

## **CMU-AFRICA STAFF HIRING PROCESS GUIDELINES**

These guidelines are intended to help those involved in hiring for the university to recruit and retain the best and brightest while complying with the laws and policies that govern hiring at CMU. CMU employees are required to comply with the hiring procedures established in this document when filling a position within the scope of these guidelines.

### **Scope**

The hiring guidelines outlined in this document apply to all staff of Carnegie Mellon University, with the following exceptions:

- Pre-/Post-Doctoral Associates & Fellows
- Adjunct Instructors
- Teaching Assistants, RAs/CAs

These guidelines do not address hiring actions related to faculty or student workers. For information regarding faculty hiring, please contact the CMU-Africa Director. For information regarding hiring student workers, please contact [CMU-Africa Human Resources](#).

### **Definitions**

*Hiring Manager:* A current or new supervisor leading a team and responsible for hiring an employee to fill an open position on their team.

*Applicant:* Any person submitting an application for consideration for a position.

*Candidate:* An applicant selected for any round of interviews/evaluation beyond the initial screening for minimum qualifications.

*Onboarding:* The process of integrating new employees with the university and its culture and supplying each new hire with the resources needed to become an effective member of the team.

*Workday:* The cloud-based HR information system used by CMU.

### **Outline of the Hiring Process**

The staff hiring process is broken down into four phases—Pre-Request, Request (to Recruit), Recruit, and Hire—and is followed by the onboarding process.

#### **Phase 1: Pre-Request (Hiring Manager)**

- I. Hiring manager conducts **needs assessment** - properly evaluate the need to hire (i.e., job functions, competencies, qualifications) and the duration/time requirements (FTE vs. temporary and part time vs. full time). For existing positions, consider whether any changes are required:
  - Are any tasks or responsibilities assigned to the previous incumbent no longer appropriate for the position?
  - Should any tasks/responsibilities be added or removed to transfer work within the department?
  - Is there still a requirement for this role at all?
  - Carefully evaluate past versus current/future requirements of the position

- II. **Job Description:** When filling an existing position, this typically consists of reviewing the standard job description associated with the role and, if the job description is accurate and appropriate for the position, adding/updating position-specific details to reflect any changes made to the position during the needs assessment. If, upon review, you determine that the job profile/standard job description is no longer accurate, please work with the CMU-Africa HR Officer to update.
- III. With new positions, the hiring manager will need to create a job description, with support from the CMU-Africa HR Officer. Please refer to the attached Job Description (JD) template for guidance.

## 2. Phase 2: Request (Hiring Manager)

- I. Hiring manager requests and receives departmental approval to fill the position by submitting needs assessment and job description to the Chief Operations Officer with CMU-Africa HR in copy. For new roles, the COO will seek approval hiring through the College of Engineering as appropriate.
- II. Hiring manager works with CMU-Africa's HR Officer to agree a recruitment plan (internal or external / advertising resources / posting period (minimum 5 days) / executive search firm / search committee, etc.)
- III. Search committee - the hiring manager should convene a search committee based on whether the position would benefit from the diverse perspective of the broader department. The CMU-Africa HR Officer will help determine if a search committee is appropriate for the specific position being filled and assist with identifying members for a search committee.
- IV. If a search committee will benefit the selection process, it is recommended that the committee be formed early in the process in order to best use the committee's assets and avoid delays once an applicant pool is available.

### Search Committee Guidelines:

Hiring managers should always sit on the search committees for the positions they are hiring into, fully participating in the interviews and entire search process. While it is typically recommended that hiring managers chair the search committee for the positions they are hiring for, they may elect another member of the committee to chair.

- The committee should be comprised of:
  - Individuals with a legitimate and direct interest in the selection process, the position, or functional area.
  - A diversity of backgrounds (including faculty) that will enhance both the interview and selection process (Consider including members from outside the functional area, including stakeholders who will work with the new hire on a regular basis.)
- Individuals with strong interpersonal skills and recruitment skills.
- A CMU-Africa HR representative (either HR Officer or COO), in an ex officio capacity, in the role of diversity advocate.
- To minimize confusion during the search process, the charge of the search committee should be made clear from the onset.
- A search committee is typically asked to rank finalists (two to three candidates) for the hiring manager to make the for final selection.

