



Richard Bland College  
*of* WILLIAM & MARY

## RECRUITMENT & SELECTION

**Essential Skills  
for  
Supervisors and Managers**



- Review Best Practices in Hiring
- State Policy and the Uniform Guidelines
  - Request-to-Fill
  - Job Announcements
    - Screening
    - Selections
    - Conclusion



- **Title VII of the Civil Rights Act (1964)**
- Prohibits discrimination or segregation based on an individual's race, color, religion, gender or national origin in all terms and conditions of employment.
- Provides equal opportunity to participate in training programs, giving all equal opportunity for advancement.
- Prohibits discrimination in compensation practices.
- Applies to federal, state and local governments, in addition to some private employers, labor unions and educational institutions.



- **Civil Rights Act of 1991**

- Provides compensatory damages to make an injured person whole, recompense for damaged property, lost wages or profits.
- To recover punitive damages, the employee must prove that the employer acted with malice or reckless indifference.
- Punitive damages not possible against a government agency under federal law; may be available under state law.



- **Age Discrimination in Employment Act (1987)**
- Prohibits discrimination in employment against persons age 40 and over.
- Forbids limiting or classifying employees in any way that adversely affects their status because of age.
  - **Increase in age discrimination cases in recent years.**
- Covers all private and public employers with 20 or more employees.
- Unlawful to include age preferences and limitations, or specifications in job notices or advertisements
- Avoid words like “youthful”, young, energetic, motivated.



## **Americans with Disabilities Act (1990)**

- Prohibits discrimination against a qualified individual because of the disability of such an individual.
- Protects qualified individuals with disabilities from unlawful discrimination in the workplace.
- Reasonable accommodation is required.
- Qualified individual with a disability can perform the essential functions of the job with or without a reasonable accommodation.
- An employer is required to make a reasonable accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business. Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.



## Examples of Reasonable Accommodations

- Ramps
- Alter desk set up (tall desk)
- Sign language interpreter
- **Jobs Access With Speech** (screen reading program/Talking Typer for legally blind)
- Technology that would address disability (computer that you speak to and that reads text to you)



## Americans with Disabilities Act (1990)

- An **employer** cannot **ask if you** are **disabled** or **ask** about the nature or severity of your **disability**.
- An **employer** **can ask if you can** perform the duties of the job with or without reasonable accommodation.
- An **employer** **can ask** an applicant if they require special accommodation when scheduling the interview.





- **Pregnancy Discrimination Act (1978)**
- Prohibits discrimination on the basis of pregnancy, childbirth or related conditions.
- Employers are required to treat pregnancy the same as any other temporary disability. 9
- **It is illegal to:**
  - Refuse to hire a woman because she is pregnant
- **Force a pregnant woman to leave work if she is ready, willing and able to perform her job.**



- **Immigration Reform and Control Act (1986, amended, 1990)**
- Intended to manage problems arising from the flow of illegal immigrants into the U.S.
- Prohibits discrimination against job applicants on the basis of national origin and citizenship.
- Penalizes employers for hiring illegal aliens.
- Employers and the new hire are required to complete an I-9 Form within 3 days of hire.
- Verifies identity and right to work in the U.S.
- **Commonwealth of Virginia Executive Order No. 1**



- **Equal Opportunity**

- Assures equal opportunity in all facets of state government.
- Specifically prohibits discrimination on the basis of race, sex, color, national origin, religion, sexual orientation, age, political affiliation, or against otherwise qualified persons with disabilities. The policy permits appropriate employment preferences for veterans and specifically prohibits discrimination against veterans.
- Directs State agencies to take affirmative measures to emphasize the recruitment of qualified minorities, women, disabled persons, and older Virginians to serve at all levels of state government.



## **Policy 2.10 – Hiring**

It is the policy of the Commonwealth to prohibit discrimination on the basis of race, sex, color, national origin, religion, age, veteran status, political affiliation, genetics, sexual orientation, gender identity, or disability in the recruitment, selection, and hiring of its workforce.

- **2.05 - Equal Employment Opportunity**
- **Executive Order Number One**



## **The Uniform Guidelines on Employee Selection Procedures (1978)**

- A uniform set of principles on the question of the use of tests and other selection procedures
- Provides a framework for determining the proper use of tests and other election procedures used as a basis for any employment decision.
- Adopted jointly by the EEOC, Civil Service Commission, Department of Labor, and Department of Justice.
- Applied by the EEOC in enforcement



# Recruitment & Selection

This presentation will equip you with the skills to implement:

An **efficient, consistent and competitive** hiring process that promotes equal employment opportunity and a highly **effective workforce**.



