Wesleyan University

Human Resources

STAFF TALENT ACQUISITION GUIDELINES

March 2025

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Introduction

Wesleyan Mission Statement

Wesleyan University is dedicated to providing an education in the liberal arts that is characterized by boldness, rigor, and practical idealism. At Wesleyan, distinguished scholar-teachers work closely with students, taking advantage of fluidity among disciplines to explore the world with a variety of tools. The university seeks to build a diverse, energetic community of students, faculty, and staff who think critically and creatively and who value independence of mind and generosity of spirit.

Human Resources

Human Resources, in partnership with the university community, supports the mission of Wesleyan University by providing services and programs that attract, develop, and retain a highly qualified workforce.

Human Resources is responsible for managing staff recruitment and provides hiring managers and search committees with guidance, training, and knowledge on best-in-class practices to attract and hire qualified talent while ensuring that practices are consistent and in compliance with federal and state employment regulations.

This resource is intended to provide hiring managers and search committees with guidelines, tools, and information necessary to assist with the full cycle of the staff talent acquisition process.

Diversity Matters

Wesleyan University recognizes that embracing diversity in all aspects of its operations is crucial to achieving its mission. Diversity is more than simply numbers and statistics; it is imperative for our university. A diverse staff is essential not only to reflect the diversity of the student body but also to reflect an evolving national and global society.

Diversity can exist in many forms: race, color, religion, age, gender, gender identity or expression, national origin, marital status, ancestry, physical or learning abilities, political belief, veteran status, sexual orientation, educational background, geographic location, income, parental status, work experience, and position.

Increasing diversity in the workplace improves organizational performance by building an inclusive culture that respects and values individual differences, minimizes bias, increases understanding and teamwork, and builds intercultural competence. An inclusive culture exposes faculty and staff to new approaches, perspectives, experiences, knowledge, and understanding of culture and history.

Wesleyan University Equal Opportunity Statement

Wesleyan University is committed to equal opportunity and abides by all applicable federal, state, and local laws pertaining to nondiscrimination and fair employment practices. The University recruits, hires, trains, promotes, and educates individuals without regard to race, color, religious creed, age, sex, marital status, sexual orientation, genetic information (Section 46a-60(a)(11) of the Connecticut General Statues), national origin, ancestry, mental retardation, past or present history of mental disability, physical disability (including but not limited to blindness, learning disability), veteran status, or criminal record, unless the provisions of section 46a-60(b), 46a-80(b) or 86a-81(b) exclude persons in one or more of the above protected groups.

Positions and Funding

At Wesleyan, every position is assigned to a position number, which is associated with a specific funding source(s). A funding source may be central funding, grant/gift funding, departmental operational funding, or a combination of sources.

New Money Requests

Positions without an identified funding source must go through the new money request process, unless they are approved for mid-year funding by the Financial Planning Office.

New money requests are submitted to Cabinet members, generally twice a year, If the request is approved, the decisions are communicated by the Cabinet member and funds are available for the next fiscal year.

Central Funding

Wesleyan University has a centralized staff vacancy salary and benefit saving policy. When a centrally funded position becomes vacant, the Financial Planning Office removes the salary and associated benefit-cost from departmental budgets. All centrally funded vacancy replacements must be reviewed and approved by Financial Planning. If a department has several centrally funded positions vacant simultaneously and plans to use the vacancy savings to reorganize, they must get Financial Planning approval prior to implementation.

Posting Guidelines

Competitive Recruitment

All staff vacancies are reviewed and approved by the Financial Planning Office. Once the position is approved, Human Resources will work with the hiring manager to create a job requisition and move it through the approval process. Once approved the job requisition will be posted to the Careers website for competitive recruitment.

Job Requisitions are posted for a minimum of 7 calendar days. The recommended posting time frame for exempt (salaried) jobs is 4 weeks and for non-exempt (hourly) jobs, the posting time frame is 2 weeks.

Each posting should include an application close date or a first review date and either can be extended if needed.

