



## Hiring Process for Hiring Leaders

### Step 1: Pre-work

- Identify the need for a new position or for an open position to be filled
- Assess if you can reallocate priorities/responsibilities to existing employees and discuss with your leader and/or HR alternative options
- Evaluate budget (includes compensation, benefits, ancillary tools, space and technology), with Finance as needed
- If you are considering changing structure, moving responsibilities between roles, changing roles, etc. - contact HR to partner on a plan
- Obtain current job description from HR for open positions. Create (for new positions) or update (for existing positions) the job description to include essential functions and responsibilities, minimum qualifications, and preferred qualifications. Refer to the [Creating a Job Description Process](#) and the [Job Description Template](#) found in the Leader Toolkit on the HR webpage.

### Step 2: Creation & Approval of Requisition

- Complete a [Request for Recruit](#) form.
- Request will include the following information:
- Job title, department, proposed FLSA status, salary range, any special requested sites for posting, and documents to be requested of candidates
- Send the new or updated job description to [hr-dept@hamline.edu](mailto:hr-dept@hamline.edu)
- HR will review the request, create a requisition in PeopleAdmin, and submit it for approval (by your leader and Finance) through workflow
- Once approved via the PeopleAdmin workflow, HR will post the position

### Step 3: Complete Training

- All employees involved in the hiring process must receive training on the process and support Hamline's commitment to providing equal employment opportunities.
- HR has established a "Hiring Leader Training" module in Blackboard. The training is a three part guided tour through the Hamline hiring process.
- The required hiring training will be added to your Blackboard Dashboard by HR once you submit the Request for Recruit. This training must be completed by you and all individuals who will be involved in the assessment of candidates. In order to avoid disruption to your hiring timeline, you should notify HR of all individuals that will participate in the assessment of candidates, as soon as possible. Note that anyone that has completed the training within the past 12 months, does not need to retake it.

### Step 4: Hiring File, Resume Review, Step and Disposition Coding

- Once a position is posted, the HR Business Partner will provide you with a hiring file for the position.
- Use the hiring file to maintain all documentation created outside of PeopleAdmin, including all emails and notes created by you, interviewers, or any search committee, and any evaluation materials, related to the hiring process for the position.
- HR will provide you with access to a shared Google sheet titled "Hamline University Position Hiring Step and Disposition Worksheets" ("Worksheets") via email.
- HR will pre-populate the Worksheets with the position's job title, posting number, and candidate names on the **Candidate List** tab and suggested selection assessment criteria on the subsequent "**Comparative**" tabs. Prior to reviewing any candidate applications, you should supplement the Worksheets with any additional evaluation steps or criteria you plan to use in deciding whether to advance/not advance candidates. Note that the criteria must be established prior to the application review process and must be related to competencies, skills, and traits required for the position as stated in the job description. Contact HR if assistance is needed to add evaluation items to the Worksheets.
- Develop interview questions for each interview step. The questions should be used consistently with each candidate at the same step in the hiring process, although follow up questions may and should vary by candidate. (For example, during phone screens, you might ask all of the candidates if they have "led a project team" and during the in-person interview you might ask all of the candidates "tell me about a project team that you led and how you staffed the team, assigned responsibilities, the project's goals and the results that you achieved.") Contact HR for help with interview questions.
- HR will forward to you through PeopleAdmin all of the applications received that appear to be from minimally qualified candidates. You will use PeopleAdmin to review the

candidates' application materials. If you do not have access to PeopleAdmin, please notify HR and HR will provide you with a login password via email. Instructions for how to access and navigate PeopleAdmin are presented in the Appendix. You must only review candidate applications forwarded by HR through PeopleAdmin. In the event that you receive letters of interest or resumes outside of the PeopleAdmin process, forward them to HR.

- Conduct a review of the candidates against the job description, minimum qualifications, preferred qualifications, and any other pre-established selection criteria, and determine which candidates will advance or not advance to the next step in the hiring process. If a candidate does not meet minimum qualifications, contact HR.
- Upon completion of your review, open up the Worksheets and complete the

**Application Review** column of the **Candidate List** tab by using the drop down list. Each candidate must either be advanced or not advanced. Select the most appropriate reason for the decision from via the drop down list.

