



RECRUITMENT AND SELECTION PROCESS FOR CLASSIFIED & HOURLY POSITIONS

I. Advertising a Position

The recruitment process for **Classified and Hourly positions** may be initiated by the hiring manager or budget unit director in PAPERS7 at <https://jobs.odu.edu/hr>. In this automated process, hiring managers will have the ability to officially request that a position is advertised by creating a **Posting**. When creating a **Posting**, the hiring manager will have the ability to identify specific recruitment sources they wish to use to supplement the Posting, determine what materials candidates should submit as a part of their application package, and designate individuals to serve on the committee.

The posting **must** be submitted to Human Resources by the close of business on Wednesday to ensure advertising of the position the following Monday. Per state policy, the posting must be listed for a minimum of five consecutive workdays (Monday-Friday), not counting holidays. Please attach an up-to-date departmental organization chart under the posting documents tab.

Once the Posting is created, the hiring manager will submit the Posting to the Budget Unit Director (BUD) for review and approval. Upon approval, the BUD will submit the Posting to the Department of Human Resources (HR) for approval. The recruitment process should be **concluded within 50 days** of the position being posted unless you advertised an open until filled or continuous recruitment. For further guidance on an open until filled or continuous recruitment, please contact the HR Recruiter.

Please Note: Hiring managers and BUDs should have conversations with their Vice President regarding the approval to advertise their positions before creating a Posting in PAPERS7. This should be done through the appropriate chain of leadership.

Once the position has been approved by HR, a system generated as well as a separate e-mail from your respective HR Recruiter will be submitted to the hiring manager. HR will post the announcement on the University's website, the Commonwealth of Virginia website and other recruitment sources as requested. **Advertising costs are assumed by the hiring department.**

User guides with step-by-step processes on how to create a Posting, dispensing candidates and initiating a hiring proposal in PAPERS7 are located at the link below, which also can be found on the PAPERS homepage under the Department of Human Resources website.

<http://www.odu.edu/content/odu/facultystaff/employee-services/papers.html>

IMPORTANT NOTE: *The announcement is removed from the University website at 11:59 pm on the closing date. Once the announcement is removed from the website, additional candidates will not have the ability to apply for the position.*

II. Search Committee Members

Search committee members must be in the same or higher role than the position being filled (unless they are participating as individuals with a particular expertise required for the position) and cannot report to the position. The members **must** be diverse in terms of gender and ethnicity, if at all possible. Aim for a search committee consisting of 3-5 members.

Before evaluating candidates, search committee members should complete the **On-line Search Committee Training**. This training was originally completed for faculty recruitments. However, it has the basic premise for hourly and classified recruitment as well. The following is a link to the training which is located on the Office of Institutional Equity and Diversity's webpage:

<https://www.odu.edu/facultystaff/employee-services/managers/recruiting/search-committees/search-committee-training>

Please Note: Pages 17, 18, 21, 22 and 23 do not apply to classified and hourly recruitment.

III. Review of Candidates

Once the posting closes, the hiring manager may proceed in creating a rating matrix. A rating matrix should be used by each search committee member, if applicable, to evaluate all the candidates that applied for a position by the required qualifications listed in the announcement. The review and completion of the screening matrix and dispensing of applications may begin before the position closes. However, all applications received up to the closing date and time will need to be reviewed and updated.

- a. In reviewing applications and/or resumes, compare the minimum qualifications which appear in the Posting Details to the skills and experience listed in the application and/or resume. The applicant should **meet all the minimum** qualifications or have closely related, transferable skills to be selected for an interview. Hiring Managers should only select status, **"Does Not Meet Minimum Qualifications"** if the applicant does not meet **ALL** tangible minimum qualifications.
- b. Based on the applicant's reported experiences, skills, and abilities, rate how strong or weak they are in meeting each minimum qualification.

- c. As the information is entered into **PAPERS 7**, summarize statements to reflect why the applicant was selected for an interview or not selected for an interview. The “ranking language” above can be used to show differences in the qualifications of one applicant compared to another. (Forexample: “Selected for interview: Comprehensive knowledge in financial accounting systems” or “Not selected for interview: Limited knowledge in financial accounting systems”).
- d. “Preferred” qualifications also appear in the Posting Details and can be used to further screen the applicants. Possessing these qualifications makes a candidate “stronger” for consideration; so long as the candidate also has the **minimum** qualifications. Make sure to select only candidates that have the minimum qualifications (hard criteria). Do not select someone who meets “preferred” qualifications but does not have the minimum qualifications.

IMPORTANT NOTE: Preferred Pronoun has now been added to the application (he, she, they). This is an option to highlight the state and university’s diversity and inclusion efforts. Please be mindful of a candidate’s preferred pronoun and use it consistently throughout the recruitment process. If the pronoun is not selected, please refer to the candidate by their name (without stating Mr. or Ms.).

IV. Interviewing

The hiring manager and search committee will be responsible for developing a set of core job-related questions for telephone and/or campus interviews. An Interview Question Guide is available on HR’ web page at:

<http://www.odu.edu/content/dam/odu/offices/human-resources/docs/intervquestguide.pdf>

Considering social distancing, virtual interviewing (WebEx, Zoom, Skype, etc.) may be an option in place of campus interviews. A virtual interviewing guide is available at the below link:

<https://odu.edu/content/dam/odu/offices/human-resources/docs/virtual-interviewing-guidelines.pdf>

After the candidates are evaluated, the hiring manager and search committee may proceed in conducting telephone interviews, if applicable. Telephone interviews are useful in further screening applicants prior to campus interviews, as well as useful in increasing objectivity and eliminating first-impression bias. These informal interviews do not require approval from HR.

