WPI | Division of Talent & Inclusion

STAFF RECRUITING AND HIRING GUIDE

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Commitment to Diversity

Worcester Polytechnic Institute (WPI) is dedicated to fostering an inclusive workplace culture that promotes a sense of belonging for everyone. Our institution values and respects every student, faculty member, and staff member, creating an environment where they can study, live, and work comfortably. WPI is committed to ensuring that individuals can reach their full potential and make meaningful contributions to the institution's goals.

At WPI, we celebrate innovative practices and embrace a diversity of perspectives, insights, and people with varied lived and professional experiences. We recognize that this diversity enhances our community's capabilities and contributes to our success in a competitive, global marketplace.

Equal Employment Opportunity

WPI is an Equal Opportunity Employer and is committed through its policy, to which we affirmatively seek, employ, and promote the best qualified employees, students, and applicants without regard to race, color, creed, ancestry, national origin, citizenship, sex or gender (including pregnancy, childbirth, and pregnancy-related conditions), gender identity or expression (including transgender status), sexual orientation, marital status, religion, age, disability, genetic information, service in the military, or any other characteristic protected by applicable federal, state, or local laws and ordinances. This policy applies to the entire WPI community and is designed to comply with both the spirit and letter of governing state and federal laws.

Review of Department/Division Needs for Existing or New Position

When requesting a new position or filling an existing vacant position, the department or division should assess current business and operational needs and address the following:

- Is the workload effectively distributed?
- Are there new skills and qualifications required for the role?
- Does this position support or align with the strategic goals of the department or division?

Existing Vacancy Position

Supervisors should review the existing position description and update it as necessary to ensure accurate alignment with the responsibilities of the role. If assistance is needed in preparing a job description, please feel free to contact your Talent Strategy Partner.

Newly Established Position

For newly established positions, it is essential to undergo a comprehensive process involving job classification, pay benchmarking, and budget review through the Adaptive planning tool in Workday. This process includes:

- Create a job description
- Assign appropriate classification and compensation range to position
- Determine whether there is existing funding or if funding will be reallocated from a different funding source

Requisition Review and Approval Process

The purpose of the Requisition Review and Approval Process is to support efforts to strengthen our stewardship of institutional resources and create a consistent and strategic approach to position vacancy review and vacancy savings.

All position vacancies will undergo careful review at the department/division level to determine the necessity to backfill the position, to restructure the position, reallocate resources to another priority, or capture budget savings from not filling the position.

Meet with your Talent Strategy Partner

The manager or supervisor will meet with a member from the Talent Strategies team to go over the new requisition form (staff & faculty) and job details, and then complete the form and attach a job description. The position will be benchmarked by Compensation, then sent to Talent Strategies to assist VP for sign off and to confirm cost center if additional funding is needed. The Financial Planning & Analysis team will confirm available funding. The completed position request will then go to the Strategic Requisition Committee for final review and approval. Requests for a temp to cover work for unfilled positions or employees on leave (paid or unpaid) must also be sent through Talent Strategies for review and approval by the Strategic Requisition Committee.

Strategic Requisition Committee

The Strategic Requisition Committee meets on a biweekly basis to review staff and faculty position requests. The committee will make decisions or request additional information.

Talent Strategies will create a job requisition in Workday upon approval by the Strategic Requisition Committee for staff and faculty requests.

Request Type	**Approval Process**
Faculty/Staff position request to fill vacancy	Submit requisition request form and job description for approval by Strategic Requisition Committee.

Temporary / Seasonal Requests (except temp requests to cover for paid/unpaid leave of employee – see process above)	Department may submit a temporary job requisition in Workday for approval. No request form or committee review required.
100% Grant Funded Positions	Complete requisition request form and attach job description. Talent Strategy Partner or Department will submit a job requisition. No committee reviews.

