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**Introduction**

**Purpose**  
University Human Resources (UHR) partners with hiring departments across campus to recruit and hire a diverse and talented staff devoted to supporting Brown University’s academic mission. This partnership ensures hiring decisions are compliant with Brown University policy and are based on legal and fair selection processes in accordance with the tenets of Affirmative Action and Equal Employment Opportunity.  
This guide was designed for hiring managers at Brown University. It consolidates the necessary tools for hiring staff into one central resource. Users will gain a better understanding of the hiring process, review best practices in selecting candidates, and learn the resources for additional assistance. Before you begin, take a moment to read through Brown’s policy on staff hiring.

**Roles**  
Hiring managers are encouraged to contact their HR Consultant as vacancies arise. The Consultant’s role is to consult in all stages of the hiring process. Consultants may be involved in some or all of the following:  
- Advising on staff recruitment and selection strategies  
- Screening or interviewing applicants  
- Drafting and/or reviewing interview questions  
- Serving as a hiring committee member  
A HR Consultant Directory and the departments they cover can be found here.

**Workday Recruiting**  
Workday Recruiting is Brown’s applicant tracking system and is an integral component of the hiring process at the University. It is used to:  
- Submit a request to post a staff position  
- Route requisitions for approval to post  
- Access electronic applications, professional profiles, resumes, and cover letters submitted by applicants  
- Submit a hiring report for approval once the candidate has been identified  
- Initiate a hire or transfer  
The system creates an audit trail that includes reasons for selection/non-selection and detailed interview feedback to document the full search/selection process.

**Job Aids**  
HR Coordinators and Workday Managers may access Job Aids and screencasts to assist in the hiring process. Job Aids are available in Workday Learning.
### Preparing to Post

#### Job Descriptions - Analyzing the Need

A well-written job description that accurately and fully identifies the work to be done is the most important step in the hiring process and the first step in posting a position. The job description defines how the position will fit into your organization. It also identifies the position’s major responsibilities, its essential functions, and the minimum qualifications necessary for an individual to perform the job successfully. In doing so, the job description:

- Sets the stage for optimum work performance by establishing expectations for the new hire
- Provides a basis for determining the appropriate grade and salary range
- Provides an objective basis for identifying competencies required to successfully perform the position

For a hard copy of an existing job description, contact your HR Consultant. For your convenience, there is also a [job description template](#) on the UHR website. This may be used to create job descriptions for new positions or to update older documents that no longer accurately reflect the duties and responsibilities of existing positions. Once the job description is updated or created, be sure to submit it to your HR Consultant or a team member in Compensation Services to be reviewed and assigned a job grade.

#### Staffing Plans

Once a job description has been reviewed and approved (but before a requisition is created in Workday), be sure to review the need for the hire with your senior officer or HR Business Partner, as appropriate. Once this has been done, update the staffing plan for your department to ensure departmental salary funds are properly allocated. For more information on staffing plans, contact the Budget Office at 863-2786.
## Posting the Position

### Submitting the Requisition

Once the job description is reviewed and graded and the staffing plan is updated (if necessary), the HR Coordinator should submit a requisition through Workday using the *Create Requisition* business process. The requisition is a request to post a position for recruitment.

### Approval Process Overview

Once submitted in Workday, the online requisition passes through a series of approval processes. Please note that several approvals are required and the process may take up to 3 to 5 business days to complete. The number and type of approvals needed through the system are determined by the position’s home division and the recruiting reason.

### Approval Process-Step 1

After a requisition is approved, but prior to opening a position for recruitment, a workforce planning team in University Human Resources reviews and approves the request to post the position for recruitment. Workforce Planning evaluates opportunities to leverage existing University resources to accomplish the work to be done; this might include considering consolidation of responsibilities and/or whether other means exist to accomplish the work.

