



Office of Human Resources Hiring Guide

We seek your support in complying with the following Human Resources recruiting procedures. Please feel free to contact Rhonda Woods (Recruiter) at x5866 with any questions.

OVERVIEW:

- Our web-based recruiting resource is called the **SUPER System**: <https://jobs.seattleu.edu/hr>. Personnel requisitions are created and approved online. This is also where hiring managers go to view applications, resumes and cover letters.
- Position Announcements direct the applicant to apply online at <https://jobs.seattleu.edu>. Materials will not be accepted via any other method.

Seattle University Recruiting Process: From Start to Finish

1. Job Description:
 - a. When a position becomes vacant, Rhonda Woods (woods@seattleu.edu; x5866) sends the most recent job description to the hiring manager for edits and updates.
 - b. The hiring manager sends the JD back to Rhonda for posting and/ or edits.
 - c. Newly budgeted positions are reviewed for classification by the Compensation Committee. Comp. Committee meets once each week.
2. Personnel Requisition:
 - a. Rhonda loads the job description into an online personnel requisition form and submits the requisition for approval.
 - b. Replacement positions are approved by the area Vice President or Provost; new positions are approved by the VP/ Provost **AND** the Associate Vice President for Finance.
 - c. This process takes 1-2 days.
3. Job Posting:
 - a. After a requisition is approved it is posted online.
 - b. Positions are posted for a minimum of 1 week.
4. Advertising:
 - a. Jobs are customarily advertised regionally with different organizations and websites.
 - b. Special advertising may be requested by the hiring manager or suggested by HR, usually for C band and above positions.
5. Resumes & Applications:
 - a. Resumes are screened 3 times per week and the hiring manager is notified when new resumes are ready to view.
6. Interviews:
 - a. Hiring managers set up interviews for candidates and notify HR when interviews begin.
 - b. HR is available to meet with all candidates to discuss benefits, living in Seattle, relocating, etc.

7. Checking References:
 - a. All references should be verified before an offer of employment is made to a candidate.
 - b. HR can check references at the request of hiring managers.

8. Computer Skills Assessment:
 - a. All A & B band final candidates will take the computer skills assessment prior to hire.
 - b. HR has partnered with Brainbench, a leading skills assessment company, to offer internet-based software testing for job applicants
 - c. Hiring managers send the names of their 1-2 final candidates to Rhonda Woods (woods@seattleu.edu) for software assessment scheduling.
 - d. Software assessment invitations are sent to candidates via e-mail and scores are e-mailed to HR.
 - e. Hiring managers can aid in this step by stressing to candidates that their timely completion of software assessments speeds up the process.

9. Background Checks:
 - a. Certain positions require a background check prior to an offer of employment.
 - b. Candidates for these positions complete the background check authorization form online when they apply to the job.
 - c. HR runs background checks on the final 1-2 candidates.
 - d. Background checks take 2 days to complete and can be requested via e-mail to Rhonda Woods (woods@seattleu.edu).

10. Offer of Employment:
 - a. Hiring managers are expected to consult with HR regarding salary and prior to making an offer of employment.

11. Closing a Position:
 - a. When an offer of employment is accepted by a candidate, the hiring manager should notify all other candidates interviewed (via telephone or personal letter).
 - b. HR will send an automatic e-mail to all other candidates in the pool notifying them that the position has been filled.
 - c. The hiring manager sends an e-mail to Rhonda (woods@seattleu.edu) with the name of the new employee, start date, salary, and the names of all candidates interviewed.

12. New Employee Orientation:
 - a. On an employee's first day of work she or he will meet with Isa Chong in HR at 9:00 am to complete paperwork and receive a benefits overview.
 - b. A longer, group orientation will be scheduled on the employee's first day for later in the month.

If you are receiving applicant materials in advance of a priority consideration date, please note that in order to comply with equal opportunity employment guidelines job offers are not typically made prior to the priority consideration date.

GUIDELINES FOR INTERVIEWS

Included in this section are some hints on interviewing techniques. Please call Human Resources if a situation arises that is not covered by this guide. Please keep in mind the regulations and laws regarding fair and unfair pre-employment inquiries as interpreted by the Washington State Human Rights Commission and the Department of Labor. Please see Appendix A for a guideline of acceptable inquiries.

