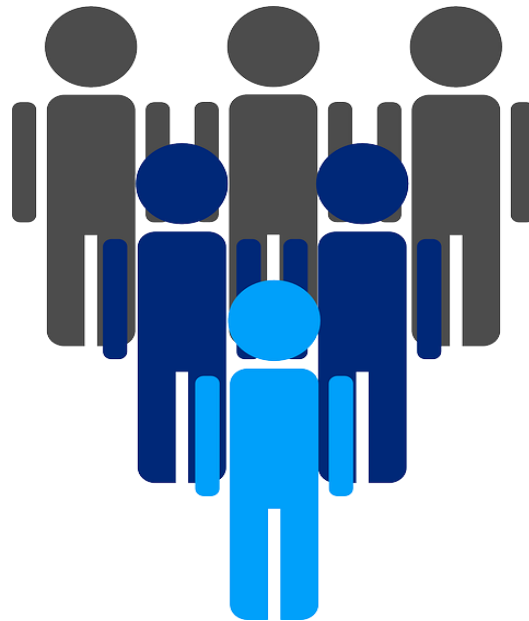


Hiring the Best at Bentley

A Managers *Guide* to Staff Recruitment and Selection



BENTLEY
UNIVERSITY

Human Resources

BENTLEY MANAGER'S TOOLKIT

INTRODUCTION	<p>One of the most important responsibilities a manager has is the recruitment and selection of a talented and diverse staff. Poor selection decisions may result in costly mistakes that impact your department's productivity and morale. It is critical that we select and retain the talent we need to support Bentley's mission, and hire those who demonstrate the organizational values by which we operate.</p> <p>Bentley's Human Resources Business Partners (HR BP) and Recruitment team collaborate with hiring managers across campus to ensure that:</p> <ul style="list-style-type: none"> • The description and requirements for the position are accurate and clear • The candidate pool for open positions is diverse • The selection process is efficient, comprehensive and timely • The process presents a favorable impression on all candidates • The selection decision is made using the best available data • Selection decisions are in accordance with Bentley University policy and with the tenets of our Equal Employment Opportunity policy and Affirmative Action Plan (see below). <p>This <i>Guide</i> is intended to provide hiring managers with the information needed to successfully navigate the job posting and hiring process at Bentley University. Included in each section of this Guide you will find links to tools, checklists, forms and other documentation. These materials are available on the HR website.</p> <ul style="list-style-type: none"> ➤ Manager's Toolkit ➤ Manager's Checklist for Recruitment and Selection
EQUAL EMPLOYMENT OPPORTUNITY	<p>The following information is from Bentley's EEO and Non-Discrimination Policy. While information in this Guide pertains specifically to hiring staff, it is important to underscore that Bentley's commitment to equal opportunity applies to <i>all</i> employment-related decisions and actions.</p> <p>"Bentley believes that workforce diversity is essential to the University's growth and long-term success. Diversity refers to the wide array of human differences, including racial and ethnic identity, culture, socio-economic background, experience, and perspective that exist in the workforce and in the wider community."</p> <p>"Bentley University is an equal opportunity employer and is committed to providing equal employment opportunity to all</p>

	<p>employees and applicants in compliance with all applicable laws. Bentley does not discriminate and strictly prohibits discrimination against employees, applicants and any other covered persons because of race, color, national origin, religion, creed, sex, sexual orientation, gender identity and/or expression, marital status, age, citizenship status, disability, genetics, military or veteran status, or any other characteristic protected under applicable law. All Bentley employees and representatives are prohibited from engaging in unlawful discrimination. This policy applies to all employment practices and all terms and conditions of employment including, but not limited to, recruitment, hiring, performance reviews, training, development, promotion, demotions, transfer, compensation, benefits, educational assistance, layoff and recall, social and recreational programs, termination, and/or retirement.”</p> <p>➤ EEO and Non-Discrimination policy</p>
ROLES AND EXPECTATIONS	<p>The HR team recognizes that timeliness when filling a vacancy is often a critical need for hiring managers, and we will endeavor to meet your hiring goals as quickly as possible, while at the same time acknowledging that a <i>rushed</i> hiring decision could impact the overall <i>quality</i> of the selection outcome.</p> <p>A number of people are accountable for various steps in the recruitment process. A delay by one person or function can impact how long it takes to post a job or fill a vacancy. Hiring managers, selection committees, HR, department heads, and VPs all work together to move the entire process along in a timely way.</p> <p>See the process flow for an outline of steps from position creation/revision through requisition closeout.</p> <p>➤ Quick Reference Guide - Recruitment & Selection Process Map</p>
WHEN A VACANCY OCCURS	<p>When a vacancy occurs, provide your HR BP with the written resignation and date of the employee’s last work day. The HR BP will monitor all phases of the staffing process and work closely with the other HR team members involved in the replacement.</p> <p>When an employee informs you of their resignation we encourage you to use this Checklist to make a smooth transition from Bentley.</p> <p>➤ Manager’s Checklist for Departing Employees</p>