### Approval Process-Step 2

In addition, per Brown Corporation requirements, positions at Grade 9 and above with 25% or more of the job description comprised of financial responsibilities must have a designated individual from University Finance and Administration participate in the search and selection process. Similarly, for positions at Grade 9E and above with 25% of more of the job description comprised of information technology responsibilities, a designated individual from Computing and Information Services must participate in the search and selection process. For positions with a significant component of grant or contract financial management, a designated individual from the Office of Sponsored Projects (OSP) must participate in the search and selection process.

University Human Resources will communicate to the hiring manager the financial, IT, or OSP reviewer and required level of participation. Participation may range from a resume review to interviews of finalists to full participation in all candidate selection and interviewing efforts.

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Posting the Position, Continued

Approval Process - Step 3

Once all approvals are received and necessary reviewers identified, University Human Resources or Bio Med Human Resources gives the requisition a final review and opens the position to applicants by posting it to internal and external posting sites. An HR Coordinator or hiring manager may log in to Workday or contact the HR Consultant to check on the status of a requisition at any time. Once a position has been opened, a hiring manager/HR Coordinator may view applications and resumes by logging in to Workday.

Underutilization

Underutilization exists when a job group at Brown contains a smaller proportion of women or minorities than is indicated by their availabilities externally. The Office of Equal Employment Opportunity and Affirmative Action determines underutilization after analyzing the population of an individual job group across all departments at the University. When a position is underutilized, hiring managers should work closely with their HR Consultant to cast a wide net for recruiting in an effort to satisfy the underutilization. This will consist of advertising the position externally and interviewing aggressively to identify a woman and/or minority candidate who would meet the required qualifications. University Human Resources works with hiring departments to achieve diversity in Brown’s working environment by emphasizing recruiting and retaining staff from a wide range of backgrounds and experiences.

Recruitment Advertising

In anticipation of posting a position on Brown’s external job site, hiring managers should explore external recruitment advertising with their HR Consultant. Advertising is important to attract a diverse pool of highly qualified applicants. Certain circumstances require that positions be advertised, such as underutilization or the need to recruit for a highly specialized skill set. The hiring department assumes the cost of recruitment advertising. Please click here for a list of recruitment advertising and prices.

External recruitment advertising should be processed through University Human Resources to:

- Ensure consistent language and graphic identity across all jobs posted by Brown
- Ensure the proper mandated EEO language in the ad
- Ensure ad text accurately reflects the position posted
- Obtain access to negotiated discounted pricing for ad placement
Screening and Interviewing

**Laws and Hiring**

Hiring managers must follow not only Brown's policies, but also the law when selecting candidates for staff positions. Brown's HR Consultants are available during the hiring process to answer questions and consult with departments about the legality of selection criteria and screening methods. Hiring managers must avoid irrelevant and unlawful interview questions designed to solicit information related to a candidate’s age, race, religion, gender, citizenship and nationality, disability, and sexual orientation. Numerous laws have been passed to protect the civil and individual rights of job applicants in employment decisions. Understanding and complying with the following employment laws when conducting searches will help hiring managers reduce liability to the University while still obtaining adequate information on which to base hiring decisions.

A key policy relating to hiring is the **Interview Expense Reimbursement** policy. Click [here](http://www.eeoc.gov/laws/statutes/pregnancy_discrimination_act_of_1978) to review the important details.

**Applicable Laws**

The following is a list of applicable laws.