During the phone interview, it would be recommended to spend the beginning portion of the interview on job-hunting status (ex. how they found out about the position, what they know about the job, etc. This can be conveyed in casual conversation to help in putting the candidate at ease.

After telephone interviews are completed, the **hiring manager** will dispense each candidate to **either campus interview requested, or phone interviewed not recommended for campus interview** in PAPERS7

and return the Posting to the HR Recruiter. This process of dispensing candidates is inclusive of submitting candidates that are recommended for campus interviews to HR and the Office of Institutional Equity and Diversity (for professional classified positions) for review and approval. Once the interview pool is approved, the hiring manager will receive an e-mail informing them they may proceed with the campus interviews. It is at this point the hiring manager may contact applicants to invite them to the University for a formal interview.

- a. Hiring Managers will be responsible for scheduling the interviews. An e-mail containing the interview schedule must be sent to the HR Recruiter who is handling the recruitment.
- b. Documentation from the campus interviews should reflect the information obtained from the applicant **during the interview** rather than referring to data in the application.
- c. If phone interviews were not conducted, spend the beginning portion of the campus interview on job-hunting status (ex. how they found out about the position, what they know about the job, etc.).
- d. Tips:
 - a. The hiring manager should act as leader and other panel members as factfinders asking clarifying questions.
 - b. Listen to the candidate objectively, shift perspectives, and be open-minded to avoid first-impression biases.
 - c. Treat the candidate as subject-matter expert as it decreases first-impression bias and focuses upon determining the ability of the candidate to handle the work.
 - d. Also look for nontechnical skills (soft skills) as opposed to a candidate that meets all technical skills but limited nontechnical skills.
 - e. During the “close and recruit” phase of the interview, ask for any questions of the candidate and gauge candidate’s interest.
 - f. Do not oversell the job but “over listen” to the candidate and what they have to offer.
 - g. Avoid making definitive “yes’s” and “no’s” too early in the process.
 - h. After interview, share evidence to make hiring decision; everyone on panel should agree on rating factors; if there is too much emotion or gut feelings clouding judgement then no decision is better than a wrong decision.

V. References

The hiring manager should conduct at least two **employment** references for the candidate (s) who are being seriously considered for a position. State and ODU policy require the references are from the current employer and at least one former employer. Letters of recommendations are not supported as references for this process.

- a. Exceptions may be granted by the Recruitment & Employment Manager based on appropriate business necessity.
- b. If the candidate indicated on the application that the current supervisor is NOT to be contacted, or a current or former supervisor cannot be contacted, please discuss options with the HR Recruiter who is handling the recruitment.
- c. A reference report should be completed for each reference contacted.

Please Note: Hourly recruitments STOP at this point. You will submit an E1 form along with the required documents to the HR Recruiter.

VI. Selection of Candidate (Hiring Proposal)

The **hiring manager** will dispense and submit the final candidate recommended for selection and the finalists to the **HR Recruiter** for review and approval in PAPERS7. If approved, the hiring manager will initiate a **Hiring Proposal** for the selected candidate. In the Hiring Proposal, the hiring manager will have the opportunity to propose a starting salary, propose an effective date and attach documents such as the references and matrix. Once the Hiring Proposal is completed, the hiring manager will submit the proposal to the BUD and the Vice President (if additional funds are needed) for approval. The BUD will submit the hiring proposal to HR for approval.

Once approved by HR, the Hiring Proposal will be returned to the hiring manager. The hiring manager will receive an e-mail from the HR Recruiter informing them that they may proceed with the **verbal offer**. If the candidate **accepts the verbal offer**, the hiring manager will return the hiring proposal back to HR so an offer letter and other new hire materials can be mailed to the new hire.

If there are **salary negotiations**, the hiring manager must receive approval from HR **before** offering a candidate a salary different than the salary that was originally requested in the hiring proposal.

If the candidate **declines the offer**, the hiring manager will return the hiring proposal back to HR noting that the candidate declined the offer. The hiring manager will make the decision to initiate a Hiring Proposal for an alternate candidate or advertise the position again.

Note: If the selected candidate is serving in an interim capacity or receiving temporary pay for responsibilities associated with the position that you are hiring for, please email the Director of Total Compensation & Staffing at nfaulcon@odu.edu to cease payment.

IV. Retention of Records

Recruitment records to include interview questions, notes regarding the responses, the screening matrix and other recruitment documents must be retained for three (3) years from the date of the interviews. These records are subject to audit. After three years, the records can be destroyed within the guidelines established by the Library of Virginia. You will be notified by Human Resources when they can be destroyed and given instructions on how the records disposal will occur.

Acknowledgement of Application to Candidates

Candidates will receive a system generated e-mail for each position in which they officially apply. This e-mail acknowledges that the University has received their application submission and will thank them for applying to an employment opportunity with Old Dominion University.

Candidates will also receive an e-mail if they answer questions incorrectly notifying them if there are disqualifying screening questions as part of the Posting. Other system generated decision letters are e-mailed to the candidate at the end of the process when a final selection is made for the position.