# COURSE OBJECTIVE

- Assist you in learning step by step process for recruiting, selecting, and hiring qualified employees
- Assist you in recognizing and avoiding hiring mistakes
- Assist you in developing an awareness of the employment laws affecting the recruitment process
- Assist you in understanding the legal issues surrounding the recruitment process



- Works with hiring managers to prepare the job description and to ensure proper procedures for review and approval are met at the department level.
- Reviews the recruitment process and provides oversight of the entire recruitment process.



## Think About

- **Your current vacancies**
- **What you hope to learn**
- **What questions you may have**
- **Who plays an active role in the recruitment process**
- **Any previous hiring mistakes**



One of the key objectives for this training is:

**To assist you in developing an awareness of the  
employment laws affecting the recruitment  
process.**

## What does recruitment mean?

The process by which an organization seeks qualified candidates by posting or advertising a position that the agency intends to fill through a competitive selection process.

This includes Faculty, Classified, Wage, Adjunct, and Administrative Professionals



One of the most important objectives for recruitment :

**Consistent**  
**&**  
**Job Related**



- Is this a time to reorganize, reclassify, or make other major changes?
- Perhaps the Job Description or EWP needs only a few adjustments.
- *What knowledge, skills and abilities (KSAs) will the employee need to carry out their job duties?*
- *What type of job behaviors will they need?* Think about past employees in the position.
- If they were outstanding, what made them outstanding?
- If they were marginal employees, identify their weaknesses.

Talk with co-workers or other managers. What skills and qualities do they value in this position? **Make a list.** This information should guide you in preparing for the overall selection process. *Time invested in thoughtfully planning the recruitment and selection process can make the difference between a good or poor hiring decision.*

- **Review and Update**

- Employee Work Profile (EWP) or
- Job Description
- Are the following reflected accurately?
  - Knowledge
  - Skills
  - Abilities
  - Competencies
  - Required and Preferred Qualifications
  - Education Qualifications (by law)

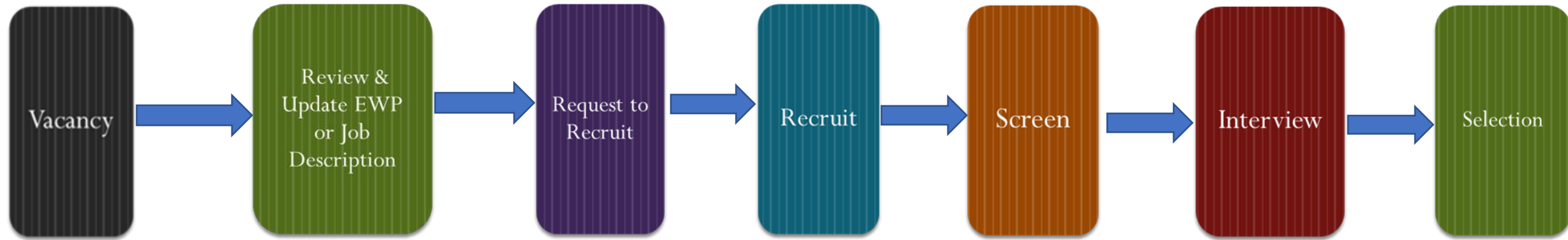
**Knowledge:** *A body of information required to the perform the functions of a job effectively (usually information that is factual or procedural in nature).*

**Skill:** *Specific competencies required to perform job tasks effectively and efficiently.*

**Ability:** *Demonstrated competence to perform job duties (observable current competence in doing specific job content actions, not the person's capacity to acquire this competency).*



# RECRUITMENT PROCESS





- **Develop a Recruitment Timeline (Think 50)**  
*This means 50 days from job posting to position filled*
- **Develop your Opportunity Flyer (optional)**
- **Who is your Target Audience?**
- **Where will you advertise?**
- **What is your Target Hire Date?**



Think about this question

**When is it best to recruit internal candidates as opposed to external candidates?**



- **Internal Agency Only (RBC Employees)**
- **State Employee Only**
- **General Public**



- **Posting Periods**
  - 5 Days - (minimum required)
  - 10 Days
  - Open Until Filled - (recommended only for critical and hard to fill)
  - Continuous – (rare, case by case at RBC)
- **Determine Recruiting Sources**
  - PageUP (DHRM's Recruitment Management System)
  - Facebook
  - Instagram
  - Indeed
  - Agency Website
  - HigherEd
  - Career Works