### 3. Phase 3: Recruit

- I. CMU-Africa HR Officer creates a staff position in Workday.
- II. HR Recruiter (Pittsburgh) creates job requisition and posts on CMU Career Site.
- III. CMU-Africa HR Officer requests the CMU-Africa Marcoms team to post the position on the CMU-Africa website and social media handle (minimum of 5 calendar days).
- IV. CMU-Africa HR Officer posts position on additional sites per agreed recruitment plan (minimum of 5 calendar days)
- V. Search committee review applications and assess applicants.
- VI. Search committee determine structure of interview (Zoom / in-person / written assessments, etc.), and agree interview questions.
- VII. Search committee develop a short list of 5 to 8 preferred candidates for interview.
- VIII. Search committee conduct candidate interviews.
- IX. Search committee select 2 to 3 finalists' candidates to hiring manager.
- X. Hiring manager selects final candidate - final candidate selection is the responsibility of the hiring manager. Selection should be based on the objective review and evaluation of the actual duties and responsibilities of the job and the interviewers' best assessment of the candidate's ability to perform each of the duties and responsibilities
- XI. CMU-Africa COO and HR Officer conduct a review of the selection process for compliance with CMU policy and processes before extending a job offer to the final candidate (including a verbal offer). This includes a review of search committee practices, the interview process, and the non-selection of candidates from underutilized groups.
- XII. Reference Checks - CMU-Africa HR Officer is responsible for checking references to help minimize risk when hiring an employee.

#### **Interview Guidelines:**

The interview guidelines listed in this section are designed to elicit thorough and effective interviews such that, when the process is complete, hiring managers possess the data necessary to properly evaluate skills and abilities.

- All posted positions require interviews prior to an offer being extended.
- Interviews are conducted by the search committee to add perspective to the conversations. The committee should be a minimum of three people and include the hiring manager.
- Interviews can be conducted via telephone, via video conferencing, or in person, but search committees are expected to be consistent in the format offered to those selected for interview. In other words, if you invite one candidate for an in-person interview, all candidates still in the running should be asked to interview in person.
- Interview questions:
  - A common set of interview questions must be used for all candidates. (Follow-up questions will vary according to the candidate's unique qualifications and experience.)
  - Questions should be relevant to the position and seek information about specific skills and abilities to perform the job.
  - Questions not pertaining to the current requirements of the position should not be asked.

- During a job interview, it is against the law to ask questions directly related to race, ethnicity, nationality, gender or sex, religion, disability status, military status, marital status, criminal records, age and visa status, unless the question is directly related to the legal requirements of the position (**See Appendix D: What Not to Ask in an Interview for more information**).
- The ranking of finalists by the search committee must derive directly from assessment of the candidates' as they relate to the position requirements. If a scoring matrix is used, it is recommended that the matrix is reviewed by the HR Officer prior to the interviews.
- Each candidate's interview should be evaluated, and the evaluation documented for search records.
  - An interview evaluation form is recommended to help document and score how each candidate measures against the pre-established criteria. In cases where a search committee is employed, the matrix can be particularly helpful when comparing candidates in the process of finalizing candidate rankings. By listing and documenting the objective criteria on which the candidates are being evaluated, the search committee will create a well-developed and articulated case for its recommendations.

