Introduction

The purpose of this guide is to assist you, the hiring supervisor, through every step in the process of selecting new employees. The two fundamental matters covered in this guide are University hiring procedures and the requirements of anti-discrimination law.

Recruitment and hiring is a complex process - one that may involve situations and issues that do not lend themselves to easy answers that fit into a "recipe book" manual. This is why we stress that this guide provides general recommendations only. When dealing with particular recruitment or hiring situations, supervisors should seek the assistance of the offices listed below.

As a supervisor charged with making decisions about hiring, your responsibilities are:

1. To recruit, interview, and select applicants in accordance with University policy and legal requirements within the purview of federal and state legislation.

2. To maintain complete records of the steps you take in the hiring process.

Additional Resources

In addition to this handbook, personal assistance with the hiring process is available from:

**Office of Budget & Resource Management**, 440 College Street, 656-3244.
Website: [www.uvm.edu/~ofabweb/](http://www.uvm.edu/~ofabweb/)
The Office of Budget & Resource Management reviews position budget and line information, and coordinates the strategic hiring approval process with the Provost's Office. These steps are first in the process of recruitment and hiring and are completed prior to posting any position through the Employment Office. The BRM office maintains a line management system that records, reports, and allows for analysis of the kind, number, and funding of the University's positions.

**Associate Vice President for Human Resources**, 228 Waterman Building, 656-4490
Website: [www.uvm.edu/~uvmhr/AVP/](http://www.uvm.edu/~uvmhr/AVP/)
The Associate Vice President for Human Resources Office tracks the status of the recruitment materials, ensuring that they are routed to the appropriate offices, (e.g., Classification and Compensation, Affirmative Action/Equal Opportunity, Provost's Office, Employment).
The Classification & Compensation Office classifies staff positions and prepares job postings. Classification & Compensation also determines pay bands for recruitment and, in conjunction with hiring departments, all starting salaries over the first quartile of the pay band, for internal transfers, returning employees, and selected nonexempt positions with documented market conditions.

Employment Office, 228 Waterman Building, 656-3494
E-mail: employment@uvm.edu
Website: www.uvm.edu/~employ/

The Employment Office accepts, reviews, and screens applicants for all vacant classified positions (unless the department wishes to receive and review all applications), prepares the Hot Line, a 24-hour, 7-day telephone recording listing all job vacancies, maintains and updates the UVM Employment website, conducts outside advertising in publications and on listservs, and coordinates and maintains all employment-related materials. The Employment Office staff will either answer your questions about hiring new employees or refer you to the appropriate office.

Office of Affirmative Action/Equal Opportunity, 428 Waterman Building, 656-3368
Website: www.uvm.edu/~aaeo/

The Office of Affirmative Action/Equal Opportunity works with hiring managers to assist them in understanding and conducting an active search that includes networking and building a diverse pool of candidates. In addition, the Office monitors interviewing and hiring to ensure that the University's policy on Affirmative Action/Equal Employment Opportunity is followed. For certain positions, AA/EO must approve all appointments, interviewees, and final candidate selection.

A Quick Reference for Recruitment & Hiring

This outline is intended as an introduction to the process of recruitment - or to refresh your memory of it - but should not be relied on as a substitute for reading the entire guide. Each major step is noted.

1a. For existing positions, a Position Description (PD) is required unless the PD on file with Human Resources is accurate and electronic. If it is, go to Step 2. If it is not, see Step 1b.

1b. For new positions or established positions requiring a PD, prepare a PD. Submit PD with recruitment materials.

2. Contact your Business Manager to initiate appropriate recruitment materials (e.g., recruitment form, etc).

3. Business Manager will electronically route recruitment materials to the Office of Budget & Resource Management (fabadmin@uvm.edu). Note the position number in the subject line of the email.

4. You are contacted by the Employment Office to review posting requirements. Positions are announced daily and posted a minimum of one week. If the position is in the "P" or "E" family, Affirmative Action will contact you to schedule a meeting to discuss the position, recruitment procedures, and strategies for recruitment.
5. Qualified applicants are referred to the hiring department by the Employment Office, or, if you choose, all applicants are electronically routed for your review.