Funding Unfilled Positions

Benchmarking is done for the requested position by Compensation to determine hiring pay range. If benchmarking is higher than position budget, the department has same three options to fund the increase to meet the benchmarking:

- Another position is unfilled/closed and can be used for funding if available
- Operating expenses may be used if a sufficient operating budget exists to cover remaining costs on a permanent basis (benefit rate must also be funded, 24.9% (effective in FY24)
- Reallocation within division

Position Evaluation

There will be a three-month evaluation from Talent & Inclusion on the status of activity of open positions. If unfilled positions remain open without recruiting activity after six months, positions will be closed and moved to the institutional equity pool in collaboration with the Office of Budget.

The posting duration will sometimes depend on the nature of the position and organization, but every effort should be made to engage and identify qualified candidates in a timely manner.

Developing Job Posting/Description

When advertising for an open position, ensure the following:

- Review job descriptions and ensure inclusive language, signaling a special interest in candidates who can contribute to the department's DEI priorities
- Job descriptions should include a job summary, essential functions and requirements section broadly defining qualifications to increase potential candidates. Click here to view a template.
- Carefully constructing the language used to describe the position and qualifications (i.e., avoiding gendered language)
- Inclusive messaging that reflects the institution's commitment to DEIB. Sample Language includes:

    - *WPI is passionate about creating an inclusive workplace that promotes and values diversity. We are looking for candidates who can support our commitment to equity, diversity, inclusion, and belonging.*
    - *Applicants must have demonstrated experience working in and fostering a diverse and inclusive workplace and/or commitment to do so as an employee at WPI.*

Posting the Position

Once the job requisition is approved in Workday, the Primary Recruiter will publish it on the WPI career website and various prepaid higher education and diversity job boards. For a comprehensive list of prepaid job boards, please click here. The job posting should be posted for a minimum of ten calendar days for regular staff and faculty positions and temporary/seasonal should be posted a minimum of three calendar days to maintain a competitive search process.

Posting and Promoting Positions on LinkedIn

In addition to the career page, WPI also has purchased job posting slots on LinkedIn. If you are a hiring manager and would like to see your current job opportunity featured on LinkedIn, please contact your Primary Recruiter assigned to your job requisition.

Employees can promote current job opportunities by sharing within your LinkedIn network or via other social media platforms. In LinkedIn, click on the job posting you want to share and then click the share button. This will display a drop-down menu with share options such as Twitter, Facebook, Google+, and LinkedIn. You can also type a brief message about the post.

Develop Sourcing Plan/Building a Diverse Candidate Pool

Sourcing and Building a Diverse Candidate Pool

To support WPI's mission on diversity, staff positions filled through a competitive search process will promote the inclusion of applicants with diverse backgrounds.

- Distribute announcements on websites, listservs, journals, and publications tailored to underrepresented groups.
- Publicize with professional organizations in the discipline that serve diverse populations.
- Perform personal contacts with colleagues who can assist in finding diverse candidates.
- Reach out to department heads/chairs at other institutions/organizations representing diverse populations.
- Ask colleagues to help identify diverse candidates.
- Leverage both formal networking platforms (such as LinkedIn) and informal networks to connect with professional contacts for identifying diverse candidates.
- Utilize online Diversity Job Boards
- Talent & Inclusion collaborates with search committees in assisting them with posting and/or advertising job positions on diversity publications and prepaid diversity job boards.

Colleges and Universities

Hiring managers can enhance their diversity recruiting return on investment (ROI) by strategically targeting and cultivating partnerships with schools that predominantly serve communities of color and/or underrepresented groups.

Networking

Networking is an ongoing and expansive activity that can take place anywhere and at any time. To establish connections with diverse communities and identify potential staff, consider the following resources:

- Professional organizations representing diverse groups (i.e., National Black MBA Association).
- Attend and/or sponsor conferences, seminars, job fairs, and networking events.
- Use formal networking such as LinkedIn Network through online professional social networking media, such as LinkedIn.
- Join/Follow LinkedIn groups relevant to your department and taking an active part in them will increase your networking opportunities. You can search for the women and minority subgroups within these professional social media sites, for optimal diversity outreach.
- Talent Partners/Recruiters can join/follow diverse groups on LinkedIn, like female professionals, Latinos, and African Americans
- Managers to join diverse network groups (i.e., Women Who Code, National Society for Hispanic Professionals, or National Black MBA Association).
- Informal networking with your friends, neighbors, and colleagues.