#### 4. Phase 4: Hire

- I. Once the selection process has been reviewed, CMU-Africa COO negotiates salary expectations with the selected candidate.
- II. CMU-Africa HR Officer drafts and sends out offer letter (once approved by all relevant departments in Pittsburgh).
- III. Candidate returns signed offer letter to CMU-Africa HR Officer.
- IV. After a signed offer has been received, the search committee chair should personally contact (either by phone or email) any candidates who were interviewed but not selected for the position, thanking the candidate for their time and explaining that another candidate was selected. Add that it was a difficult decision and encourage promising candidates to continue to pursue opportunities at Carnegie Mellon. All other applicants (those not interviewed) receive automated rejection letters through the Workday system. This process is initiated by the HR Officer throughout the process or when the position is closed out.
- V. CMU-Africa HR Officer sends signed offer letter to Pittsburgh HR Generalist to initiate new hire transaction in Workday.
- VI. If selected candidate declines offer, the HR Officer discusses with the candidate their reasons for declining the offer and determines (with COO) if CMU-Africa is willing and/or able to meet the candidate's demands. If not, hiring manager selects the next ranked candidate from the list of the finalists.
- VII. If no suitable candidates left, the search is considered a failed one and communicated to the HR Officer for onward communication to the College.
- VIII. **Onboarding Process** - The onboarding process initiates when the new employee is hired into Workday and ends with the completion of the first year of employment. Activities at this stage may include but are not limited to Departmental and University Orientation, Induction, Workday Onboarding, Benefits Elections, Post-Hire Training and Certification

### Points to Note:

- a) This whole process from Phase 1 to 4 can take anywhere between 1 to 6 months, so hiring managers should plan accordingly.
- b) Hires must comply with all US and Rwanda laws and regulations as well as university policies and guidelines.
- c) Throughout the hiring process, hiring managers must obtain approvals as outlined in these guidelines.
- d) All job openings must be advertised for a minimum of five calendar days.
- e) All individuals seeking a position at Carnegie Mellon University are required to apply.
- f) All posted positions require interviews prior to an offer being extended.
- g) All those involved in the interview process are required to retain copies of interview questions and answers, evaluation criteria tools, references, and other documentation related to the search. Please submit these to HR electronically.
- h) Candidates are required to supply references, when and as requested by the university, prior to an offer being made.
- i) All hires are contingent upon the selected candidate satisfying the university's requirements for pre-employment background checks.
- j) All hires are contingent upon the employee being eligible to work in Rwanda.
- k) Final candidate selection must be based on the objective review and evaluation of the actual duties and responsibilities of the job and the interviewers' best assessment of the candidate's ability to perform each of the duties and responsibilities.
- l) All offers of employment require a written offer letter.
- m) New employees are offered and highly encouraged to participate in a university onboarding program to ensure compliance with these guidelines and facilitate a smooth transition to the university community.
- n) All positions are required to be hired as Kigali-based positions. International Remote Working Arrangements (IRWA) are **permitted only in extraordinary circumstances** and only where the employee's remote working location is in the **United States of America**. **IRWA must be approved by the Office of General Counsel before the arrangement is presented to the candidate.**

### Appendix A

#### Job Description Template

**Job Title:** Enter Proposed Job Title

**Date:** Enter Today's Date

<b>Job Summary/Purpose:</b> Enter proposed job summary/purpose
<b>Minimum Requirements:</b> <b>Educational Requirements:</b> Minimum level of formal education, technical school training, special knowledge, etc. <b>Required Minimum Education:</b> (Choose from Dropdown) Choose an item.  <b>Preferred Education:</b> (Choose from Dropdown) Choose an item.
<b>Work Experience Requirements:</b> Minimum level of prior work experience required <b>Required Minimum Experience:</b> (Choose from dropdown) Choose an item.  <b>Type of Required Experience:</b> Enter the type of required experience
<b>Licenses/Certifications:</b> Please enter and differentiate between any required vs. preferred licenses/certifications 1. <b>Position Specific Licenses/Certifications:</b> 1.
<b>Responsibilities/Essential Functions:</b> Job Profile Responsibilities: See Appendix A Please enter any proposed 'standard' job profile responsibilities List in priority order the responsibilities of the position. Begin each statement with an action verb rather than "Responsible for..."

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- 1.
- 2.

Other duties as assigned

### Position Specific Responsibilities/Essential Functions:

Position specific job responsibilities: See Appendix A

Please enter any responsibilities/essential functions that are applicable to this specific position

- 1.
- 2.

### Additional Job Description Components:

#### Physical and Mental Requirements: See Appendix B

Indicate which requirements are applicable to this job

- 1.
- 2.

