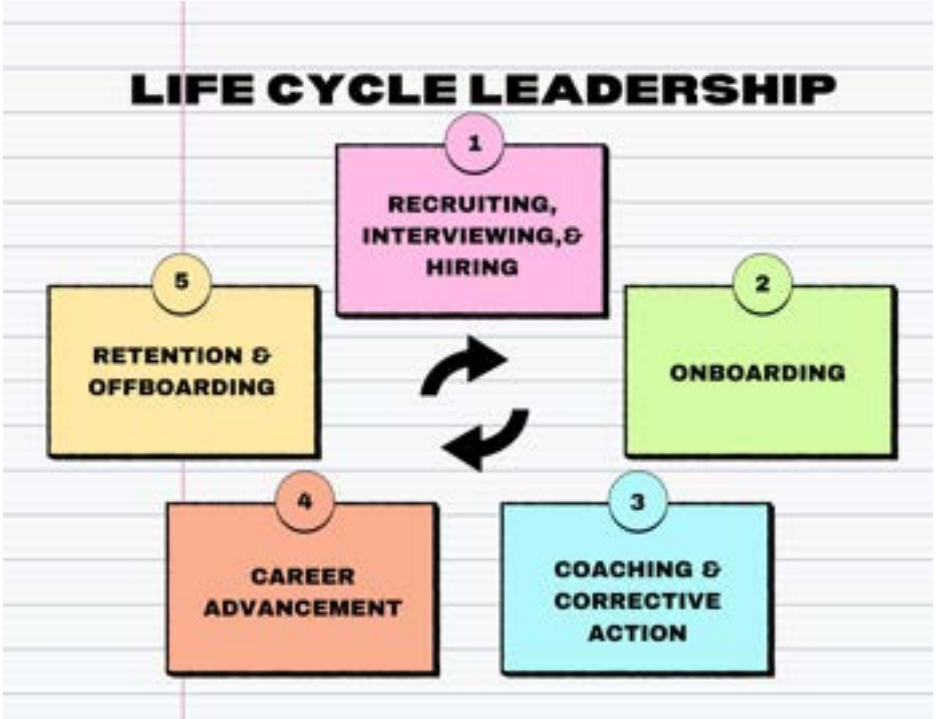
Stage 1 | Recruiting, Interviewing, and Hiring

Life Cycle Leadership Series

Lifecycle Leadership

- Leadership is not one size fits all
- Leadership looks different at each stage of the employee lifecycle
- The Employee Lifecycle includes:
  - Recruitment, interviewing and hiring
  - Onboarding and new employee experience
  - Development and career advancement
  - Discipline and corrective action
  - Retention and offboarding
- Each stage has different needs, goals, common issues, etc.
- As a leader, you need to be intentional about leading your employees through each stage.



Stage 1: Recruiting, Interviewing & Hiring

The Process:

- Writing a compelling job description.
- Posting the job.
- Actively recruit and grow the applicant pool.
- Develop search committees and interview panels
- Schedule and conduct interviews
- Make an offer
- Ensure Federal Compliance (I-9)

Writing a Job Description

1. Job Title

- Departments may propose a working title in lieu of the University title to make the job more appealing to applicants.
- Consider a working title that adds clarity to the position
    a. Ex: Senior Finance and Accounting Analyst to Senior Grants and Contracts Administrator

2. Job Summary

- A brief overview (2–3 sentences) summarizing the purpose of the job and its primary responsibilities.

3. Key Responsibilities

- A detailed list of the primary tasks and duties. This section should cover what the candidate will be expected to do daily, weekly, or occasionally.
- Should be detailed and specific

4. Minimum Qualifications

- Education and experience listed in the job code. **Must appear exactly as written - no edits allowed.**

Job Description cont.

5. Preferred Qualifications

- Qualifications that are desired, but not required to be hired for the role
- Can be used to evaluate and differentiate candidates
- Consider including things like:
    a. Preferred Education
    b. Preferred years of experience/ experience in a specific industry
    c. Preferred types of experience (specific)

6. Work Environment/Conditions

- Indicate the type of work environment (e.g., remote, in-office, hybrid).
- Mention any physical demands or conditions if relevant (e.g., lifting requirements, travel, etc.).

7. Reporting Structure

- Indicate who the role reports to and any direct reports (if applicable).

Job Description cont.

8. Anticipated Hiring Range

- Must be within the GGS Range.
- Must be within budget and equitable with current staff.