<table>
<thead>
<tr>
<th>Law</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Civil Rights Act of 1964</strong></td>
<td>Title VII of the Civil Rights Act of 1964 protects against discrimination by employers based on race, color, religion, sex, or national origin. In the State of Rhode Island, it is also illegal to discriminate based on sexual-orientation, marital status, and public assistance status. For more information: <a href="http://www.eeoc.gov/laws/statutes/titlevii.cfm">http://www.eeoc.gov/laws/statutes/titlevii.cfm</a></td>
</tr>
<tr>
<td><strong>Age Discrimination in Employment Act of 1967 (ADEA)</strong></td>
<td>The ADA prohibits discrimination against persons 40 years of age or older. For more information: <a href="http://www.eeoc.gov/laws/statutes/ada18.html">http://www.eeoc.gov/laws/statutes/ada18.html</a></td>
</tr>
<tr>
<td><strong>Americans with Disabilities Act of 1990 (ADA)</strong></td>
<td>The ADA prohibits discrimination against a qualified individual with a disability because of that disability. For more information: <a href="http://www.eeoc.gov/facts/ada18.html">http://www.eeoc.gov/facts/ada18.html</a></td>
</tr>
</tbody>
</table>
Screening and Interviewing, Continued

Screening Applications & Resumes
Deciding which applicants to contact for phone interviews or bring in for on-campus interviews can be tough. Application information must be carefully considered, and the reasons for screening out applicants must be objective and applied consistently.

Tips to Follow
The table below provides tips to help with the screening and interview process.

<table>
<thead>
<tr>
<th>Tip</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting Minimum Qualifications</td>
<td>As a first step in the screening process, the hiring manager should determine whether an applicant meets the minimum qualifications for the position. Consulting the competencies and minimum qualifications documented in the job description will ensure screening decisions are made in a way that protects against claims of discrimination in hiring. How do the applicant’s professional experiences and educational background map to those qualifications? It’s an applicant’s responsibility to document how s/he meets the hiring criteria for a position on the application and other materials submitted. Applicants who lack any one of a position’s qualifications should be removed from further consideration.</td>
</tr>
<tr>
<td>Ranking the Requirements</td>
<td>Often, positions include both quantitative and qualitative requirements. The quantitative requirements are easier to assess from applications and resumes. Consider in advance which qualitative requirements are most important to succeed in the position, and give those more weight in the screening process. It will be necessary to probe for additional information in the interview to determine if and how applicants meet qualitative requirements.</td>
</tr>
<tr>
<td>Using a Qualification Matrix</td>
<td>Using a qualifications matrix to rate and compare applications and resumes can help make the screening process more objective. This can be a valuable tool to make the process more systematic, objective, and effective. Some of this information may be readily available from the candidate tab on the requisition in Workday that summarizes quantitative data. Click here to download an applicant qualification matrix.</td>
</tr>
</tbody>
</table>

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Screening and Interviewing, Continued

Guiding Principles for Interviewing

Hiring managers at Brown University play an important role in recruiting the best talent for staff positions and in reinforcing Brown's reputation as an employer of choice. The interview is the best opportunity the hiring manager has to exchange information with the applicant and explore the skills he or she could bring to Brown University.

For the job applicant, the interview is a chance to discover what the job and Brown can offer. For the hiring manager, the goal is to obtain reliable information on which to base a hiring decision. The guiding principles provided are meant to assist hiring managers in conducting fair, effective, and legal interviews.

Pre-Interview

Follow the steps below for the pre-interview:

- Schedule interviews only with those applicants who meet the minimum qualifications.
- Prepare questions in advance based on the required job competencies. Questions should be designed to solicit detailed information about the applicant’s professional background, skills, experience, and past work behaviors. Click here to select and generate a list of interview questions based on job competencies.
- Avoid questions that probe for impermissible information about race, sex, age, religion, or national origin. Also, eliminate cultural or other forms of bias from the interview process.
- Review your questions and any further evaluation tools with your HR Consultant.
- Assign questions to each interviewer if several people will interview an applicant.
Screening and Interviewing, Continued

**Interview**  
Follow the steps below for the interview:

- Try to reduce the applicant’s nervousness, but remember even small talk is a formal part of the interview process.
- Use behavioral interviewing questions to probe how an applicant has demonstrated the required competencies in the past. For example, ask the applicant how they went about planning an event for his or her organization.
- Conduct structured interviews that ask the same pre-determined questions of each applicant.
- Ask follow-up questions to probe incomplete or unclear responses.
- Allow the applicant to ask questions and explain next steps and time frames.