- Candidates advanced from the **Application Review** will be phone/video screened and/or interviewed in-person (you decide on what steps to include in your process) to determine who will move forward. There is no preference or requirement to conduct phone/video screens versus (or in addition to) in-person interviews. You may elect to do either or both based on the department's needs. For those candidates you advance, go into tabs labelled either **Phone Screen Comparative** or **First Interview Comparative** (depending on the hiring steps you chose) and enter the number from the **App #** column on the **Candidate List** tab into the appropriate **Comparative** tab. By entering the number, the name will auto populate. Assign scoring values (1-4) to the predefined criteria.
- After evaluation of the **Phone Screen Comparative** or **First Interview Comparative** data, return to the **Candidate List** tab and indicate who is advancing and who is not, using your comparative data scores. For those not advancing, use the drop down list to identify the most appropriate reason the candidate is not advancing. (Example: If Sally Jones is not advanced and her lowest rating in the comparative tab is a 1 for Communication, you might select "Not Advanced-Not Best Qualified, Communication" from the drop down menu).
- Continue this process through the **First Interview Comparative, Second Interview Comparative, Mock Teaching Comparative** and **Campus Presentation Comparative** for as many steps as you use to make a hiring decision.
- Contact candidates that are moving forward and schedule the next step in the hiring process until it is complete.
- Once you have identified the candidate that you would like to hire, ensure that all Worksheets have been completed, the ranking of any alternate candidates for the position has been documented in the hiring file, and return the hiring file to HR.  
***Please note that HR will not issue a verbal or written Conditional Offer***

***until all Worksheets properly indicate your decisions regarding the candidates and the compiled hiring file has been returned to HR.***

### **Step 5: Hiring a Candidate**

- Once you have selected a candidate, complete a [Conditional Offer Letter Request](#) for the person you are recommending to hire.
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- After you complete the offer letter request form, HR will extend the verbal offer to the candidate. Departments SHOULD NOT extend an offer of any kind.
- Once the Candidate accepts the verbal offer: HR will send offer letter and new hire paperwork to new hire and copy the information to the hiring leader.
- Paperwork includes: offer letter, I-9, W4, personal data form, background check consent and disclosure form.
- The selected candidate must have a completed background check before starting. This can take up to a week to conduct. HR will notify you if there is an issue with the background check.
- Immediately after the conditional offeree has passed their background check, HR will generate a bulk message to the balance of the candidates indicating that the hiring process has been concluded and thanking them for their interest.
- HR will then take down posting on PeopleAdmin.

**PLEASE NOTE: NEW HIRES ARE NOT ALLOWED TO BEGIN WORKING UNTIL HUMAN RESOURCES APPROVES THE START DATE AND RECEIVES/PROCESSES ALL REQUIRED PAPERWORK**

### **Step 6: Onboarding**

- New hires must attend a New Employee Orientation.
- Orientations are typically held every two or three weeks at peak hiring times. Visit [NEO webpage](#) for schedule. They should attend the orientation on their first day of employment.
- This orientation includes an HR-led session on Hamline's mission, strategic plan, and general policies. It also includes a visit to Safety and Security and a lesson on Hamline's computer programs.

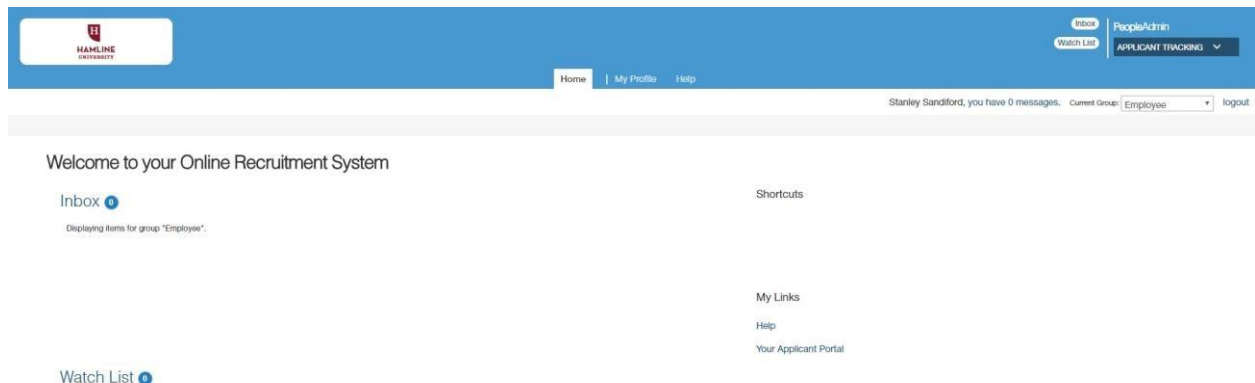
- Create a schedule for the new hire’s first couple of weeks to ensure they are active and engaged with the duties of their new position and with Hamline University.
- Assign someone in the department as mentor to the new employee.
- Conduct their first 1x1 meeting to discuss:
  - o Their career goals
  - o Their/your expectations
  - o Their motivation for working at Hamline
- You only have one chance to make a good impression on new hires, so make sure they feel welcomed and engaged!