Employee Referrals

WPI awards an employee referral bonus of $500 (subject to taxes) for each person an employee refers who is hired and successfully completes six months of active service for all permanent staff positions. The eligibility guidelines of the program are:

- All regular (not temporary), staff (non-faculty) positions, exempt (salaried), and non-exempt (hourly) are eligible for the Employee Referral Bonus program.

- The referring employee must submit a candidate referral in Workday **prior to the referred hire's start date or at the time of hire**. The referred candidate should provide the employee's name or email address as the recruiting source on their employment application.

- There is no limit to the number of referrals an employee may provide.

For more information on how employees can take advantage of the Employee Referral Program and details on eligibility guidelines, please refer to *Benefits & Policies Manual*.

Diversity Recruiting and Sourcing Resources

The Diversity Recruiting & Sourcing Database is a comprehensive list of niche sites, professional associations and job boards that include targeting diverse applicants for hiring. You can search by the various categories and indicate your specification for diversity and an underrepresented source. Please note, the listing of sources may have associated posting fees that are incurred by the department performing the search.

If additional advertising of the position is needed outside of the WPI website, please reach out to your Talent Acquisition Partner who will work with the hiring department to identify appropriate advertising sources and prepare and place ads within established advertising cost parameters to build a diverse and well qualified candidate pool.

Search Kick-Off

Meet with your Talent Acquisition Partner

Talent Acquisition will meet with managers who would like consultation or additional assistance with the recruitment process. Your Talent Acquisition Partner can provide the following information:

- Review Talent Acquisition Best Practices
- Discuss and assist with sourcing plan on building diversity applicant pools
- Workday process in managing and updating candidates
- Provide information about compliance and other legal considerations in the hiring process

During this time, the search committees or hiring manager will source candidates through a proactive search utilizing their networks. Talent & Inclusion should be considered as a resource during the selection process.

• Personal Contacts	• Seek Referrals
• LinkedIn/Google	• Professional Organizations & Associations
• Lists/Databases	• Advertising Job Boards

Key Points:

- Form a diverse search committee/interview team comprising of different backgrounds such as gender, people of color, perspectives, expertise, and professions.
- Create a search plan, review past searches, and develop a timeline for completion.
- Review job descriptions and develop a rubric/evaluation tool to evaluate candidates.
- Complete the Inclusive Search Training on unconscious biases & recruiting/selecting.
- Networking and diversity outreach

Evaluating Applicant Pool and Minimizing Bias

Develop an assessment rubric or evaluation tool that uses inclusive parameters and that is aligned with the job specifications.

- Discuss and agree upon how the committee or interview team will screen and evaluate candidates
- Determine how the selection will take place
- Expand evaluation criteria to include aspects of diversity
- Start with the outcome of committee/interview assessment based on the rubric and build on that with further committee/interview discussion
- Spend sufficient time reviewing materials and avoid distractions
- Focus on applicant as an individual – read entire application package
- Be aware of other biases in resume stage

- Gaps in resume
- Alternative career paths

Consider the demographics of the applicant pool and ensure that the diverse nature of the applicants is considered as part of the screening and selection process. Please contact your Talent Acquisition Partner (Primary Recruiter) to request a candidate demographic summary report for your open search.

Internal Candidates

All internal candidates who meet the minimum position requirements should be invited to interview for the position and granted the same communication, confidentiality, and fairness as external applicants throughout the process. The internal candidates who do not meet the minimum position requirements should be contacted by the hiring supervisor prior to the start of the interviewing process. The hiring supervisor should thank them for their interest and explain why their qualifications and experience do not meet the position's requirements.

Reviewing and Managing Candidates in Workday

All applications and resumes will be received through the Workday system. The hiring manager can move applications through the workflow for consideration. Hiring managers should check their recruiting dashboard daily for new applicants.

