

Position Action/Performance Evaluation and Recruitment System (PAPERS) Recruitment Process for Hiring Managers

The following steps should be followed in recruiting to fill Classified or Hourly positions using the on-line **PAPERS** System.

1. The first action to take is to set up a User Account, which is approved by Human Resources, to access the applications. (See the Hiring Manager's User's Guide or the On-Line Training for Hiring Managers available on the Human Resources' Web Page under Recruitment for detailed instructions.) Please note that Human Resources will not be able to create a job posting for the vacancy in **PAPERS** if the hiring manager does not have a User Account.
2. Submit an EO-1 Form, (Request to Recruit a Classified or Hourly Position), to Human Resources by 12:00 noon on Wednesdays. Receipt by this time will ensure advertising of the position the following Monday. As the instructions on the Form indicate, if the position is classified, please attach an up-to-date departmental organization chart. Human Resources will create the recruitment from the on-line classified position description. If the position is an hourly position, attach a paper copy of the Hourly Position Description, the Physical Requirements Worksheet, and an up-to-date organization chart.
3. The position will be posted on-line in **PAPERS** on the following Monday. The Hiring Manager may access **PAPERS** and begin reviewing the applications submitted for the position on that Monday as well.
 - a. In reviewing applications, compare the minimum qualifications which appear in the Posting Details to the skills and experience listed in the application. The applicant should meet all the minimum qualifications or have closely related, transferable skills to be selected for an interview.
 - b. Based on the applicant's reported experiences, skills, and abilities, rate how strong or weak they are in meeting each minimum qualification (An Interview Rating Sheet will be supplied to the Hiring Manager by Human Resources for this purpose.)
 - c. As the information is entered into **PAPERS**, summarize statements to reflect why the applicant was selected for an interview or not selected for an interview. The "ranking language" above can be used to show differences in the qualifications of one applicant compared to another. (For example: "Selected for interview: Comprehensive knowledge in financial accounting systems" or "Not selected for interview: Limited knowledge in financial accounting systems")
 - d. "Preferred" qualifications also appear in the Posting Details and can be used to further screen the applicants. Possessing these qualifications makes a candidate "stronger" for consideration; so long as the candidate also has the **minimum** qualifications. Make sure to select only candidates that have the minimum qualifications (hard criteria). Do not select someone who meets "preferred" qualifications, but does not have the minimum qualifications.

4. Once the recruitment closing date has passed and the review of applications and the changing of statuses of each application has been completed in **PAPERS**, send an e-mail to the Human Resources Staff member who is handling the recruitment, advising that the selections for interviews have been made. Human Resources Staff will review the selections and advise if they are approved. If this is a classified professional position, the Human Resources Staff member will contact the Office of Equity & Diversity Staff so that they can review the selections as well.
5. Hiring Managers are given the choice to schedule the interviews or have Human Resources schedule the interviews. Please note that if Hiring Managers schedule the interviews, an e-mail containing the interview schedule must be sent to the Human Resources Staff member who is handling the recruitment.
6. Please print out the applications for each person being interviewed **and have the applicant sign the printed application during the interview. This is an important requirement since the signed applications are required per State and University policy.** Please do NOT write any notes or comments on the application.
7. An Interview Question Guide is available on Human Resources' web page at **<http://www.odu.edu/ao/humanresources/recruitment>**.
8. Documentation from the interviews should reflect the information obtained from the applicant during the interview rather than referring back to data in the application. When the interviews have been completed and the status of each applicant who was interviewed has been changed in **PAPERS**, send an e-mail to the Human Resources Staff member who is handling the recruitment, advising that the interviews have been completed. The Human Resources Staff Member will review the status changes and advise if they are approved. If this is a classified professional position, the Human Resources Staff member will contact the Office of Equity & Diversity Staff so that they can review the selections as well. (See the **Hiring Manager's User's Guide or the On-Line Training for Hiring Managers** at **<http://www.odu.edu/ao/humanresources/recruitment>** for detailed instructions.)

NOTE: State Policy requires you to retain the interview questions, notes regarding the responses, the Interview Rating Sheet, and any other interview notes, including details from references, for three (3) years from the date of the interviews and they are subject to audit. After three years, they can be destroyed in compliance with the Commonwealth's Records Retention and Disposition Schedule. You will be notified by Human Resources when they can be destroyed and given instructions on how the records disposal will occur.

9. State Policy requires that at least two (2) references be obtained on the applicant selected to be hired unless there are extenuating circumstances. (The State and ODU require that these references come from the current supervisor and at least one former supervisor – not the personal references the employee listed on the application.) Exceptions may be granted by the Staffing & Operations Supervisor based on appropriate business necessity.

If the applicant indicated on the application that the current supervisor is NOT to be contacted, or a current or former supervisor cannot be contacted, please discuss options with the Human Resources Staff member who is handling the recruitment.

Please complete a **Reference Report** for each reference contacted and submit them to Human Resources with the Pay Action Form for a classified position or with the E-1 Form for an hourly position.

10. If interviewing for an hourly position, complete an E-1 Form on the person selected for hire and send it along with all the signed applications from all the applicants interviewed as well as the Reference Reports to the Human Resources Staff member who is handling the recruitment. The applicant will be asked by Human Resources Staff to come in and complete a Criminal History Request Form. If there is no criminal record, the job offer will be made to the applicant. Human Resources Staff will give the Hiring Manager the option to make the job offer or they will make the offer for the department. If Human Resources makes the offer, they will advise if the applicant has accepted the position and the E-1 will be processed. If the Hiring Manager makes the job offer, notify Human Resources as soon as the applicant has accepted or declined the offer. **(If any other copies of applications were made, please shred them.)**
11. If interviewing for a classified position, complete a Pay Action Form (PAF) on the applicant selected for hire and submit it to the Human Resources Staff member who is handling the recruitment. Please also attach all the signed applications from all the applicants interviewed as well as the Reference Reports. **(If any other copies of applications were made, please shred them.)**
12. The applicant will be asked by Human Resources Staff to come in and complete a Criminal History Request Form. If there is no criminal record, the PAF will be processed and the job offer made to the applicant. Human Resources Staff will give the Hiring Manager the option to make the job offer or they will make the offer for the department. If Human Resources makes the offer, they will advise if the applicant has accepted the position. If the Hiring Manager makes the job offer, notify Human Resources as soon as the applicant has accepted or declined the offer.