EMPLOYMENT CATEGORIES	<p>Staff employees are classified into specific employment categories based on factors such as work schedules, the nature of their jobs, and legal requirements. It is important for managers to understand the various ways employees are classified. The hiring process may vary depending on the type of position to be filled. Please refer to the following for definitions:</p> <ul style="list-style-type: none"> ➤ Quick Reference Guide to Employment Categories
POSITION CREATION/REVISION	<p>At the outset, the HR BP works with you to ensure that the job is defined accurately. The extent to which the Position Description (PD) (formerly PCD) needs revising will depend on whether the position is new, and how much the needs of the role have changed. The HR BP is available for consultation as needed, but most of the work on the PD should be done by the hiring manager. Once the PD is complete, the job posting will pull information directly from the PD.</p> <p>The following materials are useful when drafting a PD:</p> <ul style="list-style-type: none"> ➤ Describing a Job at Bentley: A Manager’s Guide to Writing Effective Position Descriptions ➤ Action Verbs for Writing PDs ➤ PeopleAdmin – User Guide to Creating/Revising a Position Description
COMPENSATION ANALYSIS & BUDGET APPROVAL	<p>Once you have completed the PD in PeopleAdmin and forwarded to the HR BP, it goes to the HR Compensation Specialist to request a recommended recruitment range.</p> <p>The Compensation Specialist then routes it to the division head or VP and the Financial Operations team for budget approval. Once the pricing and budget approvals are in place, the Compensation Specialist will approve the PD, which triggers an email to you that approvals are in place to create the Posting.</p> <ul style="list-style-type: none"> ➤ PeopleAdmin - User Guide to Creating a Posting
SEARCH STRATEGY & INTAKE MEETING	<p>Once the Posting is submitted to HR Recruitment, the Recruiter will arrange an Intake Meeting with the Hiring Manager prior to posting the job. The purpose of this meeting is to:</p> <ul style="list-style-type: none"> • Review the job, required and desired qualifications, and description of the ideal candidate;

	<ul style="list-style-type: none"> • Create a search strategy and explore recruitment advertising venues; • Create screening or qualifying questions (HR Recruiter can add these to the Posting prior to opening); • Review overall selection process and steps going forward. <p>Diversifying our staff is a key priority at Bentley, and developing a targeted sourcing strategy to build a diverse applicant pool is a critical step in increasing our diversity. The Recruitment team relies on you to help identify professional groups, networks, and affinity groups, and to help with the outreach necessary to build a qualified and diverse pool of candidates. If managers have suggestions for where to place external advertisements, they should consult ad placement with their Recruiter before placing any ads.</p> <p>Please allow the Recruiting team the necessary time it takes to build a quality pool of diverse candidates.</p>
SCREENING	<p>Screening resumes to build a short-list of applicants based on qualifications and experience is a key step in the selection process, and should be conducted carefully and thoroughly. Screening <i>out</i> a potentially qualified candidate at this stage is as critical an error as making a poor selection decision at the end of the process.</p> <p>It is important that you have a clear understanding of the knowledge, skills, and abilities required for someone to be successful in the job, so you can best assess each candidate's skills and experience compared to those requirements.</p> <p>When the minimum qualifications required are firm (e.g., successful candidate <i>must</i> have a bachelor's degree), applicants not meeting this minimum can also be screened out through the use of qualifying questions that the applicant answers in the online application tool.</p> <p>The HR Recruiters prefer to conduct the initial screening of resumes, and provide you with a quality pool of diverse candidates. This assistance can be especially useful when the volume of applicants in the requisition is high. Please allow your Recruiter the time needed to conduct the initial screening of applicants. Some Hiring Managers prefer to screen all resumes/cover letters themselves. The Quick Reference Guide below is designed to help guide your thinking through the screening process.</p>

