

University of Massachusetts Lowell
Hiring Guide

INTRODUCTION

The Department of Human Resources has begun the initial step to streamline the procedures utilized for the recruitment and hiring of Professional and Classified staff. This information package contains all the information and instructions that you will need to complete the hiring of staff.

Although this document does not explicitly address faculty hiring procedures, you will find that it contains information which will assist you in understanding the overall process.

We recognize that hiring a new employee can be somewhat confusing. It is our hope that this simple guide will help to clarify the process to follow and the bases to touch while familiarizing you with the staff in Human Resources who are here to help you.

We urge you to read this carefully to help you find your way through the different steps. The document also contains a flow-chart which we hope will give you a visual picture of the process. The forms referenced in this document are available on the HR website.

As always, if you have any questions or concerns regarding the recruitment and selection process, please do not hesitate to contact Human Resources.

**Please visit this information on the UMass Lowell Website at:
www.uml.edu/hr**

THE HIRING PROCESS

Key:
 Dept Department
 VC Vice Chancellor
 HR Human Resources
 EOO Equal Opp & Outreach
 SC Search Committee

Need for Position is identified in consultation with appropriate Vice Chancellor and approved in current year Operating Budget

Dept consults with HR on position parameters (classification, position info, salary level) and advises on anticipated search requirements

Dept prepares job description, salary analysis, 'Justification to fill a vacancy form' (for benefited state or trust funded positions) and "Request for Posting" based on consultation with HR.

The Hiring Manager/Department routes the "Request for Posting" through formal approval process (Hiring Manager, Dean/Director, VC/Provost.). Please note that the Chancellor's approval is required for positions not approved in current year Operating Budget.

If benefited, or position advertising is required
Once Request for posting and job description are approved, HR/EOO advises on recruitment strategies/search requirements, and the Dept recruits for position. EOO assigns minority publications.
If non-benefited

HR consults with hiring manager on recruitment sources. HR places ad. HR collects resumes and forwards to Dept for staff positions. For faculty positions, applicants apply directly to the hiring department.

Dept finds successful candidate

Dept consults with HR/EOO, prepares for interviews

Appointment is made

Dept forms SC, if appropriate.

Dept/SC forwards interview list to EOO and conducts interviews pending EOO review.

Candidate completes pre-employment paperwork, if necessary

Dept prepares personnel action forms (PA), forwards to HR prior to start date

HR verifies that information on PA matches positions recruitment and description forms

Information entered into Payroll and check is generated for employee

Dept/SC completes search, forwards finalist and recommended candidate to EOO. EOO prepares verification form for Dept/SC completion.

Dept/SC submit forms to EOO

HR notifies the Dept that an offer can be made.

I. DETERMINE HIRING NEED

Identifying staffing needs is something unique to each department. It is likely that no two departments will ever have the exact same need. Therefore, you should think about how department objectives will be successfully met by hiring just the right person. To avoid undue frustration, before you take the next steps, you should confirm within your department's reporting line that the position you are recruiting for will be supported.

II. THE RECRUITMENT FORMS

Once you have received approval to proceed with the position, there are several standard forms from Human Resources (HR) which need to be completed. These forms are a necessary to ensure that we are following good hiring practices, adhering to contractual obligations or provisions, observing non-discriminatory employment practices, and complying with requirements. Taking the time to accurately complete all forms is one more way to avoid trouble later in the process. You will find a complete set of sample forms on the UML HR website at <http://www.uml.edu/hr/Forms.html>.

III. SIGNATURES

All of these forms require signatures which indicate that all players involved in staff and budget decisions are in agreement. Different signatures are required depending on the nature of the position(s), i.e., permanent or temporary. **In general, all forms should be signed by the Department Head/Dean and his/her reporting Vice Chancellor/Provost.**

IV. POSTING AND ADVERTISING

Once the level of search is determined, an ad-text suitable for advertisement should be written by the hiring department/manager and emailed to the HR Office. The ad should include a brief description of the position along with the required and preferred qualifications. Since specific deadlines apply to the placing of the ads in publications, we ask that the advertisement accompany the Request for Posting. HR can work with the hiring department in researching and recommending recruitment sources and will place the advertisements.

HR can provide guidance on internal posting requirements.

V. TIPS FOR CONDUCTING A SEARCH

1. Be Creative

Think about how you can get the widest possible exposure for your search. The larger your pool of applicants, the more likely it is you will have a large number of qualified people from which to choose. Remember, if you advertise in the same place(s) and the same way(s) all the time, you get the same outcome. To ensure diversity within your applicant pool, think about how to reach out to a diverse group.

- a. Are there any "affinity groups" within your professional organizations?
- b. Do you know any professionals in the field who come from diverse backgrounds?

- c. Are the professionals of “difference” more likely to be located in a specific geographic region?

2. Break Out of Your “Comfort Zone”

Don’t be afraid to do things differently.

- a. Don’t recruit exclusively from certain schools. There can be a number of reasons why a highly qualified candidate did not attend one of the prestigious institutions.
- b. If English is not the native language of a candidate, you are obliged to adjust your listening skills accordingly.
- c. When hiring younger professionals, try not to fall into the “trap” of hiring someone who reminds you of yourself when you were starting out.

3. Identify Larger Needs

When defining the needs of your department, try to consider how they fit into the larger needs and requirements of the University as an employer with both federal and state regulations to meet.

