OFFICE OF HUMAN RESOURCES

New Recruitment Process and Procedures

January 2009
Today’s Presentation

1. The Case for Change
2. New Process Overview
   a. Recruitment & Hiring, a 2-Phase Process
   b. New Documentation
   c. The Approval Process, a 5-Step Process
   d. The Recruitment Process
   e. New Procedures & Important Points
3. Manager Resources
4. Questions
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4. Questions
Listened to Concerns of Faculty/Staff

- We have received a large amount of feedback on the difficulties associated with the current process

November 12, 2008 Letter from Father O’Connell

- Temporary hiring freeze
- New process, each Vice President conducts a careful review of each new hire request
- Introduction of a simplified, 5 step easy to use hiring approval procedure
- New simplified documentation
- Enhanced level of support from HR for recruiting and hiring new staff.
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4. Questions
I need to fill a vacancy in my office, what do I do?

Follow the two phase process
PHASE 1. The Hiring Approval Phase

What do I need?
Obtain approval to hire into position

How do I do this?
By completing the required documentation & forwarding it through the 5 step approval process

When do I know?
When you hear back from your Dean/Director

Then what?
If approved, move onto PHASE 2—Recruitment & Hiring
PHASE 2. Recruitment & Hiring Phase

Where Do I Start?
Contact your assigned HR professional to begin the recruitment process for your position.

What Should I Expect?
A collaborative effort between you and HR--designed to fill your vacancy. Your recruitment strategy includes:
- addressing how we will recruit for your position
- defining the selection process
- screening & interviewing qualified candidates
- the hiring phase

Result?
An employee who is the ‘best fit’ for your position needs
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4. Questions
Key Point: Elimination of Part 1 and Part 2
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One **New** Form: Personnel Requisition Form (PRF)

Three (3) sections

**SECTION 1**: POSITION DETAILS

**SECTION 2**: ADVERTISING PAYMENT DETAILS

**SECTION 3**: 5 STEP APPROVAL PROCESS
### Personnel Requisition Form (PRF) Overview

**Section 1**

**POSITION DETAILS**
(Hiring Manager to Complete All Sections)

- Account No.
- Position No.
- Fund
- Org. No.
- Dept/Office Name
- Official Position Title
- Vacated by (Employee Name)

### Advertiser Requisition Information

- Account No.
- Fund
- Org. No.
- Dept/Office Name
- Sub-Class (5 alpha)
- Grant Project Code (15 alpha – if applicable)

### Signature Approval Process

1. Requested by Hiring Manager
2. Approved by Dean/Director
3. Approved by Associate Vice President/Chief Human Resources Officer
4. Approved by Vice President
5. Approved or Denied by President

### Forward Completed Form to Associate VP/Chief HR Officer

**HR ONLY** Available Budget for Position (to be completed/signed by Budget Office)
**Personnel Requisition Form (PRF) Overview**

**Section 1**

**POSITION DETAILS**
(Hiring Manager to Complete All Sections)

- **Recruitment**
  - Intra-departmental only
  - Internal – CUA only
  - Internal CUA & External

- **Work Hours (Per Week)**
  - 20 (part-time)
  - 35 (full-time)
  - 40 (full-time)
  - Temporary

- **Is there a change to the position description?**
  - No
  - Yes (attach new/updated version)

- **Date of last revision**

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**ADVERTISING POSITION INFORMATION**

**SIGNATURE APPROVAL PROCESS**

**EXISTING POSITION**

1. Requested by Hiring Manager
   - Date:

2. Approved by Dean/Director
   - Date:

3. Approved by Associate Vice President/Chief Human Resources Officer
   - Date:

4. Approved by Vice President
   - Date:

5. Approved or Denied by President
   - Date:

**FORWARD COMPLETED FORM TO Associate VP/Chief HR Officer**

**HR ONLY**

Available Budget for Position (to be completed/signed by Budget Office)

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HR Revised 01/09
Personnel Requisition Form (PRF) Overview

Section 2

ADVERTISING REQUISITION INFORMATION – Please charge my advertising costs to:
- Account No.
- Fund
- Org. No.
- Program Name (5 Alpha)
- Sub-Class (5 Alpha)
Personnel Requisition Form (PRF) Overview
Section 3

SIGNATURE APPROVAL PROCESS
Existing Position

1. Requested by Hiring Manager (to include your signature & the date)
2. Approved by Dean/Director
3. Approved by Associate Vice President/Chief Human Resources Officer
4. Approved by Vice President
5. Approved or Denied by President
What happens during the 5-Step approval process?
STEP 1. Requested by Hiring Manager (you)
You submit all the necessary information related to the position you wish to fill under Section 1 – Position Details. You sign stating your intent and request under Section 3. Forward completed PRF to your Dean/Director.