	<p>Telephone – Once a short-list of qualified candidates has been established, the HR Recruiter will conduct a telephone screening interview to ask the candidates basic questions and gather information on the candidates’ salary requirements.</p> <p>➤ Quick Reference Guide - Resume/Cover Letter Screening & Review</p>
INTERVIEWING	<p>The interview is a key opportunity for you and the interview team to exchange information with the candidate, and the face-to-face interview is often a major factor in the outcome of the selection decision.</p> <p>While the interview is also a good time for a candidate to decide if Bentley and the job are right for them, the initial interview time should focus on getting information <i>from</i> the candidate so you can assess their qualifications for the job.</p> <p>Below are the steps <i>that each interviewer</i> should take before and during the interview:</p> <ul style="list-style-type: none"> • Prepare for the interview – Review the resume and highlight a few areas to ask about. Focus on at least one decision the candidate made to transition from one organization to another. • Open the interview – Put the candidate at ease, and start with some “easy” questions. • Behavioral Questions – The majority of the interview should be framed by behavioral questions, which probe around what the candidate <i>has done in the past</i>. Opinion questions can be valuable, but behavioral questions that elicit specific examples of behavior are the crux of the interview. • Selling the job and Bentley – Provide a realistic preview of the role, but be positive. • Candidate Questions – Allow time at the end for the candidate’s questions. These questions can be telling. <p>All finalist candidates must meet with a member of the HR Recruiting team.</p> <p>It is important to remember that all candidates should leave an interview at Bentley with a favorable impression of the experience.</p>

	<ul style="list-style-type: none"> ➤ Quick Reference Guide - Planning & Conducting the Interview ➤ Quick Reference Guide to Interview Questions ➤ Behavior Based Question Library
SELECTION	<p>The selection decision should be based on all the available data on the candidate, from the cover letter to the references, and should be guided by an informed prediction of how the candidate's past will influence the future.</p> <p>This includes:</p> <ul style="list-style-type: none"> • Education – How do formal credentials fit job requirements? • Employment history – Is there upward progression? • Special skillset – Does the candidate bring a unique skill? • Interview – Was the candidate prepared, have good communication skills, show genuine interest, act pleasantly? • Presentation – If the candidate is required to make a presentation, how effective was the presentation? • Motivation – Why does the candidate want this job and Bentley? Is it logical? • Organizational fit – What pace or size would fit the candidate's style? Would the higher education environment be a good match? • Strategy – Does the candidate match the future direction of the role? • Diversity – Does the candidate add diversity to the group? • Salary – Is the candidate's desired salary close to the range? • Higher education – Is higher education experience important? • Other Candidates – How does the candidate compare to others? <p>Remember to collect as much input as possible from all individuals who interacted with the candidates, including the HR team, or the department assistant who may have spoken to the candidates. Once you collect all feedback, however, the final hiring recommendation is yours to make.</p> <p>➤ Quick Reference Guide - The Selection Decision</p>
REFERENCE & BACKGROUND CHECK	<p>Checking professional references and conducting background checks must be done consistently for legal reasons and can be time-consuming. For these reasons, Bentley has outsourced both functions to vendors.</p>

	<p>For reference checks, Bentley uses an online tool called Skill Survey. This tool allows referring parties to provide feedback on a candidate anonymously. Skill Survey includes a large question library by job type, and allows for the addition of three customized questions.</p> <p>Background checks are conducted by Creative Services, Inc., (CSI) and are used as required for the following:</p> <ul style="list-style-type: none"> • Degree completion • Work history • CORI/SORI criminal reporting • Required professional licenses • Motor vehicle record <p>The HR Recruiter will work directly with the candidate to complete the necessary steps to initiate this process. Please recognize that some background checks may take a week or more, depending on the type and state.</p>
VERBAL AND WRITTEN OFFER	<p>Once you have made the selection decision, a verbal offer will be extended to the finalist as quickly as possible.</p> <p>The HR Recruiter will make the verbal offer once you convey your decision and the approved salary amount. References should be completed before a decision is made or verbal offer extended. However, the verbal offer may be extended contingent on the successful completion of the background check above.</p> <p>If the salary offer is within the already approved recruitment range, you may not need further approval from the Chair/VP, unless that is required by your department and/or VP.</p> <p>The HR Recruiter will enter into negotiations with the candidate as needed, following your direction. Once an agreement about salary is reached and the start date established, the HR Recruiter will issue the written letter confirming the details of the offer.</p>
ONBOARDING	<p>The process of onboarding begins as soon as the employee accepts an offer, and can extend well into the first year of employment, depending on the role. See the <i>Guide</i> below for more information:</p> <p>➤ Engaging New Staff at Bentley: A Manager's Guide to Onboarding</p>