6. Extended posting may be requested if the applicant pool is not adequate.

7. If the position is in the "P" or "E" family, electronically route the requisition through the Interview Authorization process to Affirmative Action for their approval.

8. Upon approval from Affirmative Action, conduct job interviews. Administer driver’s check if appropriate.

9. Select a candidate and complete required hiring steps in the Electronic Employment Application System (UVM Job Site).

10. To set salaries for all staff positions, complete the Pre-Offer Salary/Post-Hire Details tab in the Electronic Application System in collaboration with your next supervisory level/Human Resources representative. Call Classification and Compensation, 6-4480, for information about external market conditions and/or internal equity, if applicable.

11. Route requisition electronically to Dean/Director for approval. Dean/Director will route/approve accordingly.

12. When electronic requisition status is “Ready for Offer,” make the offer of employment to the candidate selected. A copy of the written offer must be sent to Payroll Records. Schedule new employee for benefits orientation.

13. Complete Personnel Action Form and Salary Distribution and forward to Payroll/Records Office. Data Form, W-4, and Employment Eligibility Verification (I-9) will be completed by new employee in Orientation.


15. Maintain paperwork and electronic materials for three years.

**Recruitment: Steps in Hiring a New UVM Employee**

**The Position Description**

For existing positions, a PD is required unless the PD on file with Human Resources is accurate and electronic. If it is, continue to the next step.

If it is a new position to be filled or if a PD is required for an existing position, prepare the PD. Obtain approval through the normal channels for your department (e.g., supervisor, dean/director, and vice president), and submit the PD along with the recruitment materials electronically to your Business Manager/HR Rep. A classification analyst from Classification & Compensation will review the position and notify you regarding the pay band, title, and exempt/nonexempt status. For more detailed information regarding the job classification process, consult the Classification & Compensation Office.
The Recruitment Materials

Contact your business manager for guidance regarding appropriate documents. The recruitment materials provide necessary information about the job and any advertising needs to Human Resources. Current recruitment materials may be found on the Budget & Resource Management website.

Upon Completion of the Recruitment Materials

Electronically submit the recruitment materials for proper administrative review and approval to your Dean’s Office/HR Rep who will then forward to Budget & Resource Management (fabadmin@uvm.edu). BRM will to Human Resources and the Provost and the Office of Affirmative Action/Equal Opportunity (if applicable). The normal posting period is five working days. New positions are posted daily. Extension of the posting period must be discussed with the Employment Office.

Following approval of the recruitment materials, an employment recruiter from the Employment Office will contact you to discuss the recruitment process. If you have not previously established an account on the Electronic Application System, the employment recruiter will request that you create one. For further information on the Electronic Application System, please see the Staff Hiring Manual for the UVM Job Site.

If you have requested an appointment and it has been approved by Affirmative Action, Classification and Compensation will inform you as soon as they review the Salary Justification form. If your request for an appointment is not approved, Affirmative Action will contact you to explain the denial.

Posting the Vacancy

The employment recruiter will review the proposed job posting with the supervisor, including review of the job description, responsibilities, minimum qualifications for the job, and any special requirements of the job. Special working conditions should be stated on the posting. The posting should state if the job includes:

a. regular or more than occasional overtime work
b. on-call assignments and provision of emergency services
c. passing a security clearance
d. internal applicants to serve a four-month probationary period
e. working hours for either salaried or hourly employees that are different from normal working hours, such as part-time, weekend, or shift work
f. a probationary period for an exempt position
g. having a valid driver's license, CDL, or other endorsement
h. check on driving history. If the individual is required to drive a University vehicle, a driver's record check must be processed through the Vermont Department of Motor Vehicles. The details of this procedure will be discussed with the hiring supervisor. Pre-
duty alcohol and substance abuse testing is undertaken for those requiring a Commercial Driver’s License.

i. union status
j. grant funding

These and any other irregular conditions should be discussed with the employment recruiter before posting. Click here for a sample job posting.

“P” and “E” family positions

For positions that fall in the “P” and “E” families, Affirmative Action will contact the hiring department to discuss the recruitment and outreach efforts for the position. The position will be posted following Affirmative Action approval.

Advertising: Getting the Word Out

Advertising Within UVM
Once the supervisor and the employment recruiter have determined the content of the job posting, it will appear on the UVM Job Site: www.uvmjobs.com. In addition, a listing of all jobs is displayed outside the Employment Office.

