

# RECRUITMENT AND SELECTION PROCESS OVERVIEW

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## 1. Need for Recruitment Identified

There are a variety of reasons and scenarios for why there may be an opening within your department. These can include things such as department growth, an employee transfer, a resignation, etc.

## 2. Submit Request via MyHUB

- Once a need has been identified, you will need to submit a request through MyHUB in order to initiate the approval process.
- The approval process is required to be completed before recruitment can begin on any open position. The approval path for a position varies by department, and can consist of approvals from the department manager/director, department VP, Finance, and Human Resources before reaching the Talent Acquisition recruitment team.

## 3. TA Conducts Recruitment & Review Process

- Once your position request is approved, your TA recruitment partner will be made aware. They will contact you in order to conduct an intake conversation to discuss the request you submitted, verify the details of the positions, and discuss the best recruitment strategy for your need. This conversation is important to ensure the recruitment process for your position is as effective as possible.
- Your position will be posted for applicants to apply to and the recruitment process will begin.
- Your TA recruitment partner will review applicants that apply for your open position based on their qualifications, their Values Assessment rating, and their answers to job-specific pre-screening questions. Your recruiter may also conduct a phone interview prior to sending to you for review.
- The top candidates will be routed to you to review via the Taleo portal in MyHub.

## 4. Manager Conducts Review & Selection Process

- When reviewing applicants, you are required to disposition and provide a rejection reason for all applicants other than the one you select for hire.
- You will need to conduct interviews with top candidates.

## 5. Final Candidate Identified & Documentation Submitted

- Once you have identified a final candidate for your position, TA will initiate the official offer process.
- Your interview notes must be uploaded to Taleo in order for an offer to be extended.

## 6. TA Conducts Hiring Process

- Once the final candidate officially accepts the offer of employment, TA will conduct all portions of the hiring process.
- The hiring process varies for each candidate, but will consist of things such as various background checks, a pre-employment health assessment, scheduling of new hire orientation, etc.

# RECRUITMENT AND SELECTION PROCESS FAQs

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## **How do I submit a request for an existing position that needs to be filled?**

In MyHUB under Human Resources → My Staff → View/Update Employee Information → Position Management and Recruitment → Create a Job Requisition.

You should select this link to post an existing position in your reporting structure that does not have any changes.

## **How do I submit a request for a new position that needs to be filled?**

In MyHUB under Human Resources → My Staff → View/Update Employee Information → Position Management and Recruitment → Create a New Position.

You should select this link to request a new position number that does not currently exist. You can also request to create a new position number and post the new position. If the position exists in your reporting structure and you need to request changes, select the Change an Existing Position link.

## **How do I request changes to a position before it is submitted for recruitment?**

In MyHub under Human Resources → My Staff → View/Update Employee Information → Position Management and Recruitment → Change an Existing Position.

You should select this link to make changes to an existing position in your reporting structure. For example, change the status from full time to part time, or change the title or department. You can also submit a request to post a position or inactivate a position. The transactions available to you will be determined by whether the position you select is filled or vacant

## **Once a request is submitted, how can I see where it is in the approval process?**

You can view where the position is in the approval path in MyHUB under Human Resources → My Staff → Monitor Approvals → Requested Position.

## **When does the recruitment process for my position begin?**

Once the position is approved, a Talent Acquisition recruitment team member who specializes in the service line that your position falls under is assigned the task of guiding and assisting you during the recruiting process. Your TA recruitment partner will receive notification that your position is ready for recruitment and will be in touch with you within 48 hours to talk more about the position and your preferences.

## **How do I disposition and reject candidates?**

When rejecting candidates, you must provide a disposition reason for why you are not considering the candidate further. Make sure to choose the appropriate rejection reason and upload interview notes if you interviewed them.

## **How often will my TA recruitment partner be in contact during the recruitment process?**

Your recruitment partner will keep you updated frequently throughout the entire recruitment process. However, please make sure you let them know if you need to view more candidates in MyHUB, have a final candidate, or need any direction.