Any questions regarding the hiring process should be directed to Human Resources at [hrdept@hamline.edu](mailto:hrdept@hamline.edu) or ext. 2104

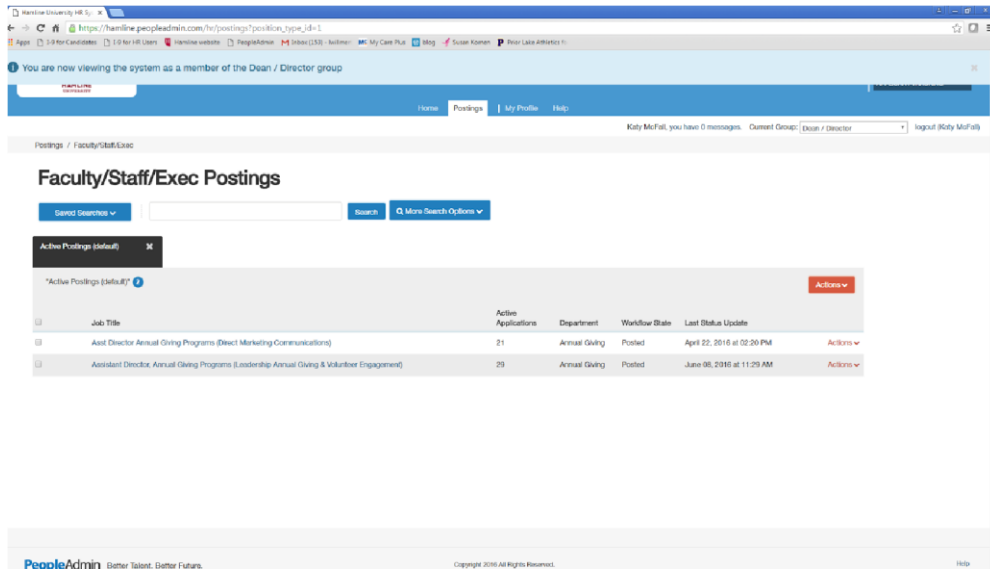
## APPENDIX

### THE PEOPLEADMIN PROCESS

PeopleAdmin is Hamline University’s candidate tracking system. Once the position posting has been approved, Human Resources will set up PeopleAdmin collect the electronic submissions of interested individuals. Human Resources will create a login password to provide you with access to your position posting. The PeopleAdmin software and Human Resources will screen the applications and eliminate candidates that do not meet the position’s minimum qualifications. Human Resources will place the remaining applications into your queue. You will access the queue by logging into PeopleAdmin with the password provided by Human Resources. Make sure that you are in the “Applicant Tracking” view which is indicated by a blue display banner. Also, you should select the “Employee” view. You may access PeopleAdmin through the Hamline.edu homepage and clicking on the Logins icon or use the following website address: <https://hamline.peopleadmin.com/hr/login>.

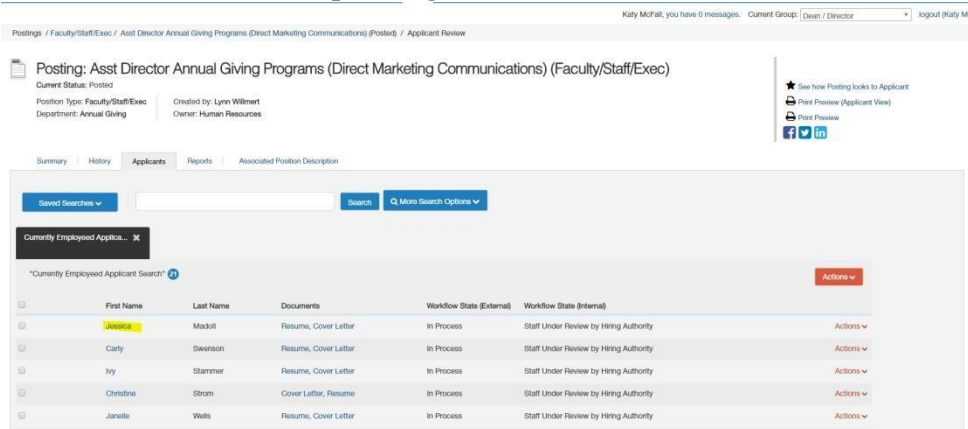


Once you have taken the steps above, you will see any position postings that are in your queue.