Telephone Hotline
The University’s Job Hotline (802-656-2248) is a 24-hour, 7-day-a-week telephone recording of position vacancies at UVM. The recorded message gives the job title and department, and starting salary when possible. It is updated every Tuesday and Friday morning. After listening to the Job Hotline, an applicant may learn about the qualifications and responsibilities of a specific position by visiting the UVM Job Site at www.uvmjobs.com or calling the Employment Office at 802-656-3494 from 8:00 a.m. to 4:30 p.m., Monday through Friday. For the most up-to-date information, applicants should visit www.uvmjobs.com.

Websites
All job postings are listed on the UVM Job Site at www.uvmjobs.com. The website is updated daily.

Advertising websites to consider are: www.hotjobs.com; www.monster.com; www.higheredjobs.com; www.dice.com; and www.careerbuilder.com.

Listserv Broadcasting
Position openings may be posted via listservs both within the University and beyond. Copy for the printed advertisement and the listserv broadcast should have the same basic message, although it need not be identical in length. For example, essential functions, deadlines, and Affirmative Action notice should be included in all outreach.

Newspaper Advertising
The Employment Office periodically publicizes the UVM Job Site, www.uvmjobs.com, in local newspapers. Ads are placed for specific job openings as well. If you wish to advertise your position vacancy, please discuss this with your employment recruiter. Local advertisements are usually considered to be those placed in Vermont, in papers such as the Burlington Free Press, Rutland Daily Herald, and Barre-Montpelier Times Argus. Each ad must include an Equal Opportunity Employer/Affirmative Action statement.
Advertising needs should be noted on the Recruitment Form.

**Vermont Department of Labor**
The UVM Employment Office lists all vacant positions with the Vermont Department of Labor, the state employment agency. They have a computerized application selection process that allows access to lists of candidates throughout the state.

**Other Opportunities**
The UVM Employment Office sponsors a job fair to attract applicants. For information on participating, call 802-656-3494. UVM sponsors a link from the Lake Champlain Regional Chamber of Commerce employment opportunities webpage to the UVM website.

**Advertising for Cultural Diversity**
The Office of Affirmative Action/Equal Opportunity works with hiring managers to develop a list of resources and advertising placements to create a diverse candidate pool.

**Online Application System - Assistance in Your Employee Search**

At this point in the hiring process, your search will be assisted by an online application system that provides you and the UVM Human Resources Department with information that recruiters need in order to hire the best candidate. It is the bridge between the applicants and the hiring department, providing quick access to information on UVM job candidates.

All applications are submitted via the Electronic Application System. The system can easily and quickly obtain stored information on applicants and organize it.

To take full advantage of this system, you must talk with the employment recruiters about the specific needs of your department to obtain all the information and assistance they can provide.

**Extended Posting**
An extended posting may be requested if you are dissatisfied with the first applicant pool or wish to widen appeal. If you wish to have a job extended, you must call the Employment Office and discuss the re-posting options with the recruiter. When you extend a position, you must accept for consideration all applications referred to you by the Employment Office for the period of re-posting.

**Applicants**

Services provided by the Employment Office must be discussed with the employment recruiter during the first stages of the recruitment process. External applicants (candidates not currently employed at UVM) may not be interviewed until after the five-day posting period. However, internal applicants (current UVM employees) may be interviewed during that time. All applications may be reviewed during the five-day posting period. All applicants will apply via the Electronic Application System (UVM Job Site). The Employment Office will review all applications and will make referrals following discussion with the hiring supervisor. In this case, only applicants with the appropriate qualifications will be referred to the hiring department. Of course, a department may exercise the option of reviewing all applications for a particular position.

**Reviewing the Applications**

Applications are stored on the Electronic Application System and are viewed online. For information on using the Electronic Application System, please refer to the [Staff Hiring Manual for UVM Job Site](#).
**Applicant Interviews:** It is not necessary to interview every applicant referred by the Employment Office.* However, it is the hiring supervisor’s responsibility to review all applications, make a determination of the most appropriate candidates, and schedule interviews with those candidates. If you need assistance in determining the selection criteria, a recruiter can help you.