Human resources staff are available to provide sample interview questions, conduct telephone screens, serve on search and interview committees and to communicate benefits information to candidates. Please contact Rhonda Woods x5866 for more information!

Interviewing Objectives

Qualities to consider when assessing a candidate's ability to perform in the job include success in:

- Technical Proficiency
- Leadership skills and motivating others
- Interpersonal skills and building successful working relationships
- Team skills and ability to work independently
- Conflict management and diplomatic skills
- Self-motivation and drive for results
- Fitting in to the organization's culture
- Catalyzing positive change and driving for continuous improvement
- Representing the organization well to external entities and stakeholders
- Going beyond the formal job description to contribute outside of own role

Source: HR Magazine, June, 2006

Interviewing Tips

- Interviewing questions should be based on essential job functions.
- Avoid asking questions that can be answered by a single word, usually simply "Yes" or "No."
- Use open-ended questions that ask for **specific examples** of past job behavior. Example: tell me about a time when you encountered a difficult customer and how you handled the situation.
- Keep your questions focused.
- Take notes only to add factual information.
- Pursue areas which seem weak or incompletely explained.
- Explore potential problem areas by asking pertinent questions concerning long intervals between jobs, short length of time on a job, and apparent lack of work experience or skills for the position.
- Allow the applicant to do most of the talking.
- Be alert for non-verbal communication.
- Don't be afraid to pause; your silence can encourage the applicant to expand on an answer.

Closing the Interview

Inform the applicant that reference checks (and a background check for applicable positions) will be made. Verify the applicant's phone number. Provide the applicant with your best estimate of the time frame for final selection and hiring. Thank the applicant for their interest in SU.

You have narrowed your search for a new employee to two candidates. How do you make the right hiring choice?

These are the candidates you should schedule for a pre-employment computer skills assessment (A&B bands). If it's clear that the candidates have the skills and experience necessary to perform the job, a second interview is a good time to assess if they "culturally fit" with the department and university. Culture fit encompasses such things as:

- How decisions are made and communicated
- How risk-taking is rewarded or punished
- How employees treat each other
- Whether intradepartmental idea challenges are supported
- If the candidate can support the Mission, Vision and Values of the university and has demonstrated a commitment to the core values of SU, including diversity and multiculturalism

Some organizations don't discuss cultural fitness when interviewing candidates. While the reason given for this approach is often "We don't want to scare off a potentially strong candidate," in the end, it is cultural fit that dictates the success, or lack of success, of an employee.

SOURCE: Kim Rutherford, regional vice president, [DBM](#), Chicago.

New Employee Orientation Program:

Your new employee should report to the Office of Human Resources at 9:00am on his/ her first day of employment. Isa Chong (x5870) will complete an initial orientation and paperwork with the employee. A second, longer orientation will be scheduled for the first or third Wednesday of the month. This program includes OIT information, public safety overview, benefits enrollment and lunch with the Office of Mission & Ministry. Both of these meetings are required of all new employees.

For support throughout the recruiting process, please contact Rhonda Woods, Interim Recruiter: 296-5866; woods@seattleu.edu

