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| Company Name | EGH |
| Effective date | July 22, 2022 |
| Approved by | TITLE |
| Purpose | To provide clear direction and a step by step guide for Hiring Managers and HR on the recruiting and hiring process. |

**Pre-Recruitment**

1. **Hiring Manager** identifies the need to hire an employee for a new position or a replacement. Things to consider:
   1. Do we have two people on every shift, heavy check in and check out?
   2. Looking forward, do we have a need in the future?
   3. Make mock schedule to see if we need more people before we hire. Are we running into overtime? Do we need another person so we don’t have overtime?
   4. Ensure we have enough people to cover shifts so coverage does not take time from management responsibilities.
2. **Hiring Manager** reviews the position’s job description for accuracy.
   1. If this is a newly created position, **Hiring Manger** will work with **HR** to create new job description using the template provided by **HR**. This should be done prior to posting the position.

* **HR** to make sure Requisition Form is completed and information matches new job description (if applicable).

1. **HR** provides **Hiring Manager** with a job posting template that includes EEO (Equal Employment Opportunity) language, and company information/statement about the property.
2. **Hiring Manager** creates job post content and strategizes best way to get the word out. Job postings will be designed with the purpose of attaining the maximum number of responses from quality candidates. If posting site allows for it (such as Indeed) consider including screening questions to help determine the most qualified candidates such as “Do you have reliable transportation?” and “Are you available nights and weekends?”.
   1. Posting sites to consider:
      1. Indeed.com
      2. Facebook
      3. Craigslist.com
      4. Linkedin.com
   2. Other ways to recruit:
      1. Send job post to friends and family and ask for referrals
      2. Post internally for current employees to apply
      3. Encourage and reward employee referrals
3. **Hiring Manager** posts the position on approved external websites.

**Recruitment**

1. **All applications should be submitted online. No paper applications should be accepted.**
2. **Hiring Manager** will do initial screening of resumes/applications. NOTE: Housekeeping positions come through Facebook, so GM forwards all applications to the Housekeeping Hiring Manager for review.Things to look for:
   1. Very frequent job changes
   2. Look for professional goals stated, and how applicable are they to your position and company.
   3. Major gaps in employment dates
   4. Reasons for leaving jobs
   5. Incomplete information
3. If a job posting does not attract an acceptable number of quality responses, the **Hiring Manger** will consult the **HR.** Then, **HR** will discuss alternative posting options.
4. A screening checklist is the most objective way to complete the initial screening. Once the screening is complete, separate the applicants into the following categories:
5. Unqualified applicants and/or unacceptable resume
6. Qualified applicants
7. Highly qualified applicants
8. **Hiring Manager will provide the highly qualified candidates resumes to HR for phone screening.**

**Interviewing**

1. **HR contacts Highly Qualified candidates to schedule a phone screen interview. Phone Screens typically should not be more than 30 minutes.**
2. **After phone screening, HR provides results and recommendations to Hiring Manager for in person interviews.**
3. **Hiring Manager** contacts candidates via e-mail or phone call to set-up in-person interview and confirms the following information regarding the interview:
   1. Date
   2. Time
   3. Location (address)
   4. Interviewers
   5. Any skills testing that will occur during the process
   6. Other important information
4. **HR and the Hiring Manager work together to select interview questions based on the position and specific culture questions. Recommendations:** 
   * 1. First two or three questions should be related to the company culture and getting to know the applicant better.
     2. Next 4-5 questions should be customized to the position interviewing for.
5. **Hiring Manager and selected interviewers** interview the applicant using the selected questions. All candidates should be asked the same questions.
   1. It is recommended that there be at least one additional manager present in the interview. There should be no more than 2-3 interviewers.
   2. Share a copy of the job description with the candidate during the interview.
   3. At the end of the interview explain to the candidate next steps such as when you might decide as to who you are going to hire and how they will be notified.
   4. Ask candidate to fill out an application immediately following the interview.
6. After each interview, the interviewers will meet as soon as possible, ideally right after the interview, to compare notes and give feedback on the candidate.
7. *(Optional but recommended depending on position)* **Hiring Manager**, with input from the **HR,** selects top 1-2 candidates to move to a second round of interviews which are scheduled with additional team members and/or other key positions in the company.

**Selecting a candidate**

1. After the final interviews, **Hiring Manager** evaluates the performance of all the prospective candidates in the interviews. Feedback will be obtained on the candidates from all interviewers. Look for candidates who:
   1. Are the best fit for the position
   2. Would be a good fit with your culture
   3. Display traits that would be an asset to your department
2. **Hiring Manager** conducts reference checks on final candidates if provided.
3. **Hiring Manager** to make a selection based on the criteria above and notifies **HR.**
4. **Hiring Manager** makes a verbal offer to candidate. **During the call:** 
   1. Review and discuss with the employee the major duties of the position, the hours expectations and attendance expectations. For example (for line cook): setting up and stocking stations in the kitchen with all necessary supplies, preparing food for service (e.g., chopping vegetables, butchering meat, or preparing sauces), cooking menu items in cooperation with the rest of the kitchen staff.
   2. Ask when they would be available to start if they verbally accept the offer.

**Extending an Offer:**

1. **HR** will extend the formal offer to the applicant using the applicable offer letter template ensuring all relevant timelines are clearly communicated including start date and when benefits begin. In addition to the offer letter, the email will communicate to applicant where and when to arrive and will include any additional documents or information needed prior to their first day.
2. If the applicant accepts the offer, **HR** initiates the pre-employment background check and drug test process (if applicable).
3. If applicant declines offer, document the reason and move to the next approved applicant.
4. If the background check results come back with a red flag, **HR** determines the best course of action and follows the “adverse action” process by sending the appropriate letters.
5. **Hiring Manager** and **HR** plan the new hire’s training and on the job specific tasks, documents and communicates to any and all involved in training the new hire.

**Post-Offer**

1. **Hiring Manager** closes out job postings and notifies applicants who were not selected.
2. **Hiring Manager** provides all documentation of recruiting process (including resumes, interview notes, etc.) to **HR** for recordkeeping purposes.
3. **HR** keeps documentation on file by position for at least one year from position close date.

**Onboarding:**

The **Hiring Manager** meets with the new employee to complete the onboarding documents and goes over:

* New Employee Orientation Checklist
* Their job description and major duties
* Any position specific policies and procedures for their position
* Employee handbook

Gather:

* Their preferred contact phone number
* Their emergency contacts
* Employee Handbook acknowledgment signatures
* Signatures associated with New Employee Orientation Checklist