*UE-represented employees who apply for a position and meet minimal qualifications shall be given an interview for the position (Article 17).

**Interviewing**

Prior to entering into the crucial step of conducting job interviews, it is essential that the supervisor be familiar with certain guidelines that are determined by law or UVM policy.

**Equal Employment Opportunity**

The University of Vermont and State Agricultural College is committed to a policy of equal employment opportunity for all people without regard to unlawful criteria including race, color, religion, ancestry, national origin, sex, sexual orientation, disability, age, positive HIV-related blood test results, status as a disabled or Vietnam-era veteran, or gender identity and expression.

Numerous civil rights laws and regulations govern employment practices. The laws that pertain to interviews and the selection process are generally intended to assure that employers use nondiscriminatory, directly job-related criteria in selecting a new employee. Be aware that you may not discriminate between candidates upon the following bases:

**Pregnancy** - You may not reject an applicant merely because she is pregnant. If the pregnancy would not prevent satisfactory performance of the job duties, you must give the candidate equal consideration for employment.

**Age** - It is unlawful to discriminate in employment against persons 18 or more years of age.

**Reasonable Accommodation** - Qualified applicants with physical or mental disabilities that significantly limit a major life function are protected from discrimination on the basis of their disability as long as they are (1) able to perform the essential functions of a job with or without reasonable accommodation and (2) do not cause a direct threat to their own safety or that of others. For more information, contact the Americans with Disabilities Act Liaison in Employee Relations at 802-656-4467 for ADA compliance.

**Arrest records without convictions** - An arrest without a resulting conviction does not serve as proof that the arrested individual committed an illegal act. An arrest is not relevant to that individual’s ability or competency to perform a given job. Therefore, an employer should not inquire into records of arrest.

**Arrest records with convictions** - A conviction may or may not be relevant to the hiring process, depending on the particular job in question. The crucial question is whether or not the offense relates to performance of the particular job. For example, if you wish to hire a shuttle driver, you will carefully review an applicant with a history of traffic violations. If you wish to hire an accountant, you will avoid an applicant with a recent embezzlement conviction. These offenses are job-related. However, if the situations were reversed and the applicant with the traffic violations applied for the accountant position, and vice versa, the conviction would probably not be a disqualifying factor. Among the factors to be considered in reviewing the job-relatedness and relevance of convictions is the relationship between the offense and the job requirements, the remoteness in time of the conduct, and the seriousness of the offense.
Sexual orientation - It is the policy of the University of Vermont that a person shall not be subjected to employment discrimination on the basis of sexual orientation.

Educational background - It has generally been considered discriminatory to require applicants to prove they have a high school diploma. Whether or not a college degree is required for a position is a question of fact to be decided on a case-by-case basis. Before you impose a degree requirement, ask yourself whether a person with certain practical experience could perform a job as well as a person with a college degree.

Gender identity or expression - It is the policy of the University of Vermont that a person shall not be subjected to employment discrimination on the basis of gender identity or expression.

Guidelines for Conducting a Nondiscriminatory Interview

The following section notes questions you may want to include or exclude to keep job interviews consistent with guidelines and requirements. These recommendations offer examples only, and are not all-inclusive:

1. Treat questions as job-oriented as possible. Review the PD for help in determining what questions are pertinent to the job.

2. Thoroughly explain all of the duties and responsibilities of the job. Encourage the candidate to ask questions about these.

3. Fully discuss all education, training, and experience listed on the resume or application, especially in terms of how the person's background has prepared him or her for this particular job.

4. Ask for a review of former work, if necessary, to determine if the person has sufficient skills for the job.

5. Ask if he/she has had other training or experience, perhaps of a more informal nature, that might be related to the job.

6. Avoid personal questions that have little or no bearing on job performance. For example:
   - Don't ask if he/she is planning to be married, has or is planning to have children, if and how the spouse is employed, who cares for the children, or if the spouse plans to transfer.
   - Don't ask a person's national origin;
   - Don't ask a person's religion;
   - Don't ask where or with whom a person lives;
   - Don't ask if a person has friends working at the institution;
   - Don't ask if a person has an arrest record;
   - Don't ask about a person's financial status.