9. Equal Opportunity Statement

- The University EEO statement is added to each posting.

10. University Benefits

- Benefits can be a major selling point to candidates.
- Information is added to all postings to identify if a position is/is not benefit eligible.

11. Application Process

- Provide Instructions on how to apply, including the documents required (resume, cover letter, portfolio) and deadlines.

Compelling Job Descriptions: How to’s

1. Start with a Strong, Engaging Job Title

- Make the job title clear but also enticing. Avoid overly technical jargon unless necessary. Example: Instead of "Support Analyst," try"Customer Success Specialist – Elevate User Experience." Again, you have the option of developing a Working Title to make it more relatable to applicants.

2. Craft an Attractive Introduction

- Open with a hook that captures attention. Highlight what makes working for the University of Missouri system/UMSL unique or why this role is exciting. Mention growth opportunities or a collaborative team culture.
- Example: "Join the UMSL team where you can be a part of shaping the next generation.”

Compelling Job Description cont.

3. Focus on Impact

- Rather than listing tasks, emphasize the **impact** of the role. Help candidates understand how their work will make a difference.
- Example: "You'll play a key role in improving how educators and students engage with virtual learning platforms."

4. Highlight Growth Opportunities

- Point out opportunities for career development, leadership paths, training, or certifications offered by UMSL.
- Example: "This role offers growth into leadership or technical specializations with ongoing professional development."

5. Sell the UMSL Culture

- Talk about the UMSL's values, mission, and workplace culture.
- Consider adding a brief section about why someone would want to work for your department. (IE. 'Top 5 Reasons to Work with UMSL Advancement')
- Example: "We believe in a flexible, supportive work environment where innovation and collaboration thrive."

Compelling Job Description cont.

6. Use Engaging Language

- Write in an energetic, positive tone. Avoid overly formal or robotic language. Instead of “The candidate will be required to…”, try “You will…”
- Use compelling action verbs
- Example: "You’ll collaborate with a passionate team to solve real-world problems and deliver creative solutions."

7. Emphasize Benefits and Perks

- Showcase the benefits that make UMSL appealing

  Example: 75% tuition reimbursement for employees; 50% tuition reimbursement for spouse and dependents; customizable health insurance options; retirement plans. Detailed benefit and retirement options located at https://www.umsystem.edu/ums/hr/benefits_and_retirement

8. Be Specific about What You’re Looking For

- Provide clear but exciting qualifications. Help candidates visualize themselves in the role by being specific about the skills you need while encouraging those who meet most of the criteria to apply.
- Example: "If you’re a problem solver with a passion for technology and a track record of supporting user success, we want to hear from you."

Compelling Job Description cont.

9. Avoid Unnecessary Jargon

- Keep the language approachable. Too much industry-specific jargon can make the description intimidating. Instead, focus on clarity while ensuring technical terms are easily understood.

10. End with a Call to Action

- Encourage candidates to apply by creating urgency or excitement.
- Example: "Ready to make an impact? Apply today and be part of our mission to revolutionize the future of learning."

Example Job Description - what can make it better?

Job Title: Executive Assistant

Job Overview:
We need someone to assist the executive team. The person must be organized and good with people. You will be expected to manage schedules and handle office stuff. We are looking for someone who can support our executives with various tasks.

Responsibilities:

- Schedule meetings
- Organize the office
- Do tasks for executives
- Answer phones and emails
- Take care of things when the executives are busy

Qualifications:

- Experience with assisting
- Good with communication
- Knowledge of scheduling software
- Must be flexible
- Organized
- Ability to multitask

Job Posting Form

UMSL HR → Managers tab → Recruiting & Hiring → Posting a Position

Partner with your Business Manager on completing this form.

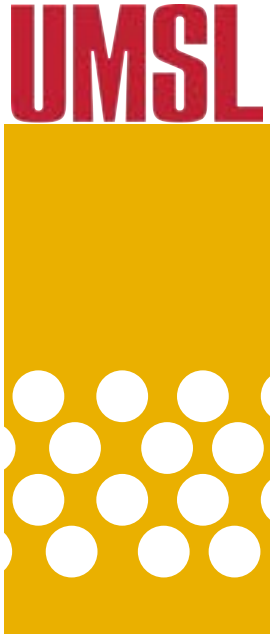
Often missed or underutilized sections:

- Hiring Team (include Names & EMPL IDs)
- Anticipated Hiring Range (required on all staff postings)
- Preferred Qualifications (note! not the same as minimum qualifications)

