Wake Forest University
Division of Campus Life

Campus Life Recruitment Guidance

Effective 6.1.2025

Staff Search Guide

Wake Forest Human Resources has an online resource for our Hiring Managers to navigate the staff recruitment process. This Staff Search Guide provides step-by-step guidance for hiring managers.

The Campus Life Talent Management team (CLTM) will support the Workday processes related to search, selection, and hiring for positions within our division in collaboration with the Human Resources team. In rare circumstances, there may be a need to vary from this guidance. Following are guidelines that may be unique to the Campus Life recruitment process. Any variance from these guidelines should be pre-approved by the AVP for the unit and the Campus Life Director of Talent Management.

These resources will be updated as process improvements are made and the way we recruit at Wake Forest evolves.

Recruitment Plan

Campus Life recruitment is centered on selecting the most qualified candidate. Ensuring a fair and unbiased process is paramount. This tool is designed to help hiring managers and search committee members successfully navigate the recruitment process. We also want to assist those involved in hiring to apply best practices for recruitment, selection and onboarding of new staff to ensure:

- consistency in our approach to hiring
- selection of the best possible candidate while meeting the specific requirements of the role

Develop a **recruitment plan** during the initial steps of the recruitment process that includes:

- Determining if you need the support of a recruiter. Recommended if:
  - Position has been historically hard to fill
  - A director level or higher
  - Manager or committee chair requires additional support with recruitment
  - previous recruitment resulted in a failed search
- Where you would like to post the position. (*When a job requisition is created in Workday, it is automatically posted to Diverse Jobs, Higher Ed Jobs, Indeed, Inside Higher Ed, and LinkedIn*).
- Establishing and communicating pre-screening procedures
- Interview and hiring procedures for the vacant position
- Timelines (to include the anticipated length of the search, and the number and length of meetings)
- Clarify scope of the search – National, Regional, Internal, etc.
- Plan in the event of a failed search

Job Requisition and Market Data Requests

CLTM will provide oversight and support for job requisition requests, job description reviews, and market data requests for Campus Life. Senior Business Managers will submit the following:

- New or updated position descriptions should be submitted to cltalentmanagement@wfu.edu for approval and submission to Human Resources. Human Resources has a Position Description Toolkit to assist with writing a job description.
- The Campus Life Recruitment Form initiates all recruitment activities and should be completed by the Business Manager to begin recruitment activities.
- Requests for market data should be sent to cltalentmanagement@wfu.edu so that we can maintain a central repository of market data for positions in the division.

Search Committee Composition

The search committee plays a vital role in ensuring that Campus Life attracts and selects the best talent while fostering an equitable recruitment process. Following are guidelines for Campus Life Search Committees:

- The chair of the search committee should be a Campus Life staff member.
- The hiring manager should not serve as a member of the search committee.
- Search committee members should not be part of the reporting structure for the position being filled to maintain impartiality and avoid any potential conflicts of interest. Direct reporting relationships may unintentionally favor candidates who align with their own interests or management style.
- The previous incumbent of the position should not serve on the search committee in order to ensure an unbiased and objective selection process. Having the former holder of the role on the committee could introduce bias or a desire to select candidates who align with their own practices or preferences, which may limit the diversity of ideas and approaches that a new hire could bring. This separation helps promote fairness and openness to new perspectives.
- In most searches, committees should not exceed 3-5 committee members.

Search Committee Training Requirement

Wake Forest requires that anyone serving on a search committee should complete the required "Search and Selection Strategies for Staff Positions" training annually. This list will be updated twice per month to include staff in Campus Life that have completed the training with the most recent date of completion.