If a position becomes vacant within 2 months of the original closing date, the hiring manager may choose to recruit from the original pool. The position will need to be reviewed and approved by the Budget and Financial Planning Office.

Posting periods for positions in the bargaining units follow union contracts as follows:

- *Secretarial and Clerical Union*
  - All vacancies are posted for a minimum of 10 consecutive calendar days.
- *Public Safety Union*
  - All vacancies are posted for a minimum of 7 consecutive calendar days.
- *Physical Plant Union*
  - All positions are posted for 7 consecutive calendar days.
  - Each posting should include an application close date or a first review date and either can be extended if needed.

Applicant vs Candidate

An applicant is someone who has applied for a position. Candidates are applicants that have been screened and deemed to meet the job’s minimum qualifications.

Internal Only Posting

Positions may be posted for “internal applicants only.” This is a competitive process that occurs when the university has made a commitment to fill the position from within. The date by which internal applicants should apply will be included in the posting. The position may be opened to external recruitment if internal recruitment does not yield a suitable candidate. Internal applicants can search, view, and apply to all posting in the Jobs Hub app located on the Workday Homepage.

Direct Appointments

Internal and External Candidates

If a hiring manager requests to directly appoint an internal or external candidate to an open position without a competitive recruitment process, the hiring manager must submit a direct appointment form to the Director, Talent Acquisition and Employment. The direct appointment form will request responses to the following questions:

- Is this request for a direct appointment part of succession planning for a current employee?
- Is this direct appointment part of a larger department reorganization?
- What makes the candidate uniquely qualified for the position?
- If a current or temporary employee, has the employee been performing parts of the job? position?
- If an external candidate, how did you learn of the candidate?
- Are there others in the department who may be interested in the role?
- What makes them less qualified than the candidate you are considering?
- How is the department supporting the commitment to building a diverse workforce?
- Is this a difficult to fill position?
- Are there other considerations?

Requests for direct appointments must be approved by the respective Cabinet Member and the Associate Vice President for Human Resources before a job is offered and may require approval from the Vice President for Equity and Inclusion, the Chief Administrative Officer, and the President of the University.

Starting the Recruitment Process

The Director, Talent Acquisition and Employment, oversees the recruitment process for all staff positions. Hiring managers should begin their recruitment processes by discussing their needs with the Recruitment Team. The Talent Acquisition Roles and Responsibilities outlines roles and responsibilities for the recruitment process.

Needs Assessment and Recruitment Planning

A member of the recruitment team will conduct a needs assessment with the hiring manager and discuss other search parameters. The goals of this conversation are to:

- Identify the essential and secondary functions of the role.
- Identify the knowledge, skills, and abilities (KSA's) required to perform the work effectively.
- Understand the scope of the position and how it relates to other positions in the department.
- Understand any changes to the position.
- Identify peer positions.
- Learn of any changes to other positions in the department
- Determine the appropriate title.
- Identify a work schedule and work location.
- Create a recruitment plan.
- Identify search committee members.

The Talent Acquisition Plan and Timeline Worksheet and Needs Assessment Worksheet are helpful tools to aid with this process.

Outreach and Advertising

A good outreach plan includes:

- A position description
- A plan for direct and indirect recruitment
- A list of job boards to advertise the position
- A list of position-specific job boards to advertise the position
- A list of groups (LinkedIn, Listservs, personal and professional networks, and other connections) for targeted outreach
- Networking opportunities through cultural groups, professional organizations, and conferences
- A list of demographics not seen in the applicant pool and strategy to recruit them

All positions posted to the Wesleyan Careers website are automatically posted to the Chronicle of Higher Ed and HigherEd Jobs. We also have a limited number of slots on LinkedIn. Hard to fill position are prioritized for these slots.

Developing the Position Description and Salary Range

The hiring manager should use the essential functions identified from the needs assessment to develop the typical duties section of the position description. The identified knowledge, skills, and abilities should be used to develop the minimum and preferred qualifications. Hiring managers should solicit input from others who interact with the position to ensure other viewpoints are included.