Managing Candidates in Workday

Dispositioning or updating the status of candidates should be completed in real time for reporting purposes in the Workday system. Hiring Managers are expected to disposition candidates at the following stages:

1. Review
2. Initial Screen
3. Interview
4. Final Interview (if conducting more than one round of interviews)
5. Reference Check
6. Offer

There are two ways a hiring manager can disposition candidates on the job requisition:

1) Open the candidate's application by clicking on their name and press **Move Forward** or **Decline**
2) Press the **Review** button in the *Awaiting Me* column.

Move a Candidate Forward

If you wish to move a candidate forward to the next stage in the recruitment process, use the Move Forward button to select the next stage.

Interview / Final Interview Stage

When dispositioning or moving a candidate to the Interview or Final Interview stage, add the names of the interviewer(s) and the date(s) of interviews.

Reference Stage

Completed reference forms, documents, or notes should be uploaded in the *Attachments* section of the candidate's profile in the job requisition prior to moving the candidate to the Initial Offer stage.

For internal candidates who apply from a different department, the hiring manager should inform the internal candidate their current manager will be contacted to provide a reference.

Next Steps...
After a final candidate has been selected, they can be moved to the Offer stage, which can be initiated by the Primary Recruiter or Hiring Manager.

Decline a Candidate

When declining candidates, Hiring Managers will be prompted to insert the reason why the candidate is no longer being considered for the position. The reasons presented to the Hiring Manager may change depending on the current step of the workflow process.

Decline a Candidate Email

When a candidate is declined and the reason selected, an automated email will be sent to the candidate depending on the selected reason. *Candidates receive a generic email and do not see the reason selected.*

Confidentiality

Confidentiality is key to a successful search process - The importance of confidentiality should be reviewed and agreed upon early in the search process. Search activities rely on both disclosure and confidentiality.

- **Search information**
  The names and credentials of all applicants (internal and external) are to be received and reviewed in confidence and shared only with Talent & Inclusion staff, hiring department members and/or members of a search committee. Resist the temptation to reach out to internal candidate's managers or colleagues. You can reach out to your Talent Strategy Partner only to confirm there are no performance issues or any concerns related to the internal applicant.
- **Search discussions**
  While there may be open and confidential discussion between committee members, outside discussion of applicants may create liability issues.
- **Discretion is required**
  Discretion extends to resisting the temptation to contact people who may be acquainted with the candidate as a means of informal reference checking.
- **Confidentiality extends in perpetuity.**
- **Diversity and open discussions**
  Confidentiality is necessary to promote group discussion around diversity. All search committee members should be able to speak freely and openly without fear of reprisal when discussing sensitive subjects such as diversity and implicit bias.

Legal Considerations in Hiring Process

Interviews provide a valuable source of information in determining an applicant’s qualifications for a position. You must be aware that Equal Employment Opportunity (EEO) laws, as well as state and federal laws, prohibit discrimination against applicants based on age, race, color, religion, sex, sexual orientation, disability, marital status, veteran status, or national origin. To avoid inquiries that may be perceived as discriminatory the following guidelines are suggested:

- Ask open-ended questions that are job-related.
- Create a standard list of questions that will be asked of all interviewed applicants.

Massachusetts Equal Pay Act *ensures equal pay for comparable work for all Massachusetts workers. It prohibits employers from asking job applicants about salary history.*
*Massachusetts "**Ban the Box**" law - An employer must not request criminal history information prior to the interview stage of the hiring process.*

For a sample list of appropriate interview questions, please contact the Division of Talent & Inclusion at talent@wpi.edu or ext. 5470.

Refer to Summary Chart of Legal Questions that provides a convenient reference detailing legal and potentially discriminating interview questions on the Talent Acquisition/Recruiting webpage.

Additional resource: Don't Ask These Illegal Interview Questions | LinkedIn

Major Fair Employment Laws:

- Title VII
- Age Discrimination
- Equal Pay Act
- Americans with Disabilities Act
- The Pregnancy Discrimination Act of 1978 and Pregnant Workers Fairness Act

All these laws need to be considered during the whole employment process to avoid any litigation issues.

Pre-Screening Candidates

Pre-Screening- Before interviewing, there are a few things that can be done to ensure the best use of time when bringing candidates to campus.