#### Decision Making: See Appendix B

Indicate which requirements are applicable to this job

- 1.
- 2.

#### Working Conditions: See Appendix B

Indicate which requirements are applicable to this job

- 1.
- 2.

#### Accountability See Appendix B

Indicate which requirements are applicable to this job

- 1.
- 2.

#### Direction: See Appendix B

Indicate which requirements are applicable to this job

- 1.
- 2.

#### Supervision: See Appendix B

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Indicate which requirements are applicable to this job

- 1.
- 2.



### Appendix B (Sample Job Description):

**Job Title:** 3338 – Accountant Experienced

<b>Job Summary/Purpose:</b> Enter proposed job summary/purpose The accountant performs a variety of accounting activities in accordance with accounting principles and standards to control the organization's financial resources and ensure that it complies with all relevant regulations, laws and reporting requirements. This position requires significant individual discretion and judgement. The position will collect, compile, verify and analyze financial information and prepare financial reports and accounting statements so that senior management has accurate and timely information for making financial decisions.
<b>Minimum Requirements:</b> <b>Educational Requirements:</b> Minimum level of formal education, technical school training, special knowledge, etc. <b>Required Minimum Education:</b> (Choose from Dropdown) Bachelor's Degree <b>Preferred Education:</b> (Choose from Dropdown) Choose an item.
<b>Work Experience Requirements:</b> Minimum level of prior work experience required <b>Required Minimum Experience:</b> (Choose from dropdown) 3-5 years  <b>Type of Required Experience:</b> Enter the type of required experience <b>Accounting Experience</b>
<b>Responsibilities/Essential Functions:</b> Job Profile Responsibilities: <b><i>Job Profile responsibilities are the core compensable responsibilities standard across all positions</i></b> Please enter any proposed 'standard' job profile responsibilities List in priority order the responsibilities of the position. Begin each statement with an action verb rather than "Responsible for..." 1. Perform accounting activities in accordance with accounting principles and standards. Ensure compliance with all relevant regulations, laws and reporting requirements. 2. Reconcile accounts, post journal entries and maintain a complete and accurate general ledger in accordance with accounting principles and reporting schedules. 3. Researches and reconciles GL object codes and assists in the preparation of financial statements such as balance sheets and financial statements.

4. Collect, compile, verify and analyze financial information so that senior management has accurate and timely information for making decisions. Provide accounting advice/consultation within own areas or client area

Other duties as assigned

**Position Specific Responsibilities/Essential Functions:**

Position specific job responsibilities: ***Position specific responsibilities are specific to a single position and are in addition to job profile responsibilities***

Please enter any responsibilities/essential functions that are applicable to this specific position

1. Perform endowment accounting functions and report findings to the CIO and CFO (Example Only)

**Appendix C:**

**Additional Job Description Components**

**Physical and Mental Requirements:**

1. Requires wide range of mobility, i.e., ability to climb, stoop, kneel, crouch or crawl, reach, bend at waist, grasp and pick up objects, maneuver in cramped areas, perform minor repairs to equipment, stand for long periods of time, lift and carry equipment and other heavy materials up to 50 lbs. up stairs and pull and push carts up to 150 lbs. University offices, auditoriums and classrooms. Routine exposure to computer and audio-visual equipment.
2. Adaptability and openness to change as the department and organization evolves.
3. Ability to work well with others and/or as part of a team.
4. Ability to respond to and manage emergency situations and/or crisis.
5. Ability to work with sensitive information, maintain confidentiality and use discretion.
6. Ability to pay close attention to detail; keep and maintain accurate and detailed reports and records.
7. Ability to maintain composure when dealing with difficult situations and/or individuals.
8. Ability to meet deadlines, work under pressure and with frequent interruptions.
9. Ability to understand and follow directions.
10. Ability to prioritize work and handle multiple tasks simultaneously.
11. Visual acuity to perform activities such as extended use of a computer monitor, extensive reading, transcribing, analyzing data and figures, visual inspection involving small defects, small parts and/or operation of machines, using measurement devices, and/or assembly of parts at distances close to the eye.