## **Do I need to take interview notes and provide them to TA?**

Yes. You are required to submit interview notes that support your decision to move forward in the hiring process before an offer can be extended. You will upload your notes via the Taleo portal in MyHub in order to submit them to TA.

**I am new to the interview process. Are there resources available to help me with this?**

UPMC offers a number of courses through our iLead program, including a course for managers called "Interviewing Skills: Tips and Techniques". You can find a full list of classes being offered in the next few months on the Infonet. Also, feel free to review our [Interview Tips for Hiring Managers](#). In the meantime, make sure to ask your TA recruitment partner for any resources they may have available for use.

**I have found my final candidate! What is next?**

Once you select your final candidate, change their status to "Prepare Offer" and an email notification will be sent to you and your TA recruitment partner confirming your decision. You must upload your interview notes to Taleo and disposition all candidates sent to you. Your TA Recruitment Partner will work, in line with the UPMC Compensation Manual, to calculate the compensation rate that can be offered for the position. Once approved, your TA recruitment partner will extend the official offer of employment, provide the candidate with an offer letter, and initiate the hiring process.

**What does the hiring process consist of?**

The hiring process can vary for each candidate depending on position and facility requirements. As part of the standard process, candidates will be subject to some or all of the following:

- Background Checks (will include County, State, Excluded Parties List Databases, and any additional checks as needed)
- Pre-Employment Health Assessment (will include a physical assessment, test for the illicit use of drugs, and Tuberculosis testing if required)
- Clearance Initiation (if required for the position, your candidate will be alerted to initiate the process for any applicable clearances needed such as the Act 33, Act 34, Act 73, and O.A.S.P.A. clearances)
- New Hire Orientation(s) (will include an initial New Hire Orientation to UPMC and any additional facility specific orientation, such as Day 2 or Welcome Day for your candidate)

**How long does the hiring process usually take?**

We understand how important it is to quickly get your candidate through the hiring process and started with your team. The completion time for the entire process is typically 2-3 weeks. It is important to note that this process varies for each candidate and there may be situations in which the typical turnaround time can be delayed. Although this is not ideal, a delay in start date may be necessary in order to ensure we are meeting all applicable laws as well as requirements set by various regulatory agencies such as The Joint Commission, Department of Health, Department of Aging, and Department of Public Welfare.

**What additional things do I need to do during the hiring process?**

Prior to your new employee's start date, you will receive an email notification containing important information such as your employee's ID number, orientation information, and useful resources to help you prepare for their arrival. Many new employees arrive for their first day of work excited and eager to begin, but may have some uncertainties about what they can expect that day. In order to ease these concerns and help to ensure a smooth transition, please reach out to your new employee prior to their first day on the job with your team. Welcome them to the team, answer any questions they may have, and remember to discuss important information with them such as where they should report that day, what they should wear, what parking options are available, etc.

**Make sure to reach out to your TA recruitment partner with any questions that you may have.**

# MANAGER/SUPERVISOR RESOURCE:

## Submitting Requests in My HUB

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Once a need for recruitment is identified, a request must be submitted via My HUB in order to initiate the approval process. There are several transactions available to you on the **Manager Home Page** under **Position Management and Recruitment** for you to select, which include:

**Create a New Position**—Allows you to request a new position number that does not currently exist in your reporting structure. If the new position also should be posted, you will have the ability to create and post the position. You also can select this link to request assistance from UPMC WorkSource.

**Change an Existing Position** — Allows you to make changes to existing positions in your reporting structure (for example, change the status from full time to part time, or change the title or department), post a position (with or without changes), or inactivate a position. The transactions available to you will be determined by whether the position you select is filled or vacant. For example, only vacant positions can be inactivated.

**Create a Job Requisition (Job Posting)** — Allows you to request a job requisition for an existing position in your reporting structure that doesn't require any changes.