7. If a position demands full-time regular hours with limited exceptions, or if it demands frequent weekend or evening work:
   - Clearly explain this in describing the job;
   - Ask the person if he/she will be willing and able to make a commitment to such a job;
   - Don't ask if he/she must take a vacation when the spouse and children do;
   - Don't ask why the person has held solely part-time jobs, even if the record indicates this.
8. If the position demands lengthy on-the-job training and orientation, and a fairly definite commitment to the job of several years:

- Clearly explain this in describing the job;
- Ask if this is the type of job commitment he/she would be willing and able to make;
- Don't ask if the person plans to live in the area for a long time;
- Don't ask the person's age.

9. If the position demands a high degree of personal interest in and commitment to a particular subject area, concern, technical type of work:

- Explain this clearly in describing the job;
- Ask if this is an area of considerable long-term interest to the person;
- Ask why and how he/she became interested in the field;
- Ask what new aspects of the field he/she would like to learn about or be involved in.

10. If personal information that would otherwise afford a basis for a claim of discrimination is offered voluntarily, don't use this as an excuse to ask further questions of a personal nature. Instead, make an effort to guide the interview back to pertinent issues.

11. Two final considerations to keep in mind during all interview and hiring situations:

- Try to treat all applicants in a similar manner when considering them for the position.
- Keep an open mind to hiring a "nontraditional" applicant for a position traditionally held by one predominant type of person.

**Americans with Disabilities Act Guidelines for Interviewers**

Title 1 of the Americans with Disabilities Act prohibits discrimination against any applicant or employee with a disability if the person is qualified and able to perform the "essential functions" of the job, with or without "reasonable accommodation." Employment practices covered by law include:

- recruitment
- compensation
- hiring
- tenure
- promotion/demotion
- benefits
- discharge
- other employment-related activities

**Do's for ADA Compliance**

- Do review job descriptions and selection criteria to ensure that selection criteria are job-related.
- Do identify essential job functions for all positions including physical/mental demands of each job.
- Do describe or demonstrate essential job functions to applicants and inquire as to their ability to perform them.
- If requested, do respond positively to a job candidate's request for assistance or accommodation during the interview process.
• Do keep an open mind to making reasonable accommodations that will enable the job candidate to perform the essential duties of the job.
• Do train employees with interviewing responsibilities as to what can and cannot be asked in job interviews.

**Don'ts for ADA Compliance**

• Don't make inquiries regarding a person's physical characteristics, health, or disability on either the employment application or during the interview process.
• Don't make employment decisions based on perceptions about the individual's physical or mental abilities or disabilities.
• Don't limit an employee's duties based on a presumption of what is best for the person.
• Don't segregate employees with disabilities.
• Don't refuse to provide requested accommodations during the pre-employment or employment process unless such accommodations would impose "undue hardship."
• Don't use qualifying standards or employment tests unless such criteria are job-related.

**Clery Act Compliance Requirements**

Guidelines to the Clery Act require UVM to share police statistics with all interviewees for a position. With amendments to the Student Right to Know and Campus Security Act of 1990 (renamed the Clery Act), we publish our campus safety information for the university community via the World Wide Web. The University of Vermont's annual security report includes statistics for the previous three years concerning reported crimes that occurred on campus, in certain off-campus buildings owned or controlled by UVM, and on public property within, or immediately adjacent to and accessible from the campus.

The report includes institutional policies concerning alcohol and drug use, crime prevention, the reporting of crime, sexual assault, and other important information and resource referrals. You may obtain a copy of this report by contacting the [Department of Police Services](tel:802-656-2027), 802-656-2027.
Preparing and Conducting the Job Interview

Chances are you may be feeling constrained by what not to ask in an interview. The following takes a positive approach and looks at what you should ask in order to select the best possible candidate.

Just as a job candidate prepares for an interview, so must the interviewer. A selection interview should be as structured as possible, yet tailored to each applicant. As an interviewer, you should evaluate the same general criteria for each applicant. A selection interview that follows a general standard outline will produce more reliable and valuable information than an unstructured interview, and is less likely to run afoul of laws governing the selection process.

Preparing for the Interview

1. **Review the PD.** You need to learn as much as possible about the requirements of the job to be filled - the specific demands of the work, salary level, and the working conditions - in order to elicit relevant information. Valuable information about the job can be obtained in an exit interview with the person who is leaving.