Completed forms need to be sent to employment@umsl.edu

Benefit Eligible - Job Posting Process

- Justification approval required
- Work with Business Manager on salary range
- Complete the Staff Job Posting form
- Email the completed form to employment@umsl.edu
- You will receive a confirmation email from employment@umsl.edu



Part time/temp

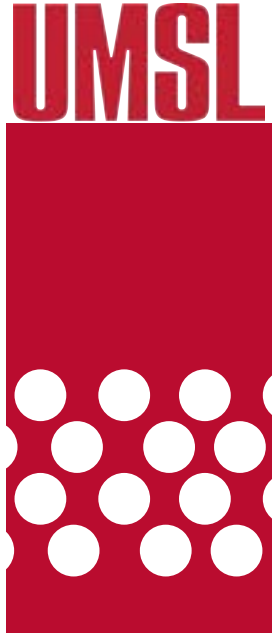
- Business Manager creates a position number
- Hourly rate offered must be within your budget
- Complete the University Shared Services Request for HR Processing Form
- Business Manager submits (above) form to Shared Services
- Set an end date (this can be extended if needed)
- Consider using SOS Temporary Services: SOS WEBSITE.

Student

- Hourly rate offered must be within your budget
- Complete the University Shared Services Request for HR Processing Form
- Business Manager submits (above) form to Shared Services
- Set an end date (this can be extended if needed)

Faculty

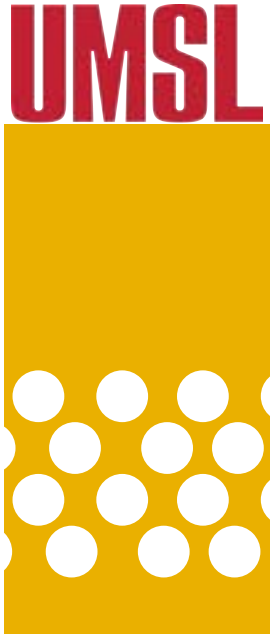
- Justification approval – Provost notifies Dean
- ODEI works with department on search process
- Search committee chair sends job ad to ODEI for review
- Search committee chair sends requisition form to BM for approvals
- Form is emailed to employment@umsl.edu



Actively recruit & grow the field

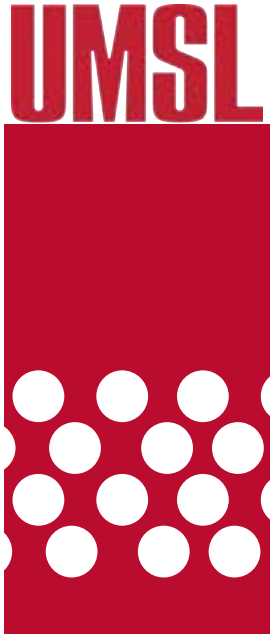
What does the recruit team do:

- Partners with HRPs & Business Managers to identify positions that may need recruitment assistance
- Creates a customized recruitment plan to support departmental efforts
- Screening & Sourcing
- Salary & Equity Analysis
- Offer Preparations/Negotiations
- Candidate Communications



Recruitment Support Can Include:

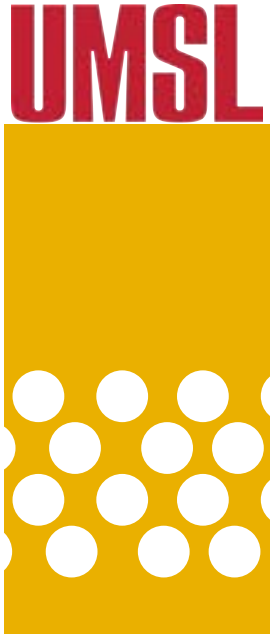
- Position Description Review & Development
- External Job Posting Assistance
- Sourcing Passive Candidates
- Candidate Review
- Screening Interviews
- Interview Logistics (scheduling, hosting, etc.)
- Interview Question & Evaluation Development
- Reference Checking
- Offer Preparations



Closing the posting & accessing application packets

- Job postings will be posted for 30 days, unless otherwise specified

- Include all interviewers and interested parties on the Job Posting Form, so they will access to the applicant pool



Search Committees & Interview Panels

- Full-search committee – (Executive level positions) evaluates applications (helpful for large candidate pools), chooses whom to interview, conducts interviews, and chooses finalists.

- Interview committee – (other positions as needed) supervisor (and an additional person such as a campus stakeholder) interviews the qualified candidates.