- The hiring pay range should be discussed and confirmed acceptable prior to inviting candidates to interview on campus.
- Email questionnaires and telephone screenings are very effective methods to get a better sense of the candidate's qualifications and salary requirements and are valuable tools that should be utilized to maximize the pre-screening process.
- Questionnaire templates and screening questions are available through the Office of Talent and Inclusion.

In-Depth Phone/Zoom interview - if necessary to further narrow done pool before on-campus interviews Once qualified candidates are identified and a supervisor would like to schedule in-person interviews, it is particularly important to move these candidates to the next stage in the workflow and move candidate in Workday to Interview stage. This will expedite the process and allow proper identification of applicants within the position.

Interviews

Remote Interviews

Remote interviews can be conducted by using virtual interview software (e.g., Zoom), phone, or other technological means. Many first-round interviews are meant to serve as open discussions about the role and preliminary screenings for candidates. You can create a more accessible experience by setting up virtual or phone interviews. Conducting remote interviews can be challenging at first but once you learn the video interview software and set up a proper system, it gets easier.

Tips for Remote Interviews:

Set up and prepare ahead of time

- Familiarize yourself with the technology beforehand, ensuring your computer's audio and webcam work, and your internet connection is stable.
- Provide clear instructions to candidates for using the video conferencing platform.
- Create a concise interview itinerary with standardized questions. Ensure everyone in the interview has the candidate's resume, knows who initiates the call, and has necessary contact information.
- Share a brief itinerary with the candidate, specifying expected interview duration, preparation guidelines, team members' names, and a backup phone number for technical issues.
- Conduct a webcam and microphone sound test to check for problems 10 minutes before the interview starts.
- Before starting the interview, close all unnecessary tabs on your computer, these can slow down your browser and interfere with video quality and stability.

Presentation is important

- Ensure you dress professionally as candidates are evaluating you too.
- Choose soft, neutral colors to avoid distractions during video interviews.
- Maintain a clean and organized workspace with proper lighting.
- Choose a professional background for a polished appearance.
- Check your webcam angle to ensure a favorable view and maintain eye contact.
- Be mindful of your body language to avoid slouching or face scratching, etc.
- Speak slightly slower than usual for clear communication.
- Smile, be upbeat, and create a positive atmosphere for the candidate.

Avoid distractions

- Keep your mobile phone on vibrate to prevent interruptions.
- Set your desk phone to "do not disturb" to avoid unexpected calls.
- Lock your office or use a sign to signal that you're in an interview to minimize disruptions.

Give feedback quickly

- Feedback provides closure and improves candidate experience which is an important factor when building a brand.

References:

https://hiring.monster.com/resources/recruiting-strategies/interviewing-candidates/video-interview-tips-for-employers/
https://hbr.org/2021/10/8-tips-for-conducting-an-excellent-remote-interview

On-Campus Interviews

The candidate should be given an interview schedule/itinerary and the names and titles of the people with whom they will be meeting.

Considerations:

- Be positive in all interviews (phone, video, and on campus)
- Develop an agenda for the interview process.
- Provide the candidate with information relevant to the interview.
- For example, who will interview them, length of the interview.
- Inquire in advance whether candidates might need any type of accommodation.
    - Advise the candidate to contact WPI Talent &Inclusion (talent@wpi.edu) to request accommodation.
- Ask the same core set of questions to all candidates.
- Remain aware of your biases.
- Maximize audio quality and have a backup plan.
- When on campus, provide breaks.
- Send letter/email to those not being interviewed.

Important notes:

- The hiring range for the position must be acceptable to the candidate to schedule interviews. The Division of Talent & Inclusion is available to reach out to the candidate to verify this information to ensure this step is completed prior to inviting the candidate to campus.
- If a search committee is formed, please contact your Talent Acquisition Partner to request a Talent & Inclusion representative to be scheduled for an interview with the finalist candidate/s.
- A minimum of three candidates should be selected from the applicant pool for interviews.
- Provide a benefits summary to the candidates during the interview process. To schedule a benefits discussion for a candidate, please contact benefits@wpi.edu or your Talent Acquisition Partner to make this request. Click here to find the most up-to-date benefits information.

