Many hiring managers rely on their gut instinct when it comes to hiring. Gut instincts aren’t all bad, but hiring managers would do better to identify facts and data that can support their gut feelings.

1) Know What You Need Before You Start Looking

Before you start your search, take the time to clearly define what you need:

- What are the core job duties that will be performed?
- What skill set is necessary for someone to successfully perform these duties?
- What past accomplishments and work experience would prepare someone to do this job?

A best practice would be to have multiple people who know the job role and the requirements come together and agree on these key needs. Not only does this help define more clearly what you are looking for, it also earns the buy-in of the individuals who will participate in selecting and working with your new employee.

2) Try Team Interviewing

Having two or more interviewers is another good strategy that will provide you with more information and better detail regarding an applicant. While one person is asking the question, the other can be observing and listening. It’s very common that one interviewer will catch something that the other missed.

3) Ask Follow Up Questions

Interviewing expert Kurt Einstein said, “The first question you ask elicits the programmed answer. The follow-up question gets to the truth.”

When you follow up a question with behav-

Have Staffing Questions or Needs? HR Can Help.

As you work through your staffing plans for the upcoming calendar and fiscal years, remember that Human Resources can help. If you have questions regarding staffing – reorganization, potential lay off situations, need for temporary help, assessing internal candidates – let us know. We can help you think through the situation ahead of time and make a plan.

Please contact your recruiter, who will identify who in HR can assist based on the specific need.
Hiring on Instinct Alone? Think Again for Better Results! (cont)

ioral based prompts such as, “how did you make that happen?” or “tell me more about that?” you will get much better information and data on your applicants. The follow up questions are the most important questions you will ask in the interview.

4) Don’t Forget the Post Game Analysis

Don’t miss the opportunity to immediately have a discussion amongst the interviewers after the interview is complete. It’s a good idea, to schedule time for this post-interview discussion at the same time that you schedule the interview, so you don’t miss this crucial step.

This post-interview discussion should focus on the applicant’s strengths and weaknesses relative to the core duties and skills you identified at the beginning of the hiring process.

Make sure that all interviewers have an opportunity to share their observations – good and bad – without being squelched by others. Encourage each interviewer to provide their impressions and the detail for how that impression was formed.

If you follow these suggestions, your gut instinct and the facts should be aligned, and the result will be a better hire!

If you would like to learn more about selection techniques, we strongly encourage you to attend the next “Interviewing – More Than a Gut Feeling” class on April 20 & 21, 2010. You can sign up now at http://people.rice.edu/trainingcourses.cfm.
Wiley’s Words of Wisdom

As the campus winds down after another semester and everyone makes plans for their time off around the holidays and winter recess, we need to make sure we are taking care of the active job postings on RICEWorks while most of us are gone for the next couple of weeks or so. In order to do this, there a couple of steps we can all take that will help keep things moving along for the applicants and the departments.

Before the winter recess or before your office closes and/or you leave for vacation, your recruiter can contact the applicants that have applied to your posting to let them know that the university closes for recess, and normal operations will resume on January 4 and that we appreciate their patience, etc. Also, if you will be out of the office for an extended amount of time, you can let your recruiter know when you will return and who will be covering for you while you are away, just in case anything comes up that needs immediate attention. You can also just change your outgoing voicemail and e-mail messages with the contact information for who should be contacted in your absence.

The recruiters will be in and out during the winter recess and the weeks leading up to and after, but someone will be here and we will have outgoing voicemails and e-mails letting you know who is covering for who and when. If you think there will be anything urgent happening with your posting, a job to be posted, or a hiring proposal, please let us know and we will get it taken care of. Happy holidays, everyone, we’ll see you next year!

Elena’s Excellent Explanations

When you think you might be able to fill a position with a waiver, here are a few things for you to remember about the process:

- First, talk to Affirmative Action to see if a waiver is the appropriate course of action
- Make sure you get the approval from Affirmative Action in writing that your request has been approved (e-mail would be best, since it must be attached to the hiring proposal)
- Start the appropriate action in RICEWorks (1, 3, or 5) and make a note in the department comments that a waiver is being requested and/or approved
- Recruitment will post for ‘non-recruitment’ and send the hiring manager the quick-link when the position is posted
- The selected candidate will complete the application and attach any required documents for the position
- Your recruiter will review the application to make sure all the job requirements are met and change the status to ‘Under Review by Manager’

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Michelle’s Miscellaneous Megabits (Information)

We talk about all the great features of RICEWorks in recruiting applicants for open positions at Rice all the time. In this issue I would like to highlight the supplemental questions on the application feature.

It is our standard practice to use this tool to ask questions in regards to their experience and education qualifications, which helps immensely in the prescreening process. But did you know you can also ask additional pre-screening questions to help save you time? This feature allows departments and recruitment to ask pre-screening questions of applicants when they apply to the posting, much like you would in an initial phone screen. We have seen groups like Natural Sciences use this feature with great success.

If you will be posting a new position and you are interested in using this feature, please let us know. We can help you with your questions to get as much information as possible from the application process!
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Elena’s (cont. from page 3)

- The hiring manager will then begin the hiring proposal and attach the memo/e-mail which shows that Affirmative Action approves the waiver in the ‘Supplemental Hiring Documentation’ tab
- Once the hiring proposal has been submitted for recruitment review and it has been approved, the recruiter will make the offer