

BULLETIN NUMBER 11

TO: President, Vice Presidents, Deans, Department Chairs, Department Directors,
And Other Hiring Officials

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DATE: October 4, 2000 (Revised October 31, 2003)

SUBJECT: Recruitment and Selection of Applicants to Fill Staff Positions

Human Resources Bulletins are published by the Human Resources Department to provide information and guidance to staff, faculty and administrators of the Reynolda Campus. Addressees are encouraged to make such further distribution as is deemed appropriate. Human Resources Bulletins are accessible through the World Wide Web at: <http://www.wfu.edu/hr/bulletins/index.html>

1. General

- a. The Human Resources Department is dedicated to attracting the most qualified and motivated applicants to fill vacant staff positions at Wake Forest University. In addition, it is important to offer competitive salaries that are based on the applicant's education and experience in order to retain those individuals on a long-term basis, thus creating a "win-win" relationship for the new employee and the University.
- b. This bulletin includes a revised Hiring Requisition form, Guidelines for Interviewing Applicants, a Telephone Reference Check form, a Request for Approval to Hire/Promote form, a Sample Declination letter, and a Summary of Major Benefits for Staff. Specific questions about benefits may be directed to the Benefits Counselor, x5996.

2. Hiring Requisition

Submission of a Hiring Requisition form is the first step in the hiring process. When a current employee is departing or a new position is approved, the Hiring Requisition informs Human Resources that the "hiring official" is ready to fill the position. The Hiring Requisition should be approved by the appropriate Vice President or Dean before it is submitted to Human Resources. A current job description (using the format outlined in Bulletin #9, which can be found on the HR website), a copy of the department's organization chart and the letter of resignation or termination (if applicable) should be submitted with the Hiring Requisition.

3. Job Posting and Advertising

- a. Once the Hiring Requisition has been reviewed and approved by Financial & Accounting Services and Human Resources, the position vacancy will be posted. Human Resources (Staff Employment) will draft a vacancy announcement based on the position description and forward it to the hiring official for review. After the hiring official has reviewed and approved the announcement, it will be posted through the "Online Employment System" via the internet. It will also be posted on the "Job Board" in the Human Resources Department, sent to locations throughout the campus, listed on the JobLine and with agencies such as the Employment Security Commission. Positions will be advertised internally and externally concurrently, unless the hiring official requests that recruitment be restricted to current employees (internal posting only). All positions are to be posted for a minimum of five business days.
- b. Newspaper ads are typically placed in the Sunday edition of the Winston-Salem Journal as part of a block display ad. Special advertising in trade publications, periodicals or beyond the local market is at the expense of the hiring department. Text for all ads should be reviewed by Human Resources (Staff Employment) before submission.

4. Reviewing Applications

- a. All applicants for staff positions will be directed to apply online at www.wfu.edu/hr/careers. Through the Online Employment System, applicants will be screened to ensure they meet the minimum qualifications for a position. The hiring official will be able to review all applicants who meet the minimum qualifications. Supplemental questions, developed by the hiring official and approved by Human Resources (Staff Employment), may be incorporated into the online application to provide further initial screening for qualifications.
- b. If an applicant forwards a resume or application directly to the hiring official, the applicant should be referred as soon as possible to the Online Employment System to complete an application.

5. Interview Process

- a. Hiring officials are expected to interview the top three to five candidates. Current Wake Forest University staff should be given priority over outside candidates, if their qualifications (education and experience) are similar.
- b. Wake Forest University is an affirmative action, equal opportunity employer. Therefore, it is expected that the selection process will be nondiscriminatory, and that each applicant will be evaluated strictly on the basis of job-related criteria.
- c. Hiring officials are to ensure the selection criteria for evaluating job applicants are clearly established prior to conducting interviews. Such criteria must be specific and based on

the knowledge, skills and abilities needed to perform the essential duties of the position.

- d. Interview questions should be developed prior to conducting interviews, should flow from the selection criteria, and be job-related. To ensure the equal treatment of all applicants, it is important that each applicant be asked all of the same interview questions. It is understood that an applicant's response to one question may lead to other questions, and this is appropriate. It may be helpful to develop a spreadsheet identifying all of the criteria to be used in making the final hiring decision (i.e., education, years of experience, experience in higher education, etc.). Each applicant interviewed should then be evaluated on each of the criteria identified.
- e. To assist in formulating appropriate interview questions, a copy of the EEO guidelines related to interview questions is attached. The hiring official should ensure that anyone who is to interview the applicant receives a copy of the guidelines prior to the interview.
- f. During the interview process, the hiring official should determine the applicant's current salary (if not previously disclosed) and salary expectations at Wake Forest University. This information will be helpful later when determining an appropriate starting salary.

6. Final Selection

When the hiring official has selected a final applicant, he/she should conduct at least two work-related reference checks, preferably with a direct supervisor from the two most recent employers. The hiring official must receive the applicant's permission prior to conducting a reference check with the present employer.

7. Request to Hire

- a. Before any offer of employment is extended, the hiring official is to complete the Request for Approval to Hire/Promote and submit it, along with the reference checks to Human Resources (Compensation). The Compensation Manager will review the candidate's qualifications, references, and the hiring official's salary recommendation and will provide notification as soon as possible as to whether the salary recommendation has been approved.
- b. Upon approval of the Request for Approval to Hire/Promote, the Compensation Manager will return a copy to the hiring official showing the authorization. At this time, a verbal offer of employment may be extended to the candidate. When acceptance of the offer and date of employment are confirmed, the last section of the Request for Approval to Hire/Promote should be completed and returned to HR.

8. Extending an Offer of Employment

- a. Either the hiring official or Human Resources (Staff Employment) will extend the verbal offer of employment. The Staff Employment Manager will extend a verbal offer of employment if requested by the hiring official. Hiring officials who extend verbal offers of employment must **communicate to the applicant that the offer is contingent upon**

the successful completion of a drug screen and background check (which may include criminal, credit and driving record). The new employee is informed to contact Human Resources (Staff Employment) to make arrangements for the drug screen. Successful completion of the drug screen means the test results are negative for illegal drugs or substance abuse.

- b. Hiring officials should not send formal offer letters to selected applicants. Human Resources (Staff Employment) will follow up the hiring official's verbal offer with a formal letter confirming the offer and acceptance of the position with the University.

9. Applicant Disposition Records

As soon as the position is filled (verbal offer accepted) the selecting official completes the disposition of applicant statuses in the Online Employment System.

10. Drug Screen/Background Check

Human Resources (Staff Employment) establishes contact with the new employee to arrange the drug screen and receives authorization to conduct a background check. Please note that all offers of employment are contingent upon the successful completion of both checks. Once the drug screen and background check are completed, the new staff member is scheduled for a new employee orientation.

11. First Day of Employment

All new staff members are to report to Human Resources (Staff Employment) on their first day of employment to complete new hire paperwork. New staff will need to bring their Social Security card in addition to the documents necessary to complete the I-9 form.

12. New Employee Orientation

Orientation programs covering important policies and procedures for new employees are scheduled periodically on Monday from 8:30 a.m. until 3:30 p.m. Benefits Orientation is held every other Wednesday from 9 a.m. until noon. New staff members are informed of the date for their orientation and supervisors are requested to ensure time is provided for them to attend.

Attachments

- [Hiring Requisition](#)
- [Guidelines for Interviewing Applicants](#)
- [Telephone Reference Check](#)
- [Request for Approval to Hire/Promote](#)
- [Sample Declination Letter](#)