



## WAYNE METROPOLITAN COMMUNITY ACTION AGENCY STANDARD OPERATING PROCEDURES

**SECTION:****SUBJECT:** Hiring Process**APPLIES TO:** All Hiring Managers**ISSUED BY:** Human Resources**Number:****Revised:****Date Issued:** 03/2017**Review Date:****Attachment:**

### Introduction

Finding the best person to hire takes considerable time and effort. Screening candidates, reviewing multiple resumes and employment applications, listening intently to what candidates have to say (and what they don't say) and deciding which person to hire is time consuming and challenging. But consider it an investment in your agency's future.

Consider what it costs to hire a new employee, from the time the position opens until the employee becomes a contributing member of the team. Time invested in following these structured hiring procedures will save time in the long run by helping you avoid a "bad hire" and will help increase your odds of attracting, hiring and retaining good employees.

### Step 1: Job Description

#### New Position

If a new position has been created within a department, the Hiring Manager and department director is responsible for creating the job description. A job description template can be found on the agency's Cloud in the Job Description folder (by salary grades). After a draft of the new job description has been created, the hiring manager needs to email the CHRO or designee for review and approval of the job description.

#### Replacement Position

A replacement position is when a vacancy occurs from an existing employee's separation from the agency (i.e. voluntary or involuntary separation). To fill this type of position the hiring manager will partner with the department director to review and/or update the current job description. Prior to initiating the Employment Requisition request, the hiring manager will have to email the updated job description to Human Resources to add to the agency's Cloud.

### Step 2: Employment Requisition

After the job description has been updated and finalized, the Hiring Manager will complete an electronic [Employment Requisition](#) form and notify HR once submitted. HR will review the Employment Requisition and assign Approvers. The Approvers will receive an email with a link to the Employment Requisition form and the option to Approve or Reject the form. Once all approvals have been completed, the job will automatically post to the agency's career page and HR will send out an Open Positions email to all staff and post to external websites (i.e. Indeed, Pure Michigan Talent Connect or any additional website requested). All applicants must submit an application through the agency's website.



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The following should be included in the Comment section of the Employment Requisition:

- Pre-screening questions
- Specific job site posting requests (i.e. Michigan Non-profit Association, specific college job boards)

**Note:** Internal position postings will remain posted for at least six days or until filled.

Approvers for a New Position	Approvers for a Replacement Position
Department Director	Department Director
HR Manager	HR Manager
Chief Human Resources Officer	
Chief Program Officer	

### Step 3: Review Candidates

Once potential candidates begin applying for the job, HR will review applications and forward (via email) qualified candidate's application and resume to the Hiring Manager for consideration. The Hiring Manager can Approve or Reject the applications via links within the email. Note: It is recommended that a Hiring Manager maintain a folder in their email or on their computer of applications that they approved.

*Internal Candidates:* All interested internal candidates (who meet the minimum qualifications, with at least 12 months in their current position and not on a Performance Improvement Plan) will need to submit their application via the link in the Job Announcement email or via the Internal Employee link on the agency's career website/ staff resource center.

### Step 4: Conduct Interviews

After reviewing and approving the applications, the Hiring Manager will schedule interviews with the selected applicants.

*Interview Guidelines:*

- ✓ **Best Practice:** If you have a large number of candidates that you are considering to interview, it is recommended that you conduct a phone screening prior to scheduling a face-to-face interview. This method is less time consuming and is an efficient method to ensure qualified applicants are interviewed.
- ✓ Use a panel style interview with at least two interviewee (three is preferred).
- ✓ The number of actual interviews conducted should be equal to the number of positions open plus two more (i.e. if you have 2 vacancies, you should be interviewing no more than four candidates).
- ✓ Use a structured interview guide and ask all candidates the same questions.
- ✓ HR participation can be requested but is required for all for Salary Grades 4, 5 and 6. Prior to scheduling, please partner with HR.



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- ✓ Most qualified internal candidates should receive an interview.
- ✓ If needed, please have the building's administrative assistant schedule the interviews on your behalf.
- ✓ If the candidate asks about the pay rate, the Min to Mid Hourly/Salary range can be shared. Hiring Manager should avoid promising any specific wage/salary.
- ✓ **HEAD START ONLY:** The interview panelist will include the site manager, and a parent representative for all Head Start interviews. The designated Administrative Assistance will schedule all Head Start interviews and the parent representative.

### **Step 5: Select a Finalist**

After all interviews have been conducted and thoroughly evaluated, the Hiring Manager will submit an Authorization to Hire form (via the Workflow Library) for the candidate that they would like to hire. The Workflow Library will automatically send the Authorization to Hire form to the appropriate individuals for approval.

HR will submit the reference check questionnaire (via email) to the references that provided an email address. An offer will not be extended until all references are completed. If no response from the reference within 3 days, HR will notify Hiring Manager. Please see the Standard Operating Procedures – Employee Reference Checks for further details.

Lastly, the Hiring Manager will need to send all of the interview packets to HR. This will allow HR to contact those (via email) who interviewed but were not selected for the position.

*Internal Candidates:* If the Hiring Manager is considering selecting an internal candidate as a finalist, the employee's manager should be notified to discuss a transitional timeline (if the employee accepts the position).

### **Step 6: Extend Offer**

Once the final approval has been received, and references completed. HR will contact the final candidate and extend a verbal offer. If the candidate accepts the offer, HR will notify the Hiring Manager of the acceptance and the confirmed start date. Upon acceptance of the offer, HR will prepare and send the candidate an offer letter and employment packet.

**Note:** If the candidate declines the offer, HR will notify the Hiring Manager and the process will go back to Step 3: Review Candidates.

### **Step 7: Pre-Hire Checklist**

HR will initiate the background and reference check process and any other pre-employment requirements (i.e. DHS clearance, TB testing, etc.).



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The Hiring Manager completes the Pre-Hire Checklist one week prior to the new employee's start date.

### Hiring Manager's Pre-Hire Checklist

- Prepare work area/desk/office/supplies (if applicable)
- Check status on computer equipment & software programs
- Check status on phone/voicemail set-up
- Send announcement to your department about the new hire
- Send new hire a welcome email with your contact information



### Sample Welcome Email

**Subject:** Welcome to the team!

Dear <<First Name>>,  
I look forward to welcoming you to the department on <<Start Date>>.

In Advance of joining the team, I encourage you to begin to familiarize yourself with Wayne Metro by visiting our website [www.waynemetro.org](http://www.waynemetro.org). You are joining us at a time of great excitement and tremendous momentum.

If you have questions prior to your first day with us, please contact me. Again, I look forward to welcoming you the Wayne Metro family.

**Note:** This message can be saved in your email as a "canned" message.

### Step 8: New Hire's 1st Day

New Hire Orientation is conducted by HR on the employee's first day of work (lasting all day). The day after orientation, the new employee will report to designated by the Hiring Manager. The Hiring Manager should reference the First Day Checklist to help the new employee prepare for their new role at Wayne Metro.

**Head Start Only:** Hiring Managers will complete the checklist below on the employee's 2<sup>nd</sup> day of work (due to their all day orientation/training on their 1<sup>st</sup> day).

### New Hire's 1st Day Checklist

- New Hire Orientation by HR
- Head Start Orientation (for new Head Start employees only) where to report
- Site & Department Overview by Hiring Manager
- Job Description & Expectations Review