For a sample itinerary, click on *Candidate Interview Itinerary Template.*

Candidate Expense Guide for Recruitment

To maintain a level of consistency and fairness in WPI's recruiting efforts, we have implemented a recruiting expense practice that will ensure all WPI search expenses are spent in an appropriate manner.

Expenses Covered:

Meals: Luncheons and dinners with candidates are important during the interview process. It gives the hiring department and search committee/interview members a chance to know the candidate better while the candidate learns more about WPI. These luncheons and/or dinners should only include people involved with the search/interview process. Purchase of alcohol is not reimbursable.

Travel and Lodging Expenses (if necessary – please consult with Talent and Inclusion for specifics): All transportation cost involved in the round-trip travel between a candidate's home and WPI will be reimbursed by the hiring department (e.g., personal vehicle, air fare, transportation service, etc.). All arrangements should be made by obtaining the least expensive airfare and most reasonable schedule available.

WPI has contracted with local area hotels. Lodging should be arranged based on availability of the corporate rate afforded to WPI. WPI will not pay for movies, phone calls, liquor or personal expenses incurred during candidates' stay at local hotels.

How To Submit an Expense Report for Candidates: Workday enables you to create an expense report for a candidate (non-worker). For complete steps, please refer to the Workday Expense Report Instructions.

If you have any questions, please contact the Talent & Inclusion office at talent@wpi.edu or 508-831-5470.

Prepare for the Interview:

Helpful Tips

- **Ask similar questions of all applicants.** Prepare a list of job-related questions, use the rubric/evaluation tool.
- **Create an appropriate interview environment:** Select a private space (office or meeting room) that will comfortably hold interview participants, and one that is free from distractions. Be sure that the only visible materials are those related to the candidate being interviewed.
- **Candidate introduction**: Address the candidate by name and ensure that all those participating in the interview are personally introduced to the candidate. In a search committee interview setting, placing cards with committee members' names in large letters is helpful for candidates.
- **Make the candidate feel comfortable**: Start with small talk about the weather, ease in finding the university, etc. to transition into the interview.
- **Remember the "80/20 Rule:"** For best results, the applicant should talk 80% of the time and the interviewer should talk 20% of the time.
- **Provide candidates with the opportunity to ask questions**. Candidates who are prepared for the interview and are serious about the position will likely have questions about the position and WPI. In responding to these questions, try to present problem areas as "challenges and opportunities." Volunteer information about what makes WPI appealing both professionally and personally.
- **Close the interview on a positive note:** Thank the candidate for their interest in the position and WPI. Let the candidate know the next steps in the process and the expected timeframe for the hiring decision.
- **Remember:** All candidates should leave the interview feeling that they have been treated well. Your goal is to leave candidates with a positive image of WPI.

Key things to remember:

- All candidates (internal/external) should follow essentially the same interview process.
- After all candidates have been interviewed, a candidate evaluation form should be completed for each candidate.
- Candidate's workflow statuses should be updated accordingly in the Workday system.

Candidate Evaluation

Assessing Candidates Fairly

Assure that candidate evaluation and recommendation to hire are made without bias and reflect WPI's commitment to inclusion.

- Discuss and agree upon how the committee will screen and evaluate candidates.
- Expand evaluation criteria to include aspects of diversity.

- Develop an assessment rubric/evaluation form that uses inclusive parameters and aligned with the job specifications.
- Meet as soon as possible after the completion of the interviews to conduct an interview debrief session.
- Do not base selection decisions on untested assumptions (e.g., google search)

For a sample candidate evaluation form, click on Candidate Interview Evaluation Form.

Reference Checks

Candidate Consent

Before initiating reference calls, hiring supervisors or the Division of Talent & Inclusion will inform the candidate and confirm reference contact details. References should be former or current supervisors, co-workers, or colleagues capable of discussing the candidate's abilities relevant to the position. Review the applicant's resume, application, and interview notes for informed reference discussions. Contact at least two to three professional references.