**Post-Interview**  
Follow the steps below for the post-interview:

- Evaluate an applicant's skills and work experience based on the qualifications stated in the job description
- Document relevant information about the interview to compare candidates effectively
Once a hiring manager has come to the end of the interview process and has arrived at one or two top candidates, the next step is to check references. In cases where there is more than one top candidate and a hiring manager is finding it difficult to rank one over the other, checking references is one way to break the tie.

It is important to note that the hiring manager should make the candidate aware that Brown University will be checking references prior to moving forward. This practice allows the candidate to prepare the individuals they’ve listed as references, and it also is an opportunity for the candidate to provide updated contact information.

Brown discourages checking references on candidates for staff positions until the hiring process is nearing completion.

<table>
<thead>
<tr>
<th>Who to Call</th>
<th>The following information provides details on who to call.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step</td>
<td>Action</td>
</tr>
<tr>
<td>External Candidate</td>
<td>Whenever possible, the hiring manager must obtain references from three prior supervisors, covering at least 10 years of employment history. Supervisors are closest to the applicant’s prior work and can likely give the most accurate assessment of work performance. If this is not possible, the hiring manager should contact his or her HR Consultant to explore alternatives.</td>
</tr>
<tr>
<td>Internal Candidate</td>
<td>The hiring manager should both speak with the employee’s current supervisor for an assessment of the employee’s current work performance, and make an appointment with the HR Consultant to review the relevant, performance-related portions of the employee’s personnel file.</td>
</tr>
</tbody>
</table>

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## References, Continued

### What to Ask
Click [here](#) for a reference checking form containing recommended questions to pose to prior supervisors. These questions are fairly broad, and hiring managers are encouraged to prepare more detailed questions related to the specific requirements of the position and the candidate’s prior work performance. Questions that could solicit answers related to marital status, race, gender, number of children, or health issues should never be asked.

### Analyzing Feedback
Once all references are obtained, consider the following:

<table>
<thead>
<tr>
<th>Step</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Do the dates of employment, job titles, and responsibilities shared by the references match the candidate’s application and resume?</td>
</tr>
<tr>
<td>2</td>
<td>Did the references verify they were prior supervisors?</td>
</tr>
<tr>
<td>3</td>
<td>If the references identified areas for improvement, how could those impact the candidate’s work performance, onboarding, or training if s/he is hired? Did more than one reference cite the same issues?</td>
</tr>
<tr>
<td>4</td>
<td>Given the information obtained in the reference checking process, is this still the best qualified candidate?</td>
</tr>
</tbody>
</table>
## Making the Hire

### Purpose of Hiring Report
Before a binding or conditional offer of employment is extended to a candidate, the hiring department must submit and the HR Consultant must approve a hiring report for the position. The hiring report is an audit trail documenting the process followed in your recruitment efforts. It provides summary information about advertising efforts, interviewers, and reasons for selection/non-selection of candidates.

### Submitting a Hiring Report
Hiring reports are created and submitted in Workday Recruiting. An HR Consultant can assist if the hiring manager experiences technical problems. UHR’s review and approval of hiring reports can take up to 3 to 5 business days.

### What’s Included in Hiring Report
The hiring report is a record of the following:

- Candidates interviewed
- A list of interviewers
- Non-selection reasons for those interviewed but not hired. The non-selection reasons should be business related and tied to the minimum qualifications for the position.
- A clear, job-related reason for selecting the first choice candidate.
- The salary offer-if a manager is submitting the Hiring Report-the HR Coordinator will receive the inbox task for Propose Compensation Offer.
- A list of where the position was advertised externally, if applicable.
- References which can be submitted through the inbox reference tasks or as a manual attachment in the candidate’s attachment tab.

Most of the above information is stored directly in Workday, but attachments may be required to document references, interviews, and feedback.