This process applies both to new and replacement positions, ensuring that the position description has been updated to capture the current needs of the department.

Position descriptions should include language that attracts a wide range of applicants. A good position description will inform an applicant about the nature of the work, work environment, groups the role interacts with, and convey excitement and pride of working for Wesleyan. The hiring manager should consider and use language to describe different types of experiences that applicants may have that are transferable. Hiring managers should be careful not to use words that can unintentionally exclude applicants and discourage them from applying.

- For tips on developing a position description refer to Position Description Development Quick Reference
- To create position descriptions use this template - Position Description Template.

Position Classification and Salary Review

Once the position description is finalized, the Director, Talent Acquisition and Employment, reviews survey market data matches to identify a composite market mid-point. The composite is then used to grade the position based on Wesleyan's grade structure. Once a position is graded Wesleyan's philosophy is to post a salary range from min – mid of the grade range. Occasionally, if market dictates or it is a difficult to fill position, the posted salary range will be from min – 75th percentile of the grade structure. Any salary ranges have to be approved by the Budget and Financial Planning Office.

The review includes classifying the position as exempt/salaried (exempt from overtime) or non-exempt/hourly (eligible for overtime). View details on the Department of Labor criteria used in determining the classification of a position at https://www.dol.gov/agencies/whd/fact-sheets/17a-overtime

Search Committee Considerations

Search committees may consist of faculty, students, and staff who assist the hiring manager with the recruitment and selection process. Search committees are advisory in nature and do not make hiring decisions. Hiring managers may lead the committee or they may appoint someone else as chair. Direct reports may serve on a search committee.

Search committees are required for exempt positions and may be used for non-exempt positions. The ideal size of a search committee is 4-6 members. It is important that the size of the committee be manageable.

When selecting search committee members, hiring managers (in consultation with Recruiter) should consider:

- Representation of diversity (age, gender, race, and department) on the committee.
- Including different perspectives on the position.
- Subtle messages the search committee/ interviewers convey by exhibiting warmth, genuine interest and bringing out the best in a candidate.
- The degree of campus buy-in of the final hiring decision, if needed.
- The committee's understanding and association with the position.

- Choosing members who have a stake in the success of the candidate.
- Maintaining consistent criteria for member selection.
- The availability and time commitment of potential committee members and the search timeline.

Initial Search Committee Meeting

The initial search committee meeting is considered the kick-off meeting. The kick-off meeting is attended by the recruiter leading the search, the search committee, and the hiring manager.

During the meeting, the hiring manager discusses:

- Scope of the role, the position description and identifies the most important knowledge, skills, and abilities needed for success in the role.
- Potential interview questions.
- Evaluation rubric and candidate evaluation criteria.
- Search timeline.
- Outreach plan and search committees' role in outreach.
- Role and responsibilities of the search committee.

The Recruiter discusses:

- Confidential nature of the search and applicants.
- Candidate selection criteria and unconscious biases.
- Best practices to minimize bias in a search.
- Demographics of the hiring department
- Role of HR in the process.
- How to review applications in Workday.

Once the search committee kick off meeting is done and the first-round interview questions are finalized, the Recruiter will provide the search committee access to the pool. Typically, the Recruiter does not attend any additional search committee meetings.

The search committee should meet to discuss and narrow candidates for first round and second round interviews.

Careers Approval Process

Once the recruitment team is aware of the intent to hire, has met with the hiring manager to understand the scope of the position, and has finalized the position description and salary range, the Director Talent Acquisition and Employment or the Associate Director of Professional Development and Employment will either update an existing position number or create a new position number that is to be approved by the Budget and Financial Planning Office.

In order to create the position in the correct supervisory organization and tie it to the correct funding source, the hiring manager should provide the correct cost center and other work tags. Once the position is approved, the job requisition can be created.

