_\_\_\_\_ (insert hourly rate [for non-exempt employee] or monthly rate [for exempt employee]), which comes to \$ \_\_\_\_\_ (insert annual rate) per year, when annualized. You will be paid on the 10th and 26th of each month.

If you choose to accept this offer (*insert for new employees: and complete the conditions set forth below*), your employment with the University will be at-will. This means that either you or the University may terminate your employment relationship at any time, for any reason, with or without cause, and with or without notice.

**(Use for new employees, not internal hires:** As a new employee, you will be on an introductory status for the first ninety (90) working days of your employment. The purpose of this introductory period is to allow both you and the University to get acquainted with each other and determine whether your employment is a good fit for both parties. Both during and after the introductory period, your employment will remain at-will.)

**(Use for existing employees, internal hires:** Your first three months in your new position will be an orientation period. The purpose of this orientation period is to allow you and your supervisor to get acquainted with each other and determine whether your new position is a good fit for both parties. Both during and after the orientation period, your employment will remain at-will.)

*(Use for new employees, not internal hires:* As mandated by law, you are required to provide sufficient proof of citizenship or the legal right to work in the United States for this offer to be valid. You are required to provide proof of your eligibility to work in the United States before assuming your duties with the University. For more information regarding how to provide sufficient proof of eligibility to work, please contact Human Resources. In addition, the University requires all staff to complete a pre-employment physical/drug and background screening. Human Resources will contact you to make arrangements regarding your physical and background screening. Please complete the enclosed release authorization form and return it with your signed offer letter.)

*[Use for new employees, not internal hires:* We would like to take this time to welcome you to the University. After the University receives your acceptance of this offer, Human Resources will contact you with details regarding the University's new hires orientation. This orientation will further acquaint you with the policies governing your employment with the University, including but not limited to, benefits information. Attendance at this orientation is mandatory for all new staff members.]

*[Use for eligible employees:* The University will reimburse you up to a maximum of \$ \_\_\_\_\_ of your relocation expenses of which some or all may be considered taxable income. The Internal Revenue Service requires the University to report any reimbursements that exceed IRS guidelines as additional compensation income to the employee, subject to payroll taxes. Please refer to the University's policy at <http://web.pacific.edu/x35683.xml> and IRS Publication 521 at <http://www.irs.gov/pub/irs-pdf/p521.pdf> for additional information.]

You are expected to comply with all University rules, policies and procedures. Several, but not all, of the University's rules, policies and procedures can be found in the Staff Handbook, which you can access electronically at:

<http://www.pacific.edu/Documents/hr/acrobat/RevisedStaffHandbook2009b.pdf>.

Additional policies can also be located online at: *[insert one of the following:*

<http://www.pacific.edu/About-Pacific/AdministrationOffices/Business-and-Finance-Division/Human-Resources/Policies-and-Procedures.html> *(for Stockton Campus)* or

[http://www.dental.pacific.edu/Human\\_Resources/Employee\\_Resources/Policies\\_and\\_Procedures.html](http://www.dental.pacific.edu/Human_Resources/Employee_Resources/Policies_and_Procedures.html) *(for Dugoni)* or

[http://www.mcgeorge.edu/About\\_McGeorge/Campus\\_Offices\\_and\\_Services/Human\\_Resources/Employee\\_Resources/Policies\\_and\\_Procedures.htm](http://www.mcgeorge.edu/About_McGeorge/Campus_Offices_and_Services/Human_Resources/Employee_Resources/Policies_and_Procedures.htm) *(for McGeorge)]*.

Your acceptance of this offer confirms that you agree to the terms of your employment, including but not limited to, the at-will nature of your employment. This letter sets forth the terms of your employment with the University and supersedes any prior representations or agreements, either written or oral. If you have any questions regarding this offer or if your understanding differs in any manner from what is stated in this letter, please promptly let us know. However, please remember that this offer letter is only a statement of your employment terms and should not be viewed as a contract.

We eagerly await your acceptance of this offer. We ask that you inform us of your intent to accept this position by signing and dating a copy of this letter, on the lines below, and



returning the signed copy to our attention by \_\_\_\_\_, 20\_\_\_. Failure to return a signed copy of this offer letter by this date may be taken, at the University's discretion, as a rejection of the offer.

Should you have any questions or concerns regarding employment with the University, please contact \_\_\_\_\_ (insert name of representative), Human Resources Representative, at \_\_\_\_\_ (insert representative's phone number).

Sincerely,

[Name]

[Job title and department]

*[if release authorization form is enclosed: Enclosure]*

I, [name of employee], agree to accept the offer referenced in this offer letter on the terms and conditions outlined above.

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date