## What to include in the job announcement

- General overview of the position
- Major job duties and responsibilities
- Required qualifications and preferred qualifications
  - not specific years of experience
- **Educational and Licensure preferences (DPOR and DHP determine occupations that requires licensure(s))**
  - If required by law, include as required (i.e. **Medical and Psychology**)
  - If not required by law, must be preferred



- Minimum and maximum salary (***Avoid Commensurate with experience to attract applicants, set expectations***)
- Conditions of employment/Special Requirements (Hours, Physical agility, driving, drug testing, background etc.
- Number of positions being filled from the same posting
- Alternate Work Schedules/ Telework
- EEO Statement
- Post Specific Questions as part screening



- Policy 2.10, Hiring, specifically **prohibits noting a certain number of years of experience** or specific educational requirements unless these experience or education requirements are sanctioned by law.
- Educational requirements that are not mandated by law must be listed in the job announcement as preferred qualifications, and the announcement must include a provision for substitution of equivalent applicable experience or training.
- When indicating a preference for a college degree, the announcement should also include the specific types of related degrees or coursework that are applicable to the position's core duties.

*Applications are screened to document the process and ensure consistency and equity. When screening applications you must consider:*

- *Online State Applications*
- *Resume*
- *Cover letter (If submitted)*
- Applicants are no longer required to provide education and salary on the state application
- Applicants may upload a resume in place of completing experience.
  - Applicants may apply for state jobs using their mobile device.



Evaluate the qualifications of individuals in the applicant pool against established qualifications to determine which applicants meet minimum qualifications

- Screening criteria based on required and preferred qualifications from Employee Work Profile or Position Description
- Determine which qualified applicants will be interviewed
- Apply screening criteria fairly and consistently to all applicants
- Must be able to justify screening

- Review responses to posting specific questions
- Close-ended posting specific question may result in automatic elimination from pool of qualified applicants
  - **Example - for agency only positions “Are you a current employee?” No automatically disqualifies the applicant.**
- Responses must be consistent with positions held and with information provided elsewhere on the application (such as in experience section of jobs previously held)
  - **If you cannot see a job that would indicate that they have experience, do not screen as having experience.**

We should use descriptive words that indicate the level of experience required which can effectively communicate the extent of experiential requirements.

- Knowledge
- Considerable
- Extensive
- Comprehensive
- Progressively responsible
- Demonstrated

Avoid a numeric rating when screening, its not about the points, it's about minimum qualifications to perform the job.

## Screening Applications

- Screening methods
  - Fully meets = **Y**
  - Does Not meet = **N**
    - Notes regarding what a person is lacking is preferred.
- To be interviewed applicant must meet all minimum qualifications.
- Preferred qualifications
  - Examples of preferred qualifications
  - When to use preferred qualifications
  - Always include a column for Veterans preference



## Purpose of Interviewing

- Make an informed job-related decision
- Gather relevant information about the candidate
- Select the “best” applicant to fill your position
- Allow the applicant to learn more about the job duties, conditions of employment, agency’s mission and organization

Ask yourself:

What are the costs of making a poor hiring decision?

## Costs of making a poor hiring decision

- Turnover (additional recruiting, interviewing, and training expenses).
- Less productivity
- Negative impacts on current employee
- Morale
- Poor job performance
- Terminations, which can create legal liability
- Disappointment



## Interview Preparation

- Develop interview questions about minimum and preferred qualifications using EWP and Job Flyer
  - Direct
  - Situational
  - Behavioral
- Avoid illegal questions
- 8 to 10 questions = 45 minutes to an hour
- Human Resources must review all questions prior to conducting the interviews





## Direct Questions

*Please refer to the Job Vacancy Announcement and tell us about your education and work experience, emphasizing any experience that you believe especially qualifies you for this position.*

*This position will have fiscal responsibilities to include budget tracking. Please tell us about your accounting and budget related experience. Have you handled such tasks as spread sheets and budget reconciliations? If so, please elaborate?*

*Tell us about your case management experience.*

Structured interviews are interviews that use multiple mechanisms (or elements) to help make the interview job-related and systematic.

All candidates are asked the same questions in the same order.

If candidates are given a practical exercise then all must be allowed the same timeframe to complete the exercise.

- More reliable
- More valid
- More legally defensible



Anticipated behavior in hypothetical situations.

Gives the candidate realistic job scenarios or dilemmas and ask how he/she would respond.