1. The hiring manager must submit the job requisition in Workday and submit it to Human Resources. All vacancies, including Direct Appointments and Opportunity Hires and promotions against vacancies are processed in Workday to ensure all job requisition details are updated appropriately.
2. Here is a tipsheet on how to create a job requisition for a staff position in Workday.
3. The Recruiter reviews the job requisition and moves it forward.
4. Job requisition is approved by Equity and Inclusion.
5. Job requisition is approved by the respective Cabinet members.
6. Job requisition is ready to be posted by the recruiter.

Once the job requisition is posted, the hiring manager and search committee members should proceed with outreach as outlined in the recruitment plan.

Human Resources will reimburse the department for agreed-upon job posting costs. For reimbursement process, refer to Processing Search Related Expenses.

Candidate Selection

Building an applicant pool of individuals who meet the qualifications of the job requires time and intentional effort. In order to select the most qualified candidate, the evaluation and selection process is critical:

- Define candidate selection criteria in advance.
- Refer to the identified knowledge, skills, and abilities as the candidates' selection criteria.
- Assess transferable skills. Do not make assumptions about a candidate or their circumstances.
- Select based on qualifications, not because they have characteristics that are similar to the evaluator.
- Develop interview questions before screening the pool.
- Any candidate who just meets the minimum qualifications cannot be considered underqualified and candidates who exceed the minimum qualifications cannot be considered overqualified.
- Candidates should be evaluated against the selection criteria and interview feedback to determine who is most qualified.

Additional resources:

- Avoiding Bias in Candidate Selection
- How to review candidates in Workday

Internal Applicants

Wesleyan employees are encouraged to apply for positions for which they meet the minimum qualifications. They can do so by reviewing job postings in the Jobs Hub app located on their Workday homepage.

Internal Applicant Commitment

Wesleyan employees who apply for positions can expect:

- Confidentiality by the hiring manager, search committee, and Human Resources. This means the employees' application for the position will not be disclosed to the employees' current supervisor or colleagues till they move to second round interviews. The employees themselves will have the opportunity to notify their supervisor about their candidacy as it progresses.
- A detailed review of their application by the hiring manager or search committee.
- If appropriate, an in-person initial screening interview with the hiring manager or search committee.
- Honest and timely communication concerning the final decision of their candidacy.
- The ability to contact the hiring manager or Human Resources to discuss their status in the search process.
- If the employee is a finalist for the position, the hiring manager will initiate a conversation with the current supervisor for a reference check.

Bargaining Units Vacancies

Vacancies covered under one of the University's collective bargaining agreements should follow all processes and guidelines as non-union positions. In addition, please note the following information from the union contracts.

- The hiring manager can fill a bargaining unit vacancy with a candidate who the hiring manager deems *most qualified*.
- If an applicant from the bargaining unit is equally *most qualified* to an applicant from outside the bargaining unit, the applicant from the bargaining unit will have preference.
- If two or more applicants from the bargaining unit are equally qualified, the applicant with the greater length of continuous service with Wesleyan will have preference.
- The hiring manager is not expected to fill a vacancy with any employee who the hiring manager does not feel is qualified to perform the required work.
- Service in a temporary Wesleyan assignment will not count as experience for the purpose of determining whether a temporary employee or a regular employee is the *most qualified* for an available vacancy.

Interview Candidates and Identify Finalist

The hiring manager / search committee chair narrows the pool of applicants to the most qualified candidates. 8-12 applicants are selected for first-round interviews.

This list of candidates is reviewed by the Recruiter to ensure that the candidates meet the required qualifications. The Recruiter may recommend additional candidates for consideration. Once the Recruiter has approved of the short list of candidates, the hiring manager/search committee chair can proceed to qualifying the candidates.

Qualifying Candidates

The hiring manager / search committee chair should call the identified candidates to schedule them for a phone/video interview. It is no longer legal to ask a candidate about their current compensation or salary history; however, hiring managers / search committee chairs can ask a candidate their salary expectations. Before asking a candidate about their expectations, managers should disclose the salary range (this is also included in the job posting) and confirm if the candidates' expectations are within the posted range.