APPENDIX A: Acceptable and Unacceptable Inquiries based on EEOC Guidelines

SUBJECT AREA	ACCEPTABLE	UNACCEPTABLE
Name	<ul style="list-style-type: none"> For access purposes, whether applicant's work records are under another name. 	<ul style="list-style-type: none"> To ask if a woman is a Miss, Mrs. or Ms., or to ask for maiden name
Residence	<ul style="list-style-type: none"> Current address and applicant's phone number or how applicant can be reached 	<ul style="list-style-type: none"> Names or relationships of persons with whom applicant resides Whether applicant owns or rents own home.
Age	<ul style="list-style-type: none"> After hiring, proof of age by birth certificate. 	<ul style="list-style-type: none"> Age or age group of applicant Birth certificate or baptismal record before hiring Any inquiry that implies a preference for persons under 40 years of age.
National Origin	<ul style="list-style-type: none"> Inquiries into applicant's ability to read, write and speak foreign languages, only when such inquiries are based on job requirements. 	<ul style="list-style-type: none"> Birthplace of applicant, parents, grandparents or spouse Any other inquiry into national origin, lineage, ancestry, descent, or mother tongue.
Race	<ul style="list-style-type: none"> Race for affirmative action plan statistics, after hiring 	<ul style="list-style-type: none"> Any inquiry that would indicate race or color
Sex	<ul style="list-style-type: none"> Inquiry for affirmative action plan statistics, after hiring 	<ul style="list-style-type: none"> Any inquiry All questions related to pregnancy
Relatives	<ul style="list-style-type: none"> Name of applicant's relatives already employed by the University. 	<ul style="list-style-type: none"> Any other inquiry regarding marital status, identity of one's spouse, or spouse's occupation.
Religion or Creed	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Inquiries concerning applicant's religious preference, denomination, religious affiliations, church, parish, pastor, or religious holidays observed.
Citizenship	<ul style="list-style-type: none"> Require proof of citizenship, visa, alien registration number, after hiring 	<ul style="list-style-type: none"> Whether a U.S. citizen Any inquiry into citizenship which would tend to divulge lineage, ancestry, national origin, birthplace
Marital Status	<ul style="list-style-type: none"> Status (only married or single) after hiring for insurance and tax purposes. Whether applicant can meet specified work schedules or has activities, commitments or responsibilities that may prevent him or her from meeting work attendance requirements 	<ul style="list-style-type: none"> Inquiries concerning applicants marital status before hiring, spouse's employment or salary, number and age of children, child care arrangements, asking if applicant plans to have children.
Military Service	<ul style="list-style-type: none"> Service in the U.S. Armed Forces, including 	<ul style="list-style-type: none"> Military service records

	<ul style="list-style-type: none"> branch and rank attained Any job-related experience Require military discharge certificate after hiring 	<ul style="list-style-type: none"> Military service for any country other than U.S. Type of discharge
Education	<ul style="list-style-type: none"> Academic, professional, or vocational schools attended Language skills, such as reading and writing foreign languages 	<ul style="list-style-type: none"> Nationality, racial or religious affiliation of schools attended How foreign language ability was acquired
Criminal Record	<ul style="list-style-type: none"> Listing of specified convictions which relate reasonably to job performance. 	<ul style="list-style-type: none"> All inquiries relating to arrests
References	<ul style="list-style-type: none"> General work references not relating to race, color, religion, sex, national origin, or ancestry 	<ul style="list-style-type: none"> References specifically from clergy or any other person who might reflect race, color, religion, sex, national origin, or ancestry
Organizations	<ul style="list-style-type: none"> Inquiry into organization membership-excluding any organization the name or character of which indicates the race, sex, marital status, religion, national origin, or ancestry Offices held, if any 	<ul style="list-style-type: none"> Listing of all clubs applicant belongs to or has belonged to
Photographs	<ul style="list-style-type: none"> May be required after hiring for identification purposes 	<ul style="list-style-type: none"> Request photograph before hiring To take pictures of applicants during interview
Work Schedule	<ul style="list-style-type: none"> Willingness to work according to work schedule Whether applicant has military reservist obligations 	<ul style="list-style-type: none"> Willingness to work any particular religious holidays
Physical Data	<ul style="list-style-type: none"> To require applicant to prove ability to do manual labor, lifting or other physical requirements of the job, if any Require a physical examination 	<ul style="list-style-type: none"> To ask height or weight, impairment or other inquiry not based on actual job requirements
Disability and/or Pregnancy	<ul style="list-style-type: none"> Whether applicant is able to perform the essential functions of the job for which the applicant is applying, with or without reasonable accommodation. Inquiries as to how the applicant could demonstrate or describe the performance of these specific job functions with or without reasonable accommodation. Inquiries as to duration of stay on job or anticipated absences which are made to males and females alike. 	<ul style="list-style-type: none"> To exclude handicapped applicants as a class on the basis of their handicap. Inquiries about the nature, severity or extent of a disability or whether the applicant requires reasonable accommodation prior to a conditional job offer. Whether applicant has applied for or received worker's compensation. Any inquiry that is not job related or consistent with business necessity. All questions as to pregnancy, and medical history concerning pregnancy and related matters.

APPENDIX B: sample reference check form

SUPERVISORY EMPLOYMENT REFERENCES

Applicant Name _____

Date: _____

Contact Name: _____

Title: _____

Relationship to Applicant: _____

Applicant's Dates of Employment: _____

Duties: _____

Quality of work	
Quantity	
Accuracy	
Dependability (Attendance/Punctuality)	
Interpersonal Skills	
Supervision	
Improvement Areas	

Re-hire? Yes _____ No _____