The underlying premise is a person's intentions are closely tied to his/her actual behavior

*One of your staff is regularly behind on required documentations and you previously addressed his performance through informal counseling. The problems persists which requires you to address the matter more formally. What will you need to do to prepare for your meeting regarding his continued substandard performance?*

*As you return from your lunch break, you see a veteran RBC staff who has been on the job for more than 10 years and is well liked and respected amongst peers; engage in what you perceive to be inappropriate behavior with a student. What will you do?*

**Underlying premise is the best predictor of future behavior on the job is past behavior under similar circumstances.**

- *Describe a time when you led a complex project. What was your approach to managing the project? Provide specific actions and outcomes.*
- *Tell me about a time when you made an important decision with a limited amount of information.*
- *Describe a time when you looked for ways to provide better service for your customers. What was the situation and what steps did you take to improve the service?*
- *You addressed a direct report for providing unsatisfactory customer service. What did you say and do that made a difference in his/her delivery of service?*

Secure your panel members

Determine your Interview Date(s)

Secure a Interview Location (ADA Compliance)

Determine Interview Timeframes (30 minutes, 45 minutes, 1 hour)

- Interviews cannot be timed. However, you may notify an applicant how much time has been allotted for their interview. Be consistent.





# INTERVIEW PANELS

- Increases accuracy & validity
- More defensible
- Panels tend to increase the feeling of accountability for interviewers (keeps everyone honest).
- Better information is collected since tasks are shared (i.e. asking questions, listening, note taking, etc.)
- Having multiple panel members tends to minimize individual bias
- Promotes diversity and fairness





## **Collective pool of expertise**

- Recommend having a minimum of 3 – 5 people
- Include a subject matter expert
- Equivalent or higher role
- Consider the diversity of the panel
- Are properly trained

## **Clear understanding of the position**

- Review screening criteria
- Understand what types of skill sets that are required of a person to fill the position
- Prior to the interview, determine how the panel will evaluate candidates based on the requirements of the position.
- Ranking Order is required

Should generally have three members, but no more than five

Choose a chairperson who will lead the process, introductions, etc.

Panel members should take turns asking questions

- Ask the candidate if they require any special accommodations
  - You may give salary range and tell applicant that RBC cannot negotiate above the posted range.
- Tell the candidate what to bring to interview
- Inform the candidates of parking
- Send interview confirmation email



## **Be mindful of your nonverbal communication**

- **Facial Expressions**
- **Tone of Voice**
- **Body Movements**
- **Handshakes**



# CONDUCTING THE INTERVIEWS

Establish rapport

Introduce panel

Review selection process

Discuss job conditions

Review application

Amend application

Get signature

Allow candidate an opportunity for questions before/after interview

Ask the same interview questions of each applicant

May request clarification and follow-up information

Listen carefully

All panel members must take notes.

## Documenting the Interview

- Effective Note Taking
  - Pen or Pencil
  - Legible Notes
  - Should never include opinions or conclusions



## Documentation must show:

- Applicants were treated fairly and equitably.
- Interview questions were job related.
- Hiring decision was consistent with evaluations and based on job-related requirements.



## Interview Evaluations

When completing the evaluations indicate levels of knowledge, skills and abilities demonstrated during the interview.

You may use the following resources when evaluating candidates:

- Application
- Interview questions responses
- Presentations
- Practical exercises
- References



## Selection

- The result of the hiring process that identifies the applicant best suited for a specific position.

## Evaluating the Candidates

- Be sure your approach to selecting the best candidate is a comprehensive and consistent approach.
- The candidate that is referred for hire should have an interview evaluation worksheet that stands out from the others.

- Be certain that your decision to hire is based entirely on job-related information
- Have a good reason for hiring the person you do (and not a bad reason for not hiring someone else).
- Be prepared to explain how you came to your decision

- There may be one or two candidates who clearly stand out as the most qualified for the job.
- Determining who is the best suited candidate may require you to look back at the responses given to the interview questions for the two candidates.
- Conduct reference checks if necessary, before making your final hiring decision.
- Carefully discuss and consider the responses of both candidates.
- Have a good (job-related) reason for hiring the person you do

## Selecting a Top Candidate

- Reference checks & Background Investigation
- Make arrangements for further conditions:
  - Physical exam and drug screen.
- Discuss salary and benefits:
  - Avoid negotiating salary without discussing with HR first.
- Making the job offer:
  - Verbal Offer may be completed by the hiring manager.
  - Human Resources will make the official offer.

- **Records must be maintained confidentially for a period of at least three (3) years from the date the position is filled.**
- **Some information can be noted as stored in PageUp.**

## **REMEMBER...**

- **Applicants have access to certain information about the selection process through Freedom of Information Act (FOIA).**



**Please contact Human Resources  
with any final thoughts or  
Questions**

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