As of October 2021, the State of Connecticut passed an act concerning the disclosure of salary range for a vacant position. To comply with the intent of the act, Wesleyan University posts salary ranges for staff postings.

This is an opportunity to provide information on the university's tangible and intangible benefits and other information about the position.

Video Interviews

- The use of video interviews *for first-round interviews* is encouraged over phone calls or campus visits as they provide a stronger connection to each candidate and help manage costs associated with interview travel. All candidates, with the exception of Wesleyan employees, must engage in a video or phone interview regardless of their current location. To show our commitment to internal candidates, it is preferred that the hiring manager/search committee chair arrange an in-person initial screening interview.

See Acceptable & Unacceptable Interview Questions and Behavior-Based Interview Question Bank and Interview Tips for information on interviewing. Video interview questions must be reviewed by the Recruiter.

After the video interviews, the hiring manager / search committee chair should collect and evaluate feedback and select candidates for campus interviews. Campus interviews are limited to a maximum of 3 candidates unless approved by the AVP for HR. Searches may yield less than 3 candidates depending on the depth of the applicant pool.

The hiring manager / search committee chair should provide the Recruiter with a written summary of the video interviews and the rationale for the candidates selected to move forward. Campus interview scheduling can begin once the Recruiter approves the list of candidates and completes an internet search of publicly available material.

Campus Interviews

The goal of the campus interview is to further assess the candidates' abilities and compatibility for the role and to provide candidates with an opportunity to experience the Wesleyan community.

- Plan the campus interviews with the candidate experience in mind. The hiring manager / search committee chair assigns a lead for each interview panel, to manage the interview, to ensure that candidates have an opportunity to ask their own questions, and to take the candidate to the next interview venue.
- Broadly, interviewers include the direct supervisor, search committee members, campus partners that work closely with the position, departmental colleagues, direct reports, students and most importantly individuals who can provide valuable input and perspective to the candidate.
- The itinerary and interviewers invited to participate will vary based on position.
- The hiring manager / search committee chair is responsible for contacting candidates and interviewers, creating itineraries for campus interviews, and logistics for candidate travel. A sample Interview Itinerary Template.
- Human Resources will reimburse the department or candidate for interview related travel and candidate meal expenses incurred during travel or while interviewing on campus. The department is responsible for all other interview expenses. For eligible expenses and reimbursement process, refer to Processing Search-Related Expenses.
- The hiring manager / search committee chair/ search coordinator emails the interview itinerary and other details (parking, travel reimbursement details) to the candidates as soon as possible, preferably a week in advance.

- The hiring manager / search committee chair/search coordinator emails interview materials to the interviewers. The material includes finalized itineraries, candidate resumes/cover letters, position descriptions, criteria to be considered for evaluation, and a deadline and email address for receiving written feedback.

Identifying Finalist

The hiring manager / search committee chair evaluates feedback and identifies a finalist. The hiring manager / search committee chair sends an email to the Recruiter, summarizing the feedback and the final candidate recommendation. This email will be followed by a detailed discussion with the Recruiter. Once the Recruiter has approved the recommendation, they will discuss the parameters of the offer with the hiring manager.

Hiring Non-US Citizens

The hiring department is responsible for paying immigration expenses which employers are legally obliged to pay for non-US citizen hires. The employee is responsible for all other immigration expenses.

A hiring manager who wishes to move a candidate requiring a visa forward to second round interviews should consult with the Director, Talent Acquisition and Employment before moving them forward. The Director will meet with the hiring manager to discuss the eligibility of the candidate for a visa and the associated costs and then consult with Wesleyans Immigration Attorney. Once it is determined the candidate is viable for a visa and that the prevailing wage is in alignment with Wesleyans budget, the hiring manager can move forward with the candidate's candidacy. The department may be required to pay the immigration attorney's fees even while exploring a candidate's eligibility for a visa.