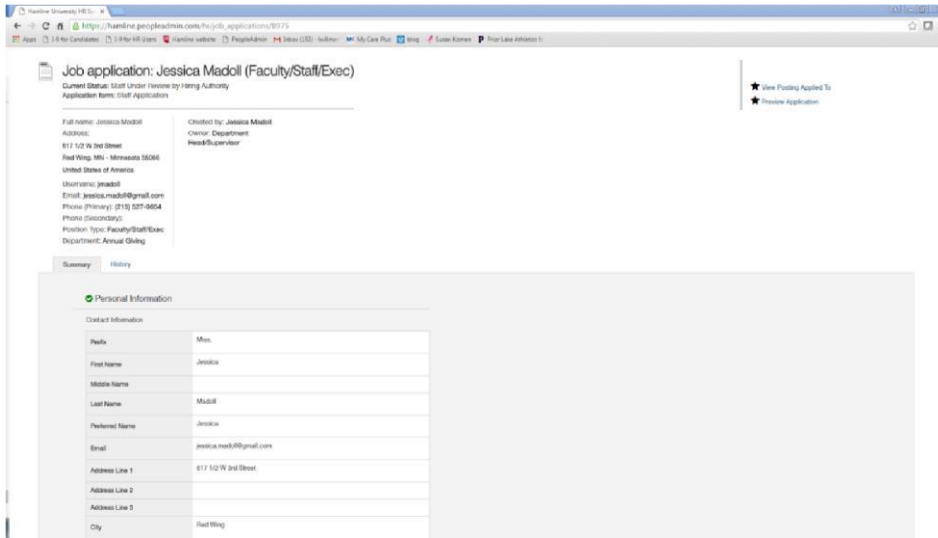


Click on the position’s job title. You will see a summary of the posting which includes the position description, supplemental questions, minimum and preferred job requirements, and the candidates.

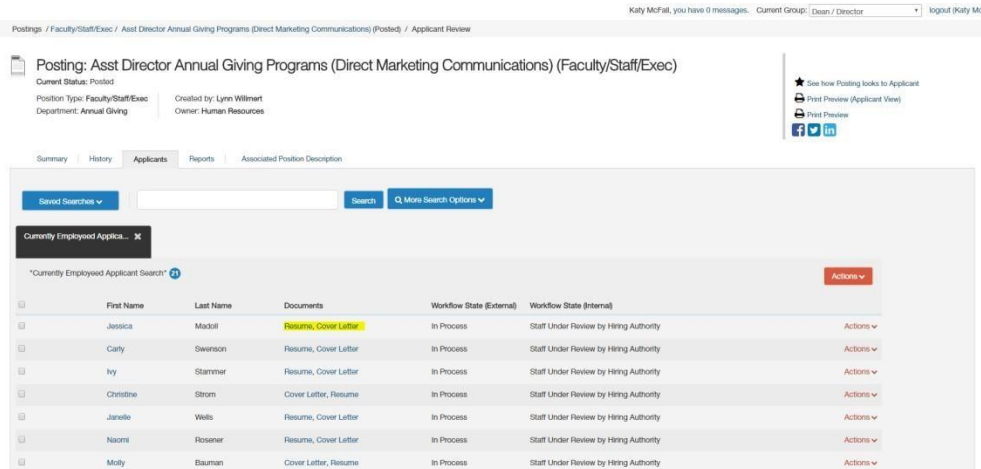
To review a summary of the candidate’s application by clicking on the live, blue link that displays the candidate’s first name. You can also hover over the “Actions” text on the right side of the of the screen corresponding to the candidate’s name and select “View Application.”



Here is a truncated view of the candidate application screen.



To see the candidate’s application materials, under the “Documents” column, click on the desired item. The available documents display as live, blue links, ex. “Resume”, “Cover Letter”, “Writing Sample”.



Once you have clicked on one of the document items, you may print the document by hovering over the top of the screen to reveal the command controls and clicking on the printer icon.

In order to exit PeopleAdmin, please click on the “logout” link in the upper-right corner of the screen.