**Edit a Job Requisition (Job Posting)** — Allows you to make changes to a job requisition that already has been posted. This could include changes to the work location or shifts.

These transactions will follow an approval process ending with a final review and sign-off from your Human Resources department before reaching the Talent Acquisition team. As a manager, you can see the details of transactions you have submitted and find out from whom they are awaiting approval at any time by clicking on the "Transactions Submitted" link.

There are "Help" links included on the pages for each new transaction. These help links will open in a new window and will explain the transaction and the fields included. Additionally, below is a link to tutorials for all of the on line transactions available to managers. You can select the tutorial you want to review by clicking on the "+" sign to the left of the headings in the Outline section. Once you highlight the heading you want to view, you will need to select the mode you want to use to review the transaction.

- *See it! Mode* - enables you to learn by watching an animated demonstration of the steps for the task.
- *Try it! Mode* - enables you to learn interactively in a simulated environment
- *Know it! Mode* - enables you to reinforce the concept by completing the task on your own in a simulated environment without the assistance of the step-by-step instructions.

# INTERVIEWING TIPS FOR MANAGERS

Your ability to effectively recruit, interview and select the most qualified candidate is an important role for a hiring manager. The right choice can offer long term rewards to you, the candidate and UPMC. On the other hand, ineffective or inconsistent selection practices, failure to follow UPMC procedures or failure to understand the law as it relates to employee selection procedures can pose significant legal and financial consequences to UPMC including increased turnover or potentially litigation costs. The tips below will guide you through the basic steps in preparing for and conducting an interview.

Talent Acquisition encourages you to utilize the customizable interview guide tool available on MyHub. The recommended interview guide is largely based on the five UPMC Values. This approach falls in line with our performance evaluation criteria for current employees. Contact your Talent Acquisition representative if you have any questions.

## PRIOR TO INTERVIEW

- Review resumes and transfer requests. Look for relevant experience, appropriate education or degree, etc.
- From the top candidates sent to you, choose the candidates you'd like to interview.
- If Talent Acquisition is not involved in coordinating the interview, be sure to provide the candidates being interviewed with details about the interview location and logistics.
- Make sure to schedule enough time to do a thorough interview.
- Prepare standard interview questions that you will ask all candidates. You can access the customizable interview guide on MyHub.
- The interview guide should consist of questions based on the following four areas:
  1. **Opening Questions** – to learn basic information about the candidate
  2. **Behaviors** – open-ended questions based on UPMC values
  3. **Motivational Fit** – is this a good match between the position/UPMC and the candidate?
  4. **Technical Knowledge/Skills/Abilities** – determine the degree to which the candidate has the appropriate education, training, experience, computer or other technical skills, etc.

## THE INTERVIEW

- Briefly introduce yourself and try to put the candidate at ease. Offer him/her a beverage, brief small talk, etc.
- Provide brief details about the department and its role within UPMC.
- Describe the environment in which the job is performed. Accurately describe the duties, responsibilities and functions of the job, the physical demands of the job and the productivity standards for the job.
  - If a candidate indicates that he/she is not able to perform the physical demands of the job because of a disability, inquire as to what accommodations may be needed. Seek guidance from Talent Acquisition.
- Follow the interview guide that you created and ask all candidates the same questions for the same job.
- Don't be afraid of silence; give the candidate time to think about the question before answering.
- Give the candidate an opportunity to ask questions.
- Take notes recording comments and remarks based on job qualifications and requirements.
- Provide the candidate a realistic description of next steps and what they should expect.

## AFTER THE INTERVIEW

Document and keep records of the summary of and reasoning for your selection decision. It's best to do this right after the interview while it's fresh in your mind.

