The 7 Real Reasons Why Employees Leave:
89% of employers think that people leave their jobs for more money. Actually, only 12% of employees actually leave their jobs for more money.

1. Job not as expected
This is a prime reason for early departures. Give a realistic job preview to every candidate.

2. Job doesn’t fit talents and interests
This occurs usually because of hasty hiring. Employers should ‘hire for fit’; in other words, match their talents to your needs.

3. Little or no feedback/coaching
Today’s employees, especially younger workers, seem to want feedback whenever they want it. If you give it honestly and often, you will get job commitment, not just compliance.

4. No hope for career growth
The antidote: provide employees with training opportunities that will allow them to develop and acquire new skills.

5. Feel devalued and unrecognized
Money issues appear here, but this category also includes even more employees who said that no one ever said ‘thanks’ or listened to what they had to say. The compensation issue can be addressed with a system that is fair and understandable. It is important here to listen and then respond to employee input. It is also important to see if any employees are getting too much recognition.

6. Feel overworked and stressed out
This comes from insufficient respect in the organization for the life/work balance of employees. Institute a ‘culture of giving’ that meets employees’ total needs.

7. Lack of trust or confidence in leaders
Develop leaders who care about and nurture their workers, and trust and confidence will develop as well.

- HR Daily Advisor

The Importance of Reference Checking

One of our biggest goals with each recruitment effort for a job search is simply to identify and hire the best possible person for that job. Once that “diamond” candidate has been selected, one of the final steps in the process before completing the hiring proposal should be to complete careful, job performance-based reference checks that not only ensure the candidate was honest on his/her resume and job application, but also that your top candidate can do what he/she claims to be able to do.

According to Paul Barada, Monster Salary and Negotiation expert, “in this current job market with so many readily available candidates, reference checking is more important than ever in the employee selection process.”

We’ve heard many times from departments that they experience difficulty in getting any valuable information from previous employers due to liability concerns. However it’s been our experience that many managers and executives listed as employment references can be surprisingly candid in discussing a candidate’s past job performance. We have also seen them confirm concerns noted during the interview process or reveal other details that shed new light on a candidate’s ability to perform. References can also provide the names of others that may be better informed about the candidate’s actual performance (i.e. direct supervisor, project manager, etc.). Simple reference checks can also assist you in discovering those times in which a job candidate has exaggerated, or even lied, about his/her actual credentials and/or experience. According to William von Achen, President of Strategic Management Resources, “less than scrupulous job seekers can easily embellish their resume with unearned qualifications, confident that prospective employers won’t bother to check references.”

Paul Barada offers professionals these guidelines and tips when preparing and performing reference checks:

(continued on page 2)

Announcements and Training Opportunities

Great opportunities to assist you in making great hires for your open positions are coming your way this spring. Check out the HR Training website for more information and to enroll in the upcoming classes.

http://training.rice.edu

The 4 C’s of a Diamond Employee

April 9, 2009
9:00am – 12:30pm
IBC

Interviewing: More than a Gut Feeling
April 29, 2009 & April 30, 2009
9:00am – 12:30pm both days
IBC

Space is limited so be sure to enroll soon! If there is not a space available or you are unable to attend those days, these classes will repeat again in the fall. Your dedicated recruiter can also work with you to set up a “mini-session” on the 4 C’s training for you or your department.
Hiring Freeze Update

The staff hiring freeze that was put into place on December 1, 2008 was released at the end of January. The short freeze was successful in meeting the intention of slowing up hiring enough to allow schools and divisions time to evaluate their hiring needs for the upcoming fiscal year in light of the announced budget cuts. Schools and divisions are being asked to cut 5 percent from A1 and A2 budget from their total FY 2010 budget which begins on July 1, 2009.

We’re Not Alone!

Hiring freezes were put in place at many other schools around the same time and in response to the economic crisis as well. According to a survey of over 200 colleges and universities about how they have been affected by the recession conducted by the Chronicle of Higher Education, 58 percent have implemented a partial hiring freeze on staff positions, 7 percent have begun a total freeze on staff hiring, 43 percent have a partial hiring freeze on faculty positions and five percent have a total hiring freeze on faculty. Twenty-six percent are considering layoffs, and 11 percent have made actual layoffs.

The following schools will have budget cuts as noted: Princeton 5%, Stanford 15% in next 2 years, Cornell 5%, Carnegie Mellon 5 to 10% by FY 2012.

What Else Can We Do?

The University is soliciting all ideas for departmental, interdisciplinary or university-wide actions that may have the potential to reduce costs and support Rice’s strategic priorities. If you have an idea you would like to share, you are encouraged to submit your ideas online at the following URL:

http://professor.rice.edu/Forms.asp?MODE=NEW&Forms_FormTypeID=-146

The Importance of Reference Checking (continued from page 1)