**Decision Making:**

1. Decisions generally affect own job or specific functional area.
2. Decisions may affect a work unit or department. Job may contribute to business and operational decisions.
3. Decisions have implications on management and operations of a unit or department. Job may contribute to important strategy, operation and business decisions.
4. Decisions have implications on management and operations of a college or division. Job contributes to important strategy, operation and business decisions.
5. Decisions have implications for the management and operations of the University. Job contributes to decisions on the overall strategy and direction of the University.

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### **Working Conditions:**

1. Required to stand and/or walk for extended periods of time.
2. Required to function in constricted spaces.
3. Required to respond to emergency situations remotely or onsite within a designated timeframe.
4. Required to work irregular or extended work hours to include, but not limited to, overtime, emergency hours, nights and weekends.
5. Subject to outside environmental conditions - exposure to changing temperatures and climates and adverse weather conditions.
6. Required to operate motor vehicles, machinery, and/or to perform mechanical or skilled trades.
7. Required to travel to and/or work at off-campus or remote locations.
8. Required to work normal business hours; evening and weekend work may occasionally be required.

### **Accountability:**

1. Accountable for appropriate oversight and usage of third party and/or University funds.
2. Accountable for maintenance and accuracy of General Ledger and the analysis and preparation of accurate managerial reports and financial statements.
3. Assists in planning, monitoring, and/or managing budget in a work unit or department.
4. Responsible for planning, monitoring and managing budget in a department or multiple departments.
5. Responsible for planning, monitoring and managing budget for a college, center or institution.
6. Responsible for planning, monitoring and managing budget for division or multiple divisions.
7. Responsible for planning, monitoring and managing budget for the University.
8. Accountable for the successful completion of individual goals and priorities.
9. Accountable for operational results of a work unit or department.
10. Accountable for operation results of a college, center or institution.
11. Accountable for operational results of a division or multiple divisions.
12. Accountable for operational results of the University

### **Direction:**

1. Assigned duties according to specified procedures and receives detailed instructions.
2. Performs a variety of routine work within established policies and procedures and receives detailed instructions on new projects and assignments.
3. Receives little instruction on day-to-day work and receives general instructions on new assignments.
4. Establishes methods and procedures for attaining specific goals and objectives and receives guidance in terms of broad goals.
5. Exercises wide latitude in determining objectives and approaches to critical assignments.

### **Supervision:**

1. Not responsible for supervising others.
2. Authority to oversee the work activities of others. Does not have authority to undertake or recommend employment actions.

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3. Authority to direct and oversee the work activities of others. Has authority to undertake or recommend employment actions.
4. Authority to direct the work activities of managers and/or supervisors with functional responsibilities. Has authority to undertake or recommend employment actions.

### Appendix D: What Not to Ask in an Interview

Asking appropriate questions during an interview is crucial to maintaining Carnegie Mellon University's reputation. All interview questions must be job-related. It is against the law to ask questions directly related to race, ethnicity, nationality, gender or sex, religion, disability status, military status, marital status, and criminal records during a job interview, unless the question addresses specific requirements of the position.

Subject Matter	Appropriate Question	Inappropriate Question
Age	NONE (unless specifically job related)	How old are you? What year were you born?
Family	NONE	Do you plan to have children? How old are your kids?
Gender	Tell me about your previous experience managing teams.	How do you feel about supervising men/women?
Marital Status, Children, or Pregnancy	Would you be able to work a 9 a.m. to 6 p.m. schedule?	Do you have children? What does your spouse do?
Personal Finances	NONE	Do you own a home? What is your credit score?
Physical Disability, Health or Medical History	Can you perform the essential functions of the job, with or without reasonable accommodations?	Are you on any medication? Do you have any pre-existing conditions?
Political Affiliation	NONE	What political party do you support?
Race, Color, or Sexual Orientation	NONE	What is your ethnicity? What is your sexual orientation?
Religion or Religious Days Observed	Are you able to work with our required schedule?	What is your religious affiliation? What religious holidays do you celebrate?

For further assistance with appropriate vs. inappropriate interview questions, contact CMU-Africa HR Officer