Hiring Supervisor’s Workbook: A Guide for Hiring a New Employee

This document is provided to assist the hiring supervisor through the hiring process. It is important that the hiring supervisor (the person making the final hiring decision) review this information prior to beginning the hiring process. Access of retained records should be restricted and monitored to ensure the integrity of the records in the file. All documents should be maintained and forwarded to Human Resources for storage after hiring process is complete. For additional information or questions please contact Human Resources at human.resources@westminster-mo.edu or (573) 592-5226.

**COMMUNICATE ALL OPENINGS TO HUMAN RESOURCES IMMEDIATELY**

_____ Step 1:
Review and update the Job Description.

If you do not already have access to the job description, please contact Human Resources. Review the job description and make any changes and/or updates as needed. This updated Job Description will need to be submitted to Human Resources.

_____ Step 2:
Submit Position Justification and if applicable, a PCQ

The Position Justification Form must be filled out for all open positions. IF the position is a new position or a restructured position a PCQ will need to be filled out as well. These forms need to be submitted to Human Resources.
Step 3:
Build a diverse pool of applicants.

We are committed to building a diverse workforce at Westminster College. Please submit your Employment Advertising Request Form.

Step 4:
Select your hiring committee.

It is important to select a committee that understands the position mandate. The hiring committee must communicate well and work together efficiently to find the candidate who will best fit their position and be successful in the role.

Step 5:
Score the applications/resumes/cover letters.

- Develop a numerical method of evaluating the application materials.
- Determine ahead of time what job-related factors you will consider. These job-related factors must be noted on the Employment Advertising Request Form.
- Determine the weight you want to assign to each factor.

A helpful and recommended tool to use when scoring your applicants is a rubric. Please see a sample rubric by reviewing “Selecting Candidates to Interview”

Step 6:
Write your interview questions ahead of time.

Please review the PowerPoint, “Interviewing Skills”
Please review “Job Interview Questions Dos & Don’ts”

Compose your interview questions ahead of time. You may find the “Interview Questions Guide & Evaluation Comment Sheet” helpful. The interview questions that you compose can be recorded in this document.

Some guidelines to remember for composing interview questions:
- Questions must be job-related, not personal.
- All questions must be legal and non-discriminating.
- Ask the same questions of all interviewed applicants.
- Record all interviewed applicant responses and score numerically.

Step 7:
Score the interviewed applicants.

Each applicant that is interviewed should receive a score that reflects how well the applicant answered each interview question. The applicant you hire should have the highest score.
Step 8:
Conduct and record the responses to reference checks for final applicant(s).

You must complete a reference check on at least the final applicant (applicant with the highest score after the interviews are conducted). Many hiring supervisors prefer to do reference checks on all their interviewed applicants.

Reference checking is one of the most valuable HR management tools for gathering information on applicants’ past performance and past performance is one of the strongest indicators of future performance. An investment in checking references can reduce costs and increase productivity by helping to ensure successful hires and screening for a good “fit”.

Reference checking should be conducted in compliance with all federal and state laws and regulations including the Americans with Disabilities Act (ADA), Title VII of the Civil Rights Act, and Fair Credit Reporting Act. Avoid question regarding marital status, religion, age, race, health-related issues, child care, transportation, and any other non-job related questions.

Guidelines for references checks:

- You must complete a reference check on at least the final applicant (applicant with the highest score after the interviews are conducted). Many hiring supervisors prefer to do reference checks on all their interviewed applicants.

- Obtain multiple references (at least two) to look for consistency among comments and to demonstrate that reasonable care was used in the hiring process.

- Compose questions ahead of time. You may wish to use the “Telephone Reference Contact” sheet for assistance.

- Ask the same questions for each reference check. You may ask follow up questions if needed.

- If the applicant lists Westminster College as a current or former employee, you are encouraged to check their personnel file for performance reviews, etc.

- Be careful to avoid seeking or using information from social media websites or general internet searches of candidates. Such sources may disclose information that is not true, inappropriate or illegal to consider.

- Always ask if the applicant would be rehired by the organization/company.

- The best practice method for conducting reference checks is by telephone. This method allows for follow up questions when necessary and note-taking.

- When contacting a current or previous supervisor, you are encouraged to call the company’s main phone number and request the individual listed as the reference rather than calling the phone number given as contact information by the applicant. This will help ensure you are contacting a valid business reference rather than a relative or friend of the applicant. The company’s main phone number can be found in the phone book or on the internet.
Step 9: Complete process.

Special Note Regarding Interviewed Applicants:
It is a best practice to personally contact interviewed applicants not hired with a phone call or a customized letter.

- **BACKGROUND CHECK** - Have applicant fill out and sign the Background Check Release Form. This form needs to be submitted to Human Resources immediately. Human Resources will contact the hiring supervisor when the Background Check is complete.

- **MAKE AN OFFER** Once the background check comes back, an offer can be made!

- **NOTIFY HUMAN RESOURCES IMMEDIATELY OF ACCEPTANCE**

- **APPOINTMENT LETTER** Did they accept the offer? If so, an appointment letter will be sent. Please forward the following information to Human Resources immediately.
  - New Employee FULL NAME:
  - New Employee Start Date (first day of work):
  - New Title/Position:
  - Department:
  - Cabinet Member:
  - Supervisor and Supervisor Title:
  - Salary/Pay Frequency:
  - Employee Email:
  - Employee Phone:
  - Is the New Employee:
    - FT Faculty ______ FT Staff ______
    - PT Faculty ______ PT Staff ______
  - Is the New Employee:
    - Exempt ______ Non Exempt ______
  - Offering any Relocation Expenses (if applicable):

- **HUMAN RESOURCES ORIENTATION**
Human Resources would like to visit with your new employee on or before his/her first day of employment. This will allow Human Resources to collect all necessary paperwork and discuss benefits if applicable.

________ New Employee HR Orientation Date Scheduled for _______________________________