2. **Identify the specific knowledge, skills, and abilities to perform the tasks.** Based on the previous employee's performance, what qualifications were essential to success on the job? What did unsuccessful employees lack? How much did successful employees learn and develop while on the job?

3. **Write out your questions to make sure they are clear and comprehensive.**

4. **Review each candidate's resume and application and note areas to explore.** This should be done ahead of time so that this information will not have to be referred to continually during the interview. Interviewers sometimes make the mistake of interviewing from an application form. This type of interviewing simply duplicates what is already a matter of record. Contact the Employment Office or Affirmative Action for information on recruitment assistance, videos, and websites. There are many resources available to support a skillful, effective interview.

Based on these considerations, you should generate a list of questions structured around these headings:

**Behavioral questions:** These are questions that seek demonstrated examples of past behavior as the best predictor of future performance in similar circumstances. Questions are structured, open-ended, and designed to determine desired competencies.

**Job knowledge questions:** These questions assess job knowledge that is essential to job performance and must be known before starting the job. They often concern the technical aspects of the job or basic knowledge that is necessary to learn the job.

**Job sample/simulation questions:** It may be possible to have the applicant actually perform a sample task of the job as long as it is required of all interviewed candidates.

**Worker requirement questions:** These usually take the form of "willingness" questions such as whether the applicant is willing to work under various conditions, to do repetitive work, or to travel.

Conducting the Interview

1. **Establish rapport.** If the applicant is apprehensive, it may be difficult to obtain useful information. The interview setting should be conducive to good communication. Ideally, you should use a private office. You should be able to talk in a conversational tone of
voice and give the applicant your undivided attention. Forward your calls to voicemail to avoid interruption. Make the applicant feel at ease.

The emotional climate the interview creates will be even more important than the physical environment. Your first role is that of host. A warm greeting and a suitable introduction will help establish rapport and create a pleasant atmosphere. Following the greeting, some small talk is usually valued. It relaxes the interviewer and the applicant and helps establish mutual confidence. A friendly exchange of comments creates an atmosphere that allows conversation to develop more freely and rapidly.

2. Explain purpose. Set the agenda. This will help relax the applicant by letting him or her know what is about to happen. Also, it puts you in control of the interview by providing a "road map."

3. Gather information. Your comments, questions, and careful listening are the keys to controlling the interview.

A common error of interviewers is that they concentrate on the next question they plan to ask, and don't hear what the applicant is saying. If you listen closely, you will be in a better position to ask follow-up questions that probe deeper into a candidate's qualifications than you might otherwise. If you talk as much as 50% of the time, you're dominating the interview. Your job is to listen and evaluate.

Many interviewers fail to recognize the value of comments and concentrate exclusively on questions, causing the interview to resemble an interrogation. By only asking questions, you are making the task harder. You are conditioning the applicant to answer questions rather than encouraging spontaneous talk about things that might be important.

Avoid asking questions that require a "yes" or "no" answer. Instead, ask open-ended questions that encourage the applicant to express ideas and information and allow more freedom in response. For example, if you ask, "Did you like that job?" you might receive a yes or no as an answer. However, if you ask "What things did you like most about the job?" you may receive several responses that will contribute to your understanding of the applicant's motivation and interest. It will help to write some questions in advance. Words like "why," "how," "what," "describe," and "tell me about," will yield more complete answers than leading questions such as "Do you like to work with people?" The question "What type of work do you enjoy?", for example, will yield more information than "Do you like to work outdoors?"

Avoid the use of leading questions. This tempts the applicant to slant answers to suit you. Your purpose in the interview is to obtain a clear, balanced picture of the applicant's qualifications without revealing the responses you hope to hear.

Note-taking can be helpful, especially if you have several interviews scheduled. It helps ensure accuracy and demonstrates to the applicant that you are interested in him or her as an individual. Be sure to explain in advance what you're doing and why. One favored method is holding a clipboard in your lap instead of taking notes at the desk. Keywords or phrases can be jotted down. Try to maintain eye contact while taking notes and be sensitive that writing down responses may create tension for some interviewees.