Offer, Background Check, References and Testing

When a finalist is identified, the Recruiter will discuss the parameters of the offer with the hiring manager/search committee chair. The hiring manager / search committee chair will then extend the offer to the finalist contingent upon background check, references and any additional testing or exams needed for the position. The hiring manager / search committee chair will consult with the Recruiter regarding any counter offers.

Wesleyan provides relocation assistance for candidates relocating from more than 50 miles away from Wesleyan to accept a position. If the candidate is eligible for relocation the recruiter will provide the relocation allowance amount for the offer. For more information on Wesleyan relocation program please see https://www.wesleyan.edu/hr/employee-resources/relocation-housing.html

After the verbal offer the recruiter will send a written contingent letter to the finalist through Workday. The finalist will need to accept the contingent offer in Workday before Wesleyan can proceed with the post offer pre-employment steps.

Once the contingent offer is accepted by the finalist, they will be invited to provide three references in Workday. The references requested should include a current supervisor, past supervisor, and a third reference that may be an internal client, indirect supervisor, or direct report. For suggested reference questions, refer to Sample Reference Question Form.

The hiring manager / search committee chair will have access to the reference contact information in Workday. They will then conduct the reference check call and submit written notes from the call to the Recruiter.

The Recruiter will then initiate the background check.

Background Checks, Physical Exams and Other Testing

All staff, including temporary staff, must complete a background check prior to the start of employment. Previous employees including temporary employees who have not worked for the University for 12 months or more must complete a new background check.

Human Resources will review publicly available information found through internet searches for finalists for staff positions (regular or temporary).

All Positions (except temporary positions):

The background check includes up to 7 years of employment verification, social security trace, criminal history (multi-jurisdictional, state/county), sex offender registry, education verification of highest degree, verification of licenses and certification required for the role and DMV check (if applicable).

Temporary Positions

Background checks include social security trace, criminal history (multijurisdictional, state/county), sex offender registry, and DMV check (if applicable).

Executive Assistant and other Assistant positions, Secretarial and Clerical Bargaining Unit Positions (except Library Assistant Positions):

Additional testing includes Microsoft Office skills (Word, Excel, Outlook), candidates may also be evaluated for PowerPoint. Minimum scores: Word – 80%, Excel – 75%, Outlook – 70%.

Physical Plant Positions:

Additional testing includes fit for duty physical and musculoskeletal exams based on the position requirements.

Public Safety Positions (both bargaining unit and non-union positions):

Additional testing includes psychological evaluation, a physical exam, and drug testing.

Hire and Onboard Finalist and Close the Search

Once the references, background screening, and other testing is complete, the Recruiter will work with the hiring manager to identify and confirm the start date.

The Recruiter will then send a welcome email to the candidate letting them know that the pre-employment processes are complete and will confirm their start date.

Once the recruiter has finished hiring the new employee in Workday, they will send an email to the hiring manager with the Wes ID and a link to the new hire check list so that the manager can start developing the onboarding plan.

The hiring manager plans the department onboarding for the new staff employee. Information on staff onboarding can be found in Wes Portal under Supervisor Resources.

The Recruiter will also send the Hiring Manager a link to the New Hire Request form for so they can submit it to ITS for the account login and email activation, computer set-up, and phone extension assignment.

Human Resources will meet with the new hire on their first day to complete their I-9.

The new hire will be invited to a monthly orientation.

Applicant Status in Workday

Once an offer has been accepted, the hiring manager / search committee chair notifies all applicants and transitions their status in Workday.

Candidates who are interviewed on campus should be contacted directly.

The recruiter will then close the search.

Interview Materials

Hiring manager/search committee chair should submit the following interview materials to the Recruiter for the search file:

- All interview notes
- Search committee and applicant emails.
- Applicant materials with notes (all other digital and paper copies of applicant materials should be destroyed)
- Interview feedback and evaluations.

Expenses

Candidate travel and other expenses are submitted to Human Resources for reimbursement.