Leadership Insights

Middlebury

Recruitment at Middlebury

Human Resources is committed to assisting leaders with optimizing the experience at Middlebury, before, during, and after employment. Our People Experience team of Human Resources Business Partners (HRBP) and Recruiting Coordinator are dedicated to assisting you with requesting, sourcing, hiring, and retaining individuals in your department(s).

In this article we will review:

- Position Request Process
- Recruitment strategies and HR Business Partner Support
- Workable Tips

Position Request Process

Human Resources has developed a new Position Request form for leaders to request a budget-neutral vacancy replacement (benefit & non-benefit eligible positions), budget neutral re-organizations, or requests for fully grant, gift, or endowment funded positions. A request can be made at any time and no longer needs to wait for a once-a-month review process. Instead, these requests are reviewed ad hoc when needed.

After the request is made using the Position Request Form, the HRBP for your area will work closely with the hiring leader to review the request to ensure strategic and organizational alignment. For benefit eligible vacancy replacements or re-organization requests, there is an interactive dialogue process that occurs. This process includes a review of your current organizational structure and at least 3 different organization design options. Additionally, there will be a review of how the department can shift work to better support and align with the department and institutions strategic plan – what do you aim to request this position start doing? What duties are no longer serving the team and can be stopped? What will the position continue to do? This information is then shared with the Ways & Means Committee for consideration and approval. If approved, the position can be posted, and recruitment can begin immediately.

Requests for new positions, promotions, or vacancy replacements that are budget additive will be reviewed twice a year. Leaders must work with their Vice President to submit the request.

For a more detailed outline of the process for hiring staff, please refer to the Hiring Staff web page under Manager/Supervisor Resources: Hiring Staff

Recruitment Strategies and HR Support

Much like asking hiring leaders what can start/stop/continue as a result of a vacancy, we've asked similar questions related to recruitment. The shift in HR's department structure has allowed us to evaluate our recruitment process and strategy: what's working and what could be improved. Part of creating a positive people experience includes working closely to support hiring leaders with recruitment needs. The People Experience team is prepared to provide a high level of service to reduce as much as possible the "time to fill" a posting *AND* attracting and hiring the best candidates for the position.

We've reimagined the interview process to include more upfront support in removing unqualified candidates from the position "pipeline" through such things as marking applicants as meeting the minimum qualifications stated in the job posting and "disqualifying" candidates that do not meet the minimum stated qualifications. HRBP's can also conduct initial (pre-screen) interviews with candidates and recommend those that appear to be a good fit for the position to be considered further. This will allow you as a hiring leader to focus solely on candidates who meet the minimum qualifications and appear to be a good match for the position.

On the backend of the process, to further save time for hiring leaders, the recruitment team may complete the reference checking step and partner with hiring leaders to make offers and successfully land qualified candidates. As we continue to stabilize this exciting new recruitment platform, we anticipate that we will continue to identify best practices and clarify other opportunities for partnership and support.

Workable 101

Workable is our new Applicant Tracking System for staff and student employee recruitment. We've received positive feedback so far from hiring leaders. Below are some tips to help you set up and use Workable.

- Update/edit your profile, including your picture and name so that candidates can get to know you.
- Did you know that Workable is fully integrated with Outlook? Choose how you receive notifications from Workable in your preference section. Log into Workable, click on your initials (or photo if you've uploaded it), and scroll to the bottom of the page to select your preferences from the menu on the left side of the page. You can also create a custom email signature in your preferences section.
- Want to find your posted jobs easier? In the Jobs dashboard, click on the star next to the name of your posted position(s). This will mark the position(s) as favorite so they appear at the top of the job list.
- Need help finding a posted position? Navigate to the Jobs dashboard and use the search field at the top to find the position. You can also use the filters at the top right to filter by location, department, or group type.
- Do you use search committee members? They can be added to the job as "Reviewers," which allows them to review candidate materials. Search committee members can provide quick feedback about a candidate by using the thumbs up/thumps down icon in a candidate profile (next to the red hand).

- Not interested in pursuing a candidate that has applied? Use the red hand to "disqualify candidates. Click on "other" to see more reasons for not pursuing the candidate.
- Use the pipeline to move candidate through the stages of the recruitment process (meets qualifications, further consideration, interview, recommend for hire, etc). In the candidate's profile, click "move to..." to move them to the appropriate stage.
- Did you know you can communicate with other internal team members within the candidate profile. Click on the chat bubble to add comments. (Candidates cannot see comments.)
    - Use the @ sign to tag team members. This will send a notification to the person to let them know you've added a comment in the candidate profile. This is the best way to communicate with HR when you are ready to make an offer or hire a candidate.

For more tips and resources, refer to the Workable Support page on the HR webpage by following this link: Workable Support | Middlebury Offices and Services

In future editions, we will dive deeper into technical tips. In the meantime, please don't hesitate to contact us with any questions or service needs.