- Check three references. Always check at least three references. Obtaining multiple references allows prospective employers to look for consistency and to demonstrate that they used reasonable care in the hiring process.
- Ask for different types of references. The best references generally come from former supervisors. Peers and subordinates are also excellent references. The best scenario is to gather job performance information from references who have varying perspectives of the job candidate.
- Ask about past job performance: When checking references, be sure that all questions relate directly to job performance and nothing else. What job applicants do on their own time should not be an employer’s concern, unless it could adversely affect their ability to do the job. One of the best questions to ask is "Would you hire this person again?"
- Check recent job history: A reference check should cover a five- to seven-year period. There’s not much point in talking to references from 10 years ago - most will be hard-pressed to remember much about an individual’s job performance, and people do mature and change over time.
- Avoid personal references: Personal references are generally a waste of time. Always insist that the candidate provide references who can and will comment on past job performance.
- Check references by telephone: Mailing a form is better than nothing, but not by much. Thorough reference checking includes listening carefully to responses: a person’s tone of voice can change the meaning of a response dramatically. Talking directly to references also allows for follow-up questions.
- Ask open-ended questions about job performance: Avoid questions that can be answered with a simple "Yes" or "No." Questions such as: "How would you describe Joan's management style?" will provide more information.
- Avoid these questions at all costs: Never, never, never ask questions about age, race, sex, religion or national origin. These categories are all protected by federal law and they don’t have anything to do with job performance.

Still needing guidance or assistance in putting together your reference checking questions? Please call your dedicated staff recruiter and they will be happy to assist you!
When you finally come to a decision as to whom to hire for your open position, one of the tasks left to do is screen out the other candidates who did not make the cut. Of course, there are several reasons as to why they may be screened out, but what is most important is that the reason is legitimate and directly related to the job and job posting. What some of you may not be aware of is that you may use preferences for the job as reasons to screen out applicants, but there are some very important rules that must be followed.

When creating the job description and position details, there are sections for 'Education Preferred', 'Experience Preferred', 'License/Certification Preferred', and 'Other Skills Preferred' that follow the 'required' sections for each. The classification for each position will show what is the bare minimum required, and these can be amended to show that a Bachelor’s degree in a related or particular field is required instead of just 'Bachelor’s degree'. However, if you prefer (or even strongly prefer) that the person you hire has a Bachelor’s degree (or higher) in a specific field, it should be entered into the 'Education Preferred' field. This also goes for the experience fields (and the others mentioned earlier) – while it may be required for the applicants to have three years of administrative experience, you can certainly prefer they have that experience in a university/higher education or nonprofit environment.

Now for the rules that govern screening out applicants based on preferences for the position. Firstly, any sort of education, experience, license/certification, or skill that you would prefer your new hire to have must be posted in the job description. If you screen out an applicant because they do not have the preferred education, experience, etc. it is (continued on page 4)

Elena’s Excellent Explanations

Changes on Requesting a RICEWorks User Account

1) To request a RICEWorks user account, go to the RICEWorks site at https://jobs.rice.edu/hr and click "Create User Account."

2) Complete all fields and submit your request.

3) You will need to ask your Department Chair/Administrator to send an e-mail to Elena Cumpian, elenac@rice.edu, giving approval for the RICEWorks user account to be activated.

4) Your user account will be placed in a “Pending System Training” status; once you are put in that status the RICEWorks Administrator will contact you by e-mail and/or phone to schedule a training time. Training classes for RICEWorks are available to all employees who have or will have RICEWorks accounts and need to use the system to perform their job duties.

5) Your user account will not be approved until you have completed a training session. If you know of someone who has recently been hired and will be using RICEWorks to perform their job duties please have him/her schedule a training session.

To schedule training, contact Elena Cumpian, RICEWorks Administrator, at ext. 5252 or elenac@rice.edu.

Michelle’s Miscellaneous Megabits

As recruiters, one of the biggest complaints we get from candidates involves lack of communication after they’ve interviewed for a position to notify them that another candidate was selected. Hiring Managers and Administrators have a couple of options when deciding how best to communicate the appropriate information to the applicants interviewed but not selected.

The first option is an automated e-mail from RICEWorks. RICEWorks has the ability to notify candidates once your selected candidate has been hired. Simply select “Interviewed – not hired (send e-mail)” when completing your non-selection reasons. The e-mail does not go out prior to acceptance and completed hire of your top candidate.

The second option is for the department to call or send a communication to the candidate if a bit more of a personal touch is needed. The caution here is to be sure you’re not getting into a situation of saying too much (continued on page 4)
Wiley’s Words of Wisdom (continued from page 3)

not posted on the job description, it is not a legitimate reason.

Secondly, the applicant you select to hire must have the preferred education, experience, etc. if you are screening out the other applicants on preferences. For example it is not a legitimate reason to screen out someone because they do not have a preferred Bachelor’s degree if the selected candidate for hire does not either.

Finally, if you are screening out applicants on preferences, you must make sure that the applicant(s) do not actually have that preference. For instance, if you prefer the applicants have two years of experience in a university/higher education or nonprofit environment and your selected applicant for hire has at least two years of experience at another university, you cannot screen out another applicant if they have at least two years of experience at a nonprofit such as the Houston Zoo, the Sunshine Kids, or another similar nonprofit organization.

If you need help with creating the position details for your job posting and the preferences section, or if you have questions when you are screening applicants out based on the posted preferences, please don’t hesitate to call Affirmative Action/Equal Employment Opportunity Office or your dedicated staff recruiter.

Michelle’s Misc. Megabits (continued from page 3)

or where your words could be misinterpreted by the rejected candidate. Your dedicated staff recruiter will be happy to help you in crafting your letter or preparing for that phone call.

Comments?
Suggestions?
Questions?
Please send them to us at jobs@rice.edu.