Workday Roles for Recruitment

Recruiter: Senior Business Manager for department Hiring manager and CLTM

The Senior Business Manager (in collaboration with the Hiring Manager) is listed as a recruiter for all requisitions and is responsible for:

- Determining the budget for the position
- Working with the Hiring manager to ensure that the position description is accurate and up to date with CLTM
- Submitting the recruitment request and requests for market data reviews
- Submitting the offer request

Applicant Viewer: Search Committee Chair and Members

- Conducts recruitment activities in collaboration with the Hiring Manager and Senior Business Manager
- Allows search committee members to view applicant materials in Workday
  - The Applicant Viewer cannot move candidates, disposition candidates or view questionnaire results

Screening Stage

- The hiring manager and the search committee chair should screen candidates for minimum qualifications to determine which candidates should be reviewed by the committee.
- Reference checks for the final candidate(s) are required prior to an offer of employment.
  - Reference Check Form Template

Interview Questions

To ensure we are able to hire the most qualified candidates, the following links provide sample approved interview questions:

- Interview Questions Relating to Critical Competencies
- Legal vs. Illegal Interview Questions

Offer Stage

- Campus Life senior business managers will submit the Campus Life Offer Request Form prior to a verbal offer being extended.
  - Any planned MCD allowance or relocation allowance must be included in the offer amount for approval.
- CLTM will share approval with the business manager and hiring manager.
- Once the verbal offer is accepted, notify cltalentmanagement@wfu.edu and CLTM will process the offer in Workday.
- If the candidate negotiates terms of the offer (including salary), a revised job offer should be submitted to cltalentmanagement@wfu.edu for approval before agreeing to a counteroffer.

- Any additional language that provides incentives, terms or conditions connected with continued employment, certifications, licensure etc.

Helpful Reports

The following reports are beneficial during the recruitment process. If the hiring manager or senior business manager cannot access the report, please contact cltalentmanagement@wfu.edu to request the report:

Candidate Salary Questionnaire Responses (Salary only. This report compares the candidate's salary requirements disclosed in the Job Application Questionnaire against the Job Requisition's compensation.)
Candidate Questionnaire Responses (All responses. This report enables you to view all candidates' job application questionnaire responses from their initial application.)

Discuss the required Search and Selection Strategies for Staff Positions training module that must be completed and provide a timeline for completion.

Record Retention

A Google folder for your search is provided by Campus Life Talent Management for the search committee to share information for each phase of review. Records will be retained for a minimum of five years after termination and the CLTalent Management team will store and manage these records. Please use this to store all materials related to the search. This includes:

- all hiring documentation
- resumes, and
- search committee records
    - Once a hire has been made, your access to this folder will be removed.

Interview Materials folder

Subfolder for each candidate including all of the candidates' interview information to be shared with anyone meeting with the candidate and should include:

- CVs resumes
- Interview schedule
- Feedback form
    - Each folder is shared with everyone meeting with the candidate
    - Each subfolder is attached to all the meetings for the candidate

Internal Candidates

Our practice is to offer an interview to any qualified internal candidate-specifically those in the Division. If there are internal candidates who do not meet requirements, we ask that you speak with them directly to explain why they are not moving forward.

Compensation

We do not publish or share compensation information with candidates. However, it is important to be aware of what candidates in your pool are requesting for compensation. As you identify candidates who meet the required skills, knowledge and experience, please be sure to review their desired salary. If they have commented “negotiable” or a dollar amount that is above your approved budget for the position, please contact the talent management team to discuss how to talk with the candidate about compensation.

Making an Offer of Employment

Before an offer of employment is extended to the candidate, the hiring manager must first get written approval from a member of the Campus Life Talent Management team. An email may be sent to cltalentmanagement@wfu.edu that includes the following:

- The name of the finalist
- Salary to be offered-including rationale for any offer above the 25th or minimum for the position
- The starting date
- Any hiring bonus (signing, relocation) or MCD (mobile communication device) allowance

Once talent management has approved the offer, a verbal offer may be extended. When the candidate has verbally accepted the offer, the talent management team will generate the offer letter in Workday. Once the candidate signs the letter, the background check process is initiated. It can take up to 3 weeks for this process to complete. Hiring managers will receive a notification from Workday and from CLTM.

Please do not enter the hire into Workday yourself. The talent management team is responsible for processing **ALL**:

- Hires
- Compensation changes
- Terminations
- Retirements