**Important:** the review of a hiring report may take up to 3-5 business days.
## Making the Hire, Continued

### Making the Offer

Only after the hire is approved by University Human Resources will the hiring manager be authorized to extend an offer of employment. The offer can be extended verbally by the hiring manager or University Human Resources, and the individual must be informed that their ability to start work will be contingent upon a successful background check. If necessary, the HR Consultant can draft an offer letter for the hiring manager to send as well. Once an offer is accepted, notify the HR Consultant to ensure the necessary background screening(s) are expeditiously ordered.

### Background Screening

Criminal background checks will be conducted for all staff hired at Brown after an offer has been accepted. Screening must be completed prior to the first day of employment. For current Brown University employees who are transferred or promoted, a criminal background check will be required if one was not conducted as part of the original hiring process. Employment in the position generally may not begin until the University has received and reviewed the results.

### Additional Screenings

Additional post-offer pre-employment screening checks beyond criminal history checks may be required, depending on the nature of the responsibilities of the position being offered. These additional screenings must be listed in the hiring requisition and may include, but are not limited to:

- Motor vehicle records check
- Educational credentials
- Licensing check
- Credit history check
- Drug screening

For additional information related to background screening, contact an HR Consultant and/or refer to the full text of HR policy #20.014 on the UHR website.
Completing the Hire

Hire Letters
Once a new staff member’s background screening is complete, the HR Consultant will confirm the actual start date with the hiring manager or HR Coordinator and generate and send a hire letter confirming the terms of employment. An electronic copy will also be emailed, with a hard copy sent to the home address of the new hire. The hiring department should check this letter for accuracy, and contact the HR Consultant as quickly as possible if revisions are needed.

New Hire Orientation
The hire letter will also include the date, time, and location of the new hire’s orientation. The new employee should attend this session as pertinent information regarding Brown and the new employee’s work and benefits will be reviewed. Current employees being promoted or transferred are not required to attend new hire orientation.

Getting New Hires on Payroll
In order to add the new hire to the Brown Card and identity systems, University Human Resources needs the date of birth and gender of every new hire. To ensure proper payroll processing, the social security number is also required. The hiring manager should instruct the new hire to call University Human Resources to provide that information, either when the offer is accepted or when the background screening process is completed. Please note that for security reasons, dates of birth and social security numbers should never be shared via email.

New Hire Paperwork
The electronic hire letter contains links for the new hire to begin the onboarding process in Workday. Completing the onboarding tasks in Workday will ensure a smoother transition into the Brown University community.
New hires must come to University Human Resources with the appropriate documentation to complete the Form I-9 on their first day of employment. Completing the Form I-9 is a federal requirement, and by law the I-9 must be completed within 72 hours of work commencing. In addition, please note that Brown University is an E-Verify employer. Employees who are unable or unwilling to produce documentation to meet these compliance requirements will be terminated.

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### Completing the Hire, Continued

<table>
<thead>
<tr>
<th>Onboarding</th>
<th>All new hires at Brown need to complete a variety of onboarding tasks in Workday - Brown’s HR, payroll, and finance system. Once the Form I-9 is completed and the username and password configured, an onboarding worklet will be delivered to each new hire’s Workday landing page. Visit the <a href="#">new hire onboarding page</a> on the UHR website for more information.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probationary Period</td>
<td>Employees new to a position are required to complete a probationary period. For non-exempt employees, the probationary period is three months; employees who are working in an exempt level position, the probationary period is six months. In addition, employees transferring or being promoted to a new position will be subject to a new probationary period. Please refer to the <a href="#">Probationary Policy 20.062</a> for more detailed information. Upon completion of the probationary period, the manager is required to complete the <a href="#">probationary appraisal form</a> to be reviewed with the employee.</td>
</tr>
<tr>
<td>Questions &amp; Help</td>
<td>Contact your HR Consultant with questions or for assistance throughout the hiring process.</td>
</tr>
</tbody>
</table>