4. Describe the job and the organization. A detailed description of specific duties should generally be saved until the latter stage of the interview. By describing the job in detail before this stage, you may be inadvertently coaching the applicant on how he or she should appear and how to look as good as possible.
An interview is a two-way process. There are things the applicant needs to know from you about the position and the organization. Provide sufficient facts, favorable and unfavorable, about the position, your department, and promotional opportunities in a direct manner so the applicant can intelligently choose whether the position is acceptable.

5. Answer questions and allow the applicant to add information. This stage is directed toward the applicant's objectives - to gather information about the job and institution and to sell him or herself. You should provide the opportunity to accomplish both.

6. Conclude the interview. Simply thanking the applicant for his or her time and outlining what will happen next is an honest and comfortable way to end the interview. Give the applicant an approximate date by which you'll make your decision.

7. After the interview be sure that all opinions, evaluations, and additional information are recorded immediately.

8. References. Since letters of recommendation often lack candid and specific assessments of work performance, we advise that you talk directly with previous supervisors. Such conversations allow you to raise questions and gain information that is not commonly included in letters of recommendation. Inform the candidate that you plan to do this. Further, performance appraisal and other job-related documentation maintained in Payroll Records may be accessed on University candidates. Speak to your recruiter for assistance.

Following Selection of the Candidate: Final Candidate Approval Process

1. Obtain hiring and salary approval via the Electronic Application System by completing the required steps. Refer to the Staff Hiring Manual for UVM Job Site. To set salaries for appointments (any positions that are not recruited for on the Electronic Application System), submit a Salary Justification Form to the Classification & Compensation office.

For “P” and “E” family position, requisitions must be routed to Affirmative Action for hiring approval. For all other positions, the Dean/Director will approve the top candidate(s) and if necessary, will route the requisition to salary review (if proposed salary is above the first quartile or if the position is being offered to a returning or internal employee).

2. Make the offer of employment. Once the supervisor receives the status of Ready for Offer on the Electronic Application System, a job offer may be made.

3. An Employment Notification Letter must be prepared and sent to the candidate regardless of whether a verbal offer was made. The letter must include the position title, annual salary or hourly rate, starting date, full-time equivalency (FTE), term of employment (9, 10, 11, or 12 months per year), exempt or nonexempt status, probation period, union status, and whether the employee’s pay will be from restricted funds. The letter should also inform the candidate that employment is contingent upon fulfilling the Immigration Reform and Control Act requirement to provide proof of identity and employment eligibility upon beginning employment. Any special job requirements, such as those listed in this guide for inclusion in the posting, should also be stated in the Employment Notification Letter. A copy of the Employment Notification Letter must be sent to the Payroll/Records Office for inclusion in the new employee’s file.

4. Once the position is accepted, the Personnel Action Form and Salary Distribution Form should be completed by the hiring department and submitted to Payroll/Records.
Form, W-4, and I-9 will be completed by the new employee in Orientation. All new full-time employees must attend an orientation, which is held twice a month. For further information or to schedule a new employee for Orientation, please visit Managing New Hires. Part-time employees who wish to join the University's medical insurance plan at their own expense should contact the Benefits Office at 802-656-3322. For specific information about how employees are determined to be part-time or full-time and what benefits they qualify for, refer to the Benefits Office webpage.

5. Notify unsuccessful candidates. It is your responsibility to notify each candidate whom you interviewed regarding the status of the position. Other applicants will receive an update in the Electronic Application System. For Sample Turndown Letters, including one designed for internal applicants, follow this link. They may be changed or adapted to suit the situation, or you may write your own. These letters should be sent out within a week after the position has been filled.

Questions: Who to Call

Any questions about the employment process may be addressed to one of the following offices whose functions are described in the Introduction. Please do not hesitate to call.

  Employment Office, employment@uvm.edu, 656-3494
  Classification & Compensation Office, clascomp@uvm.edu, 656-4480
  Office of Affirmative Action/Equal Opportunity, 656-3368
  Budget & Resource Management, fabadmin@uvm.edu, 656-3244

Forms Used In the Recruiting and Hiring Process

  Recruitment Forms (FAB)
  Form I-9 (Employment Eligibility Verification)
  Notification Letter (for full-time & part-time employees)
  Personnel Action Form
  Distribution Form
  Data Form
  Form W-4 (2005)
  Form W-4 VT
  Turndown Letters for Candidates Not Selected