4. Ask for Help

Both EOO and HR are available to work with you to help you develop successful strategies to conduct an efficient and effective search.

VI. PREPARING FOR THE INTERVIEW PROCESS

When is a Search Committee Required?

- You are not required to have a Search Committee.
- We recommend that when recruiting for a junior to **mid level professional position**, you organize a committee with no fewer than three members and no more than five. This is a good opportunity for individuals who may be working with your new staff member to give you input in the decision-making and selection.
- When recruiting for a **senior level, professional position**, particularly one with cross-campus responsibility, we recommend a committee of no fewer than five and no more than seven. Membership for these committees should take into consideration the diverse needs of the campus.

If no Search Committee is desired, the administrator from the Hiring Unit should assume the role that would be played by the Search Committee Chair in coordination with HR and EOO. The Search Committee Chair should consult with EOO to develop a process which will support consistency throughout the evaluation and interview process.

During the on-campus interviews, applicants must be asked identical questions (with appropriate variations) and every attempt should be made to treat all candidates equitably. Although different questions may become necessary as an interview progresses, you should elicit equivalent information in every area identified as critical to the position.

Upon receipt of a pool of candidates, the Search Committee members will screen the applicants to generate a list of semi-finalist whom they wish to interview. Prior to the interviews, for faculty and professional staff positions, EOO will review the list of semi-finalist. If the semi-finalist pool is not considered to be diverse and/or representative, and falls short of what would be expected for a particular position, further documentation of the selection process may be required. EOO may recommend that the position be re-posted or that the recruitment efforts be refocused or expanded

Eligibility to Work in the United States

You must determine whether your preferred candidate is eligible for employment within the United States. All new employees, regardless of citizenship, are required by federal law to demonstrate their eligibility to work within the United States. They do this by completing an Immigration and Naturalization Service “I-9” Employment Eligibility Verification Form and providing supporting documents. In addition, however, some applicants may need to take additional steps to establish work eligibility.

All United States citizens and permanent resident aliens (holders of Alien Registration Receipt Cards, also known as “green cards”) are authorized to work without restrictions within the United States. Nonresident aliens, on the other hand, may work in the United States only if they possess an appropriate visa. Not all visas allow the holder to work, and those that do generally place limits on the circumstances under which holders can work and the positions which they can accept. It is illegal to pay a nonresident alien who is not authorized to work at the specific job. Thus, it is important to establish that the individual is authorized to accept the position under her or his visa before finalizing any employment offer to a nonresident alien.

Most nonresident aliens employed at UMass Lowell will fall under one of three categories: F visas (students), J visas (visiting scholars and students), and H-1B visas (Professionals). All three categories require considerable University involvement. Of the three, the H-1B visa can be the most time-consuming. As the employer, the University is the applicant for an H-1B visa rather than the job candidate, and the entire process takes 2-3 months. When a hiring unit at UMass Lowell wishes to hire a nonresident alien via an H-1B visa, it is that hiring unit’s responsibility to serve as sponsor of the candidate for employment. Since the employee cannot be paid for any work performed prior to approval of the visa application, hiring units should begin the H-1B visa application process several months in advance of the intended hiring date.

VI. FORMS TO CONCLUDE THE SEARCH

Once you have completed the search, you submit the final version of the Applicant Tracking Chart to EOO. If no further consultation is necessary, EOO prepares the EOO Verification Form for the Search Committee Chair or Department.

VII. /EMPLOYMENT PAPERWORK → GETTING THE PERSON ON BOARD

Even though the search may be over, there is still paperwork to be processed to be certain that your new employee makes it on to the payroll. All of these forms are administered by HR.

The employment paperwork includes those forms/documents that every new employee must complete prior to being placed on the University payroll. The forms include:

- Personal Data Questionnaire
- State and Federal tax forms

- I-9
- OBRA Deferred Compensation Form (for non-benefited employees)
- Direct Deposit

Currently, the documents that each new employee needs to receive include the following:

- Guide to Conflict of Interest Law
- Sexual Harassment Prevention Policy
- Drug-Free Workplace Policy
- Guide to Intellectual Policy
- Affirmative Action/Equal Opportunity
- Affirmative Action for Veterans of the Vietnam Era, Special Disabled Veterans and Other Eligible Veterans
- Affirmative Action for Disabled Persons
- SSA-1945 Statement Concerning Your Employment in a job not covered by Social Security

Please note that employees are not required to provide letters of reference to be placed on the University payroll, but letters of reference may be required as part of the recruitment process (as in the case of most staff and all faculty positions) prior to making an appointment. We strongly encourage you to ask for the names of references, or letters of reference, to help you identify the best candidate as you go through your recruitment efforts. Likewise, letters of reference can be forwarded to Human Resources for placement in the new employee's personnel file.

VIII. NEW EMPLOYEE ORIENTATION

All new employees participate in an employee orientation. Orientation for new faculty is held at the beginning of the Fall semester and orientation for all other staff occurs on an as needed basis. This is an opportunity for new staff members to learn about the University as well as to enroll for benefits.

IX: IMPORTANT NOTES:

For 'Open Until Filled' positions; Search Committees need to provide HR with an '**Initial Application review date.**'

Applications received by this date would be assured of full consideration for the position. The Search Committee could continue to consider applicants who have sent in their applications after the Initial application review date until the position is filled.