STEP 2. Approved by Dean/Director
Dean/Director reviews the request to hire. The Dean/Director prepares documented justification which shows why the position needs to be filled. The following questions need to be answered:

a. Why does this position need to be filled?
b. What impact does this position have?
c. What are (if any) the risks of not filling the position?
d. Can the replacement of the position be delayed? If so, how long?
e. Can the workload (performed by this position) be redistributed within the work team?
STEP 2. Approved by Dean/Director continued...
  f. Is the related salary budget, year-to-date, under/over budget limitations?
The justification documentation is then attached to the PRF. The Dean/Director will sign in Section 3 and then forward the documentation to the Associate Vice President/Chief Human Resources Officer.

If the Dean/Director does not approve the request, they will contact the hiring manager to inform them of their decision not to approve.

STEP 3. Approved by Associate Vice President/Chief Human Resources Officer
The AVP/CHRO will review the request, verify the salary budget available via the Budget Office and contact your Vice President to consult and discuss the requisition. The AVP/CHRO will then sign and date under Section 3 and forward the documentation to your Vice President.
STEP 3. Approved by Associate Vice President/Chief Human Resources Officer continued...

The signature of the AVP/CHRO verifies that a consultation and a review of the position request has been conducted with the respective Vice President.

STEP 4. Approved by Vice President

Your Vice President will approve the request by signing/dating under Section 3. If your Vice President does not approve the request, they will be responsible for notifying your Dean/Director of their decision. Your Vice President will then contact the President to discuss your personnel request.

STEP 5. Approved or Denied by President

The President makes the final decision to approve or deny your personnel request. Under section 3, he will indicate either ‘denied’ or ‘approved’, sign and date it and then forward the documentation to the AVP/CHRO and a copy to your Vice President.
STEP 5. Approved or Denied by President *continued*...

If the position is denied, your Vice President will communicate the denial to your Dean/Director who is then responsible for contacting you.

If the position request results in denial, the applicable salary budget dollars will be unavailable, for any purpose until this decision is reversed. The Budget Office will be notified of the denial.
The 5-Step Personnel Requisition Form (PRF) Approval Process

**STEP 1**
HIRING MANAGER → PRF

**STEP 2**
PRF → DEAN/DIRECTOR

**STEP 3**
ASSOCIATE VICE PRESIDENT/CHIEF HR OFFICER → BUDGET OFFICE → ASSOCIATE VICE PRESIDENT/CHIEF HR OFFICER

**STEP 4**
ASSOCIATE VICE PRESIDENT/CHIEF HR OFFICER → VICE PRESIDENT

**STEP 5**
VICE PRESIDENT → THE PRESIDENT

BEGIN RECRUITMENT
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4. Questions
Enhancements to the Recruitment Process

• Customized Recruitment Strategy for your vacancy including best advertising strategies to maximize your advertising dollars.

• Assistance with reviewing and updating of your position description.

• Suggestions for screening and interviewing best practices.

• Assistance with documenting and supporting the “right” hiring decision.

• Preparation and completion of new hire paperwork including the offer letter.
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New Procedures and Important Points

• Employment offers can only be extended by HR - both verbal and written.

• The start date of your new employee will be determined by HR taking into consideration your needs, your new employees, and those of our hiring processes.

• Your assigned HR professional will act in the capacity of ‘consultant’ and work with you collaboratively to fill your vacancy.

• PRF Requests for ‘temporary’ workers follow the same approval process which is final at the Vice President level.

• This process is designed for STAFF positions only. This is marked at the top of the PRF in red.

• You are no longer required to complete the Applicant Tally Sheet. As of March 2009, they will be completed by HR.
New Procedures and Important Points…

- Recruitment and hiring activity is contingent on hiring approval.

- We will soon be moving to a paperless application system. Consequently, applications will be forwarded to you electronically.

- We will emphasize qualified internal CUA employees who are candidates as first preference for open positions.

- You will be asked for your feedback at the completion of the hiring process.
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Manager Resources

• The CUA Office of Human Resources Employment Opportunities website: http://humanresources.cua.edu/positions/
  - new/updated forms
    - Personnel Requisition Form (PRF)
    - Candidate Interview Evaluation Form
    - Position Description Template
  - slides from this training sessions
  - copy of memorandum sent out December 2008

• Electronic position description database

• COMING SOON… Electronic applications – applications will be forwarded to you electronically by your designated HR professional via email utilizing new CPIT technology.
Manager Resources

• A professional and dedicated HR recruitment team comprised of 3 staff members:

Christine Peterson
Associate Vice President/Chief Human Resources Officer
Extension 5590

Lisa Koker
Employment Manager
Extension 4173

Ivonne Ambrozkiewicz
Manager for Training & Organizational Development
Extension 4177
Questions?