BEFORE an offer can be made:

- all candidates routed to you must be in a final disposition status (i.e. rejected, second choice, etc.)
- all interview notes must be uploaded to Taleo

## THE IMPORTANCE OF TAKING GOOD INTERVIEW NOTES

If questioned in a lawsuit or government compliance review, in addition to Talent Acquisition, hiring managers may be asked to produce records and explain hiring decisions that may have occurred up to two years ago. Without good documentation in our HR files, it may be impossible to recall events from years ago. If properly taken, good notes can prove to be invaluable to UPMC.

Ask yourself the following questions:

- Are my notes objective, factual and backed up with examples?
- Can I back-up a subjective opinion I have about the candidate with facts?
- Can I defend my hiring decisions? Will my notes back up my decisions?
- Did I write anything down that I wouldn't want a jury to read?

## KEYS TO MAKING A SMART DECISION

- Interview multiple candidates and/or conduct multiple interviews with the same candidate if the level of the position merits it.
- Make sure candidates are given equal evaluation time and ask consistent interview questions.
- Don't make a quick decision. Make sure you consider all factors before making your selection decision.

## INTERVIEWING DON'T'S

Don't ask a candidate questions about, or base the hiring decision on the following:

- Race, color or national origin
- Religion
- Age
- Gender or sexual preference
- Marital and family status – including child-care problems
- Contraceptive practices/pregnancy/plans to have children/children in household
- Height or weight
- Physical disabilities/Medical or mental conditions
- Veteran status
- Arrest records
- Where applicant lives
- The applicant's credit rating or other financial data

*Refocus the candidate if he/she should digress into a discussion in any of the above areas.*

## IN CONCLUSION: 4 THINGS TO REMEMBER

1. Keep the interview job related, be consistent, and stay away from unacceptable questions.
2. Document the results of the interview and back up subjective decisions with facts.
3. Keep all interview notes and upload to Taleo.
4. Partner with Talent Acquisition to assist through this process

## INTERVIEW QUESTIONS– WHAT TOPICS ARE ACCEPTABLE AND UNACCEPTABLE?

Subject	Acceptable	Unacceptable
Name	Have you ever worked for UPMC under another name? Have you held any former jobs or attended school under another name?	Have you had any other names?
Birthplace	No acceptable questions.	Where were you born? Where were your parents born? Requiring a birth certificate.
Age	Are you over 18 years of age?	How old are you? Any questions attempting to determine the age of the applicant are unacceptable. Expressing preference for applicants of one gender or for younger workers (e.g., “recent graduates”) in advertisements or job postings.
Religion	No acceptable questions.	Any questions about a person’s religion or about what days he or she may need off for religious observances.
Work Schedule	Can you meet the attendance requirements of the position being applied for?	Any questions about health conditions that would lead to absences from work.
Race or Ethnicity	No acceptable questions.	Any questions seeking to elicit what race the applicant is, or other questions indicating race or ethnicity or an applicant’s opinion about working with staff of a different race, color, ethnicity, etc.
Photographs	No acceptable questions.	No photographs should be required or taken at the interview stage.
Citizenship	Information provided on application.	Any questions asking or seeking to elicit what nationality the applicant is.
National Origin	Are you eligible to work in the U.S.? Questions pertaining to languages the applicant can read, write, or speak and the fluency of their ability, if the ability to do so is a bona fide job requirement.	Any questions about the applicant’s national lineage or their date of entry into the U.S. Any questions concerning the national origin of the applicants’ spouse or family. How the applicant acquired the ability to speak, read, or write a
Education	Applicant’s educational background in order to determine relevant education.	When did you graduate from high school? When did you receive your college degree?
Military Experience	Do you have experience with the U.S. Armed Forces? What specific skills or training did you acquire in the military related to the job?	What type of discharge did you receive from the military?
Character and Criminal Background	No acceptable questions. Formal background checks are conducted by Human Resources. Let HR handle.	Have you ever been indicted for a crime? Have you ever been arrested?
Relatives	Name of any relatives who are employed by UPMC.	Are you married? What relatives live with you? With whom do you reside?
Physical Condition	Can you perform the essential functions of the position for which you are interviewing? Are there any accommodations that you need for performing the essential functions of the job?	Are you disabled? Are you healthy? Any questions concerning workers’ compensation claims.
Marital and Family Status	No acceptable questions.	What is your marital status, marital plans, or childcare responsibilities? Do you intend to have children?