Interviewing

- Job Knowledge
- Abilities
- Flexibility
- Skills
- Advocate for the University

Pre-Screening

If not utilizing the recruit team, Pre-Screening is a best practice

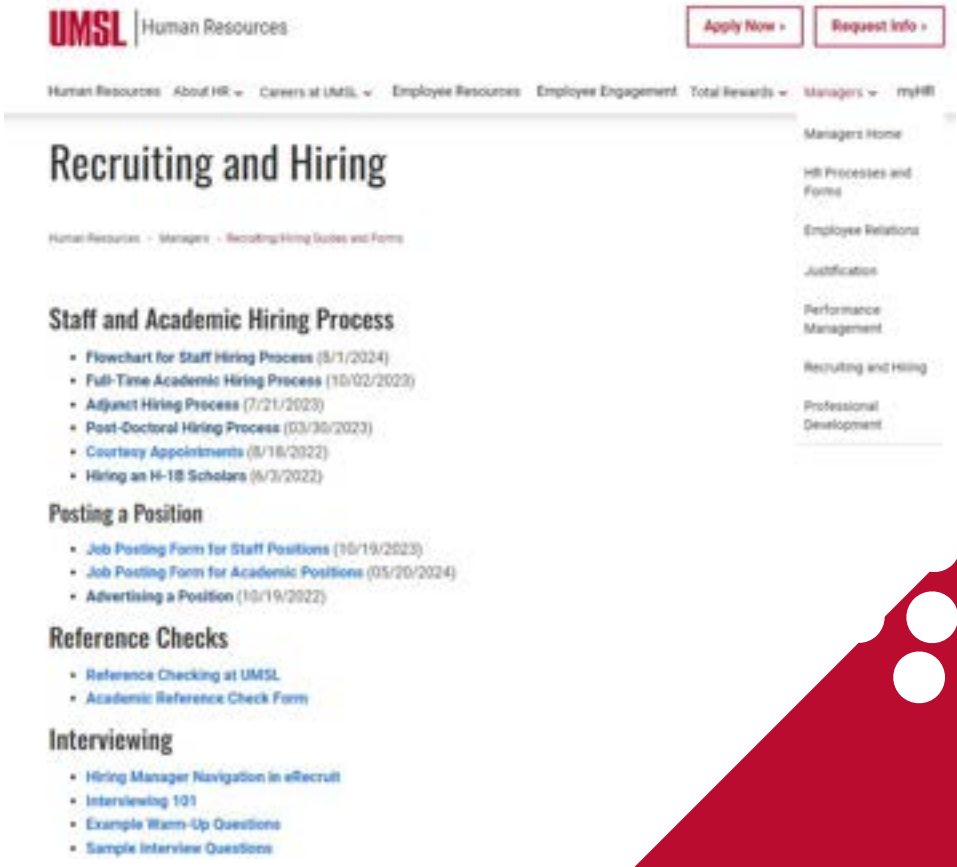
- *Can you describe your background?*
- *Why are you looking for a new job?*
- *When could you start working?*
- *What reasons do you have for leaving your most recent job?*
- *What attracted you to apply for this position?*
- *Describe your current job responsibilities.*
- *What are your salary expectations - let them know the range listed is what is budgeted.*
- *Do you have specific questions about this role?*

Interview & Follow Up

- Two-way street - make a good impression and represent UMSL well!
- Review resume before arrival
- Have your questions ready