Who to Call:

Reference calls should only be made to contacts provided by the candidate. If additional references are needed, request them from the candidate.

Who Should Call:

Decide whether one person or multiple individuals involved in the search process will make reference calls.

What to Ask:

Pose a standard set of qualification/position-related questions to all references. If specific areas surfaced during candidate interviews, tailor questions for each candidate to explore with references. A sample form is available in the Staff Reference Check Template.

Documentation:

Take notes after each reference call. Even if some organizations limit information release, checking references verifies interview details and provides additional insights for the hiring decision. Upload completed references in the Attachments section under *Other Documents* on the candidate's profile in Workday.

Preparing and Extending an Offer

Offers of Employment

Once the reference check process has been completed and the hiring supervisor is ready to extend an offer of employment, the offer details should be completed and submitted in Workday. Note the hiring manager should discuss the offer with the division head and Talent Acquisition Partner (Primary Recruiter) **prior to** extending the verbal offer for approval.

The following are factors that need to be considered related to the salary offer:

- Benchmarking range for the position
- Internal equity
- Position budget
  - If proposed salary amount is higher than available budget, department/division must identify additional funding source and contact budget@wpi.edu prior to verbal offer.
- Finalist's credentials compared to the job requirements, and any other factors relevant to the position.

The hiring manager may contact the candidate to inform them that they are the top choice for the position, to determine the appropriate start date (in alignment with new hire orientation schedule), to confirm the salary and to inform them that the official offer is forthcoming from the Talent Acquisition Partner (Primary Recruiter). We understand hiring managers may not feel comfortable discussing salary with the candidate. Talent Acquisition Partner can assist with the offer and negotiations.

Refer to more information on Offer Process in Workday and Initiating Offer in Workday for complete instructions.

Background Checks

To ensure the safety of the WPI community, WPI conducts background checks on all candidates who have accepted an offer. The offer is contingent upon completion of a successful background check. The Talent Acquisition performs the background check and will reach out to the hiring manager if there are any issues or discrepancies.

Once completed successfully, the candidate will move through to the hiring approval process and receive an onboarding email.

For additional information, you can refer to WPI's Background Check policy in the Benefits and Policy manual. If you have any questions regarding this policy, please contact WPI's Division of Talent & Inclusion at talent@wpi.edu.

Closing the Posting and Search Process

Closing the Position

Once the offer is accepted, it is crucial to inform all remaining applicants in the job requisition and update their statuses in the Workday system. Each applicant should be accurately classified based on the reason for non-selection, ensuring compliance with Affirmative Action reporting requirements.

The hiring supervisor should personally contact candidates interviewed for the position, encouraging them to apply for other suitable positions at WPI, if available.

Candidates left in the Review or Screen step will automatically receive an email after the completion of the background check.

The job posting will automatically close once the job requisition is filled.

Onboarding

The new employee's initial days and weeks are filled with new information and many questions. We offer New Employee Benefits Orientation every other Monday at 9:00 a.m. followed by a technology orientation session (*except if a Monday falls on a holiday, then sessions will be scheduled the next business day*). The benefits team will reach out to the new employee via email with orientation details and copy the hiring manager. Click *here* for New Hire Orientation Schedule.

Additional information and resources for new hires to get them started during your first few weeks are available on New Employee Onboarding webpage and on the "**My Onboarding**" portal from their Workday homepage.

Additional: Resources and Toolkits

Hiring Toolkits, Templates and Forms

Diversity Recruiting Search Strategies

Minimizing Bias When Reviewing Candidates

Excellence & Diversity for Search Committees

Diversity Recruitment/Retention Event Funding Request Guidelines

Diversity Recruiting & Sourcing Database

Recruiting and Hiring FAQ's

Gender Language Decoder for Job Descriptions

Prospective Faculty and Staff of Color Recruitment Brochure

Diverse Business Directory

Important Contact Information

Division of Talent & Inclusion

Talent Acquisition
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To find your Talent Strategy Partner, go to https://www.wpi.edu/offices/talent/employee-relations with the listing of departments or divisions.

Diversity, Equity, Inclusion and Belonging

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