## UPMC APPLICANT REJECTION REASONS

Rejection Reason	Definition
<b>Interviewed - Less Preferred Applicant</b>	Based on interview, it is determined that candidate meets minimum qualifications, but is not the preferred candidate based on manager preferences, assessment results or limited experience
<b>Interviewed - Not Qualified</b>	Based on interview, it is determined that the candidate does not meet the listed minimum qualifications for the position
<b>Interviewed - Poor Interview</b>	Candidate had a poor in person interview
<b>Interviewed - Poor Phone Screen</b>	Candidate had a poor phone screen
<b>Interviewed - Compensation Request too High</b>	Based on interview, it is determined that the candidate is requesting a salary that is outside the pay range for the position, or above the maximum amount budgeted for this position.
<b>Interviewed - Second Choice</b>	Candidate is a fit for the position and will be offered the position if the first choice candidate declines the offer...
<b>Interviewed - Unable to Contact</b>	Candidate was interviewed but is now unable to be reached to complete all steps in the interview process
<b>Interviewed - Selected for Another Position</b>	Candidate was interviewed for the position, but was selected for another position prior to moving to the step of the process
<b>Not Interviewed - Less Preferred Applicant</b>	Candidate meets minimum qualifications, but is not the preferred candidate based on manager preferences, assessment results or limited experience
<b>Not Interviewed - No Show for Interview</b>	Candidate did not show up for the scheduled in person interview
<b>Not Interviewed - No Show for Phone Screen</b>	Candidate did not show up for the scheduled phone screen
<b>Not Interviewed - Not Qualified</b>	Candidate does not meet the listed minimum qualifications for the position
<b>Not Interviewed - Unable to Contact</b>	Candidate would have been interviewed except for the fact that he was unable to be reached by phone and/or email.
<b>Not Interviewed - Selected for Another Position</b>	Candidate was selected for another position prior to being interviewed for the position
<b>Candidate Withdrawn Reason – to be used when candidate isn't interested</b>	<b>Definition</b>
<b>Interviewed - Accepted Offer From Another Employer</b>	Candidate was interviewed for the position, but accepted an offer from another employer prior to moving to the next step of the process
<b>Interviewed - Department/Role Fit</b>	Candidate withdrew interest in position due to department/role fit
<b>Interviewed - No Reason Given</b>	Candidate withdrew interest in the position but did not provide a reason
<b>Interviewed - Not Interested in Compensation</b>	Candidate withdrew interest in position due to compensation
<b>Interviewed - Not Interested in Location</b>	Candidate withdrew interest in position due to location

<b>Interviewed - Not Interested in Shift/Schedule</b>	Candidate withdrew interest in position due to shift/schedule
<b>Interviewed – Other</b>	Candidate withdrew interest in position for a reason not listed
<b>Not Interviewed - Accepted Offer From Another Employer</b>	Prior to being screened, candidate withdrew from the position due to accepting an offer from another employer
<b>Not Interviewed - No Reason Given</b>	Prior to being interviewed, candidate withdrew interest in position
<b>Not Interviewed - Not Interested in Compensation</b>	Prior to being interviewed, candidate withdrew interest in position due to compensation
<b>Not Interviewed - Not Interested in Location</b>	Prior to being interviewed, candidate withdrew interest in position due to relocation
<b>Not Interviewed - Not Interested in Shift/Schedule</b>	Prior to being interviewed, candidate withdrew interest in position due shift/schedule
<b>Not Interviewed – Other</b>	Prior to being interviewed, candidate withdrew interest in position for a reason not listed