Interviewing Tips & Questions

- UMSL HR Website
- UMSL Full-Cycle Recruiter



Examples of a Bad Interviewer

The Catterbox

The Quiet One

The Spontaneous One

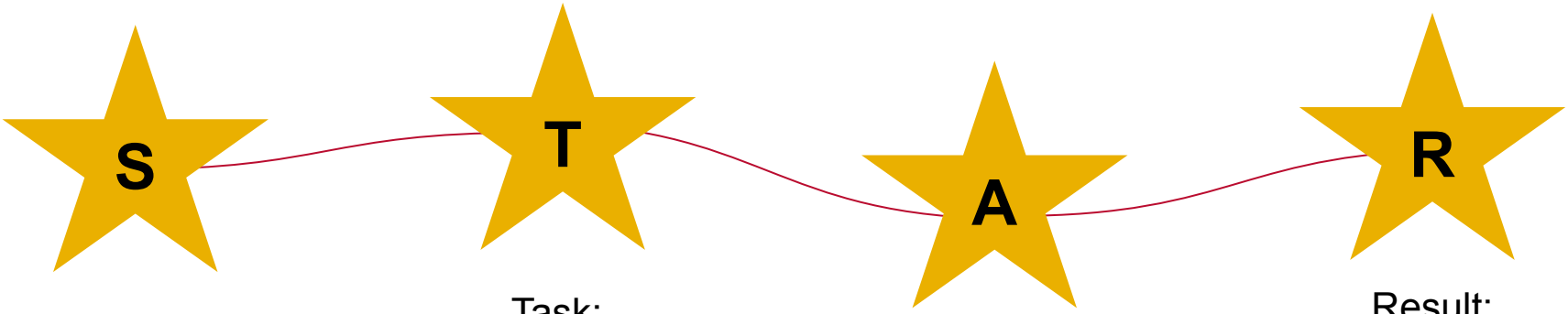
The Intimidator

The Best Friend

The Interview

- Sell the Position
- Ask Questions
  - STAR Interview Technique
- Actively Listen

STAR Interview Technique

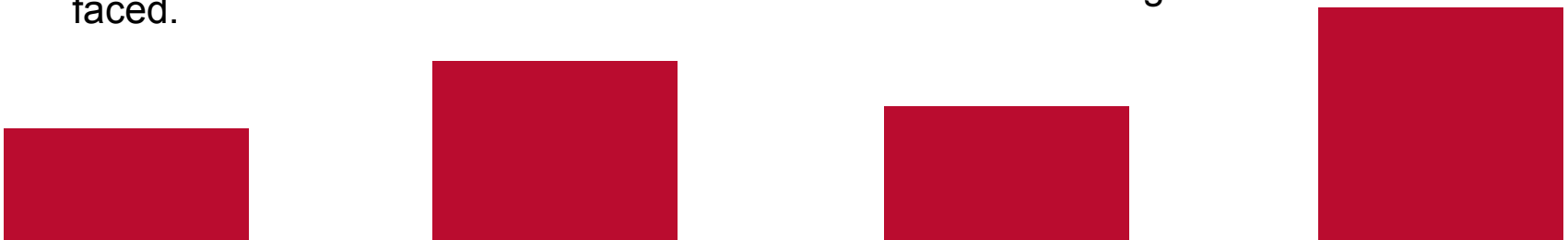


Situation:
ask the interviewee to describe a situation or challenge they have faced.

Task:
Describe the individual task or requirement that was needed.

Action:
Describe the action taken to overcome the situation or challenge.

Result:
Describe the result or the outcome of the action taken



Reference Checks

- Once you have narrowed down your applicants to one or two, initiate the SkillSurvey Reference Check - prior to making a verbal offer!

Verbal Offer Tips:

- Always call
- Share why they are the right candidate
- Share the compensation
- Give overview of benefits
- Ask for questions
- Discuss start date
- Set a date for their decision (if applicable)
- Congratulate them

After Verbal Offer Acceptance:

- Business Manager sends offer information to Stripes.
- Recruit team creates offer letter.
- Upon completion of signatures, Recruit team initiates the CBC.

Remaining Steps

1. Candidate is sent a link to the DemoData form
2. CBC is initiated and completed
3. Candidate receives onboarding email from Stripes
4. Stripes Shared Services provides welcome email
5. Candidate completes pre-boarding forms and I-9
6. UMSL HR team sends NEO email to candidate

I-9 Compliance

- I-9 is Federally required for an employee to be hired/paid
- Manager is responsible for ensuring the employee has completed their pre-boarding AND I-9 ten business days prior to the effective hire date. (Ex. hire date is Sept. 11 - the new hire will have 10 days from Sept 1st to complete Preboarding and the I-9.)
- Manager is responsible for ensuring the employee is NOT working before the I-9 is completed
- I-9 is a virtual process (unless the employee has opted out)

I-9 Compliance - continued

- If additional time is needed to complete the onboarding process, the manager must email Stripes Shared Services to move the start/effective date forward.
- Generally speaking, employees may begin working 48 hours after submitting I-9 documentation.
- Starting five days prior to the due date, managers can expect a reminder email

HELP GUIDES

UMSL HR will provide an Employee Registration guide as well as I-9 specific training to supervisors

To request these additional trainings, please reach out to umslhr@umsl.edu

Resources

UMSL Recruit Team

- Ellen Drummond
- Cleola Butler

[UMSL HR Hiring Page]

[Your HR Partner]

[Your Business Manager]