



The Hiring Process at Rice

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Hiring Practices

The knowledge and ability to assess applicants' qualifications, conduct effective interviews, and make objective hiring decisions is critical.

Good hiring practices allow us to:

- hire efficiently in regard to both time and cost;
- hire the best applicants; and
- avoid claims of unlawful discrimination.

Rice University has hiring policies and procedures that address statutory requirements, such as the Civil Rights Act, the Americans with Disabilities Act, the Texas Commission on Human Rights Act and others. In addition, Rice University is an affirmative action/equal opportunity employer. Our hiring policies and procedures ensure equal employment opportunities for all applicants, uniform reporting procedures, and compliance with federal and state laws and regulations.

The Recruitment Team of the Human Resources Department offers consultant type services to hiring managers and assists the hiring manager in navigating the hiring process, identifying, and hiring the best applicants. Recruiters are available to discuss search strategy, schedule interviews, and participate in interviews.

Staff Hiring Process

The on-line RICEWorks system (<https://jobs.rice.edu/hr>) is the tool used to:

- maintain all staff job descriptions,
- initiate postings for staff job vacancies, *including those approved for affirmative action waiver (see pages 27 & 39 for more details on requesting a waiver to the posting requirement),*
- collect applicant pools for hiring managers' review, and
- complete the hiring proposal/affirmative action review.

Applicants view job openings at <https://jobs.rice.edu>

Following is an overview of the staff hiring process. More information on using RICEWorks may be found starting on page 33.

Preparing the Job Description & Posting Details

To “*Begin a New Action*” in RICEWorks, the hiring manager will choose the appropriate action for the situation. Action choices include:

1. Create a New Position **AND** Post for Recruitment
(For new position numbers – *never existed before!*)
2. Create a New Position **WITHOUT** Posting
(For new position numbers – *never existed before!*)
3. Update or Reclassify Existing Position **AND** Post for Recruitment
(Changes, big or small, to existing position numbers)
4. Update or Reclassify Existing Position **WITHOUT** Posting
(changes, big or small, to existing position numbers)
5. Straight Replacement
(*no* changes to job description; assumes need to post)

The Job Description

In preparation for the hiring process, the hiring manager must ensure that a current job description exists in RICEWorks.

The job description is used throughout the entire hiring process and serves as the basis for:

- grading the position in regards to classification, title, and grade,
- preparing the job posting that applicants will view,
- establishing interview questions and conducting the interview,
- defining the physical requirements of the job,
- explaining the job to applicants, and
- communicating job expectations to new employees.

TRAINING OPPORTUNITY! The HR Training course, “Writing Effective Job Descriptions,” covers in depth the steps involved in writing and gaining approval of a job description. Scheduled times/dates are available on the HR Training website at <http://training.rice.edu>

Posting Details on Requisition Tab

By choosing an action in RICEWorks that includes posting, the hiring manager begins the search and recruitment process by indicating that the job should be posted and by providing details on the “Requisition” tab within the action.

Key pieces of information that the department provides on the requisition tab are:

- Department contact name, phone, and fax numbers (this should be the person with whom the staff recruiter will most closely communicate during the search)
- Type of position and anticipated work schedule
- How long the job should be posted for applicant review
- Locations for outside advertisement
- Preference for how to note hiring salary details
- Specific questions to be asked of each applicant during the application process

Posting the Job Vacancy & Recruiting Qualified Applicants

Once the hiring manager has created a new job description, updated an existing description, or ensured that the description has not changed since last reviewed, the description and requisition details will be circulated in RICEWorks for necessary review and approval and then sent to HR/Compensation. If the action chosen included posting, HR/Recruitment will post the job following Compensation’s review on the following:

- Rice’s on-line job site, RICEWorks
- Work In Texas (<http://workintexas.com>)
- HigherEdJobs.com (<http://www.higheredjobs.com/>)
- Other advertising sites as indicated by the hiring manager in the requisition details in RICEWorks

The minimum posting period for a position is 5 business days.

The on-line posting will allow job postings to be viewed 24/7 around the world by anyone with access to a computer and the Internet. For specific positions however, you might find it necessary to supplement the search with additional advertising. There are numerous sources of potential applicants that can be tapped to build the applicant pool. Several sources are listed below:

Networking: Networking remains the primary source for increasing an applicant pool. Often the object of person-to-person networking is to reach candidates who are productively employed elsewhere. Ask internal and external professional contacts if they can recommend someone in the field. You may be able to identify potential applicants through networking with individuals/groups with similar academic/research interests and professional organizations.

Look for candidates who hold similar positions at other colleges/universities; let them know about the vacancy and ask for candidate recommendations.

Outside Advertising: Jobs are posted automatically on HigherEdJobs.com and Work in Texas, but hiring departments may decide to place advertisements in newspapers, academic journals, professional organization/subject group LIST SERVS, or other on-line career sites.

Advertisements must mirror the details of the job posting on RICEWorks in regards to minimum qualifications, job details, salary, etc, and all applicants should be directed to RICEWorks to apply. *The cost of additional outside advertising must be paid for by the hiring department.* Contact your HR Recruiter for assistance, price quotes, etc.

Application Processing & Minimum Qualification Screening

- To be considered for a position, an individual must complete an official application via RICEWorks (<https://jobs.rice.edu>) and apply to the specific position. He/she may apply from any computer with Internet access, 24 hours a day, 7 days a week. Internet linked computers are available at:
 - The Human Resources Office (26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin)
 - All area Texas WorkSource offices (over 30 locations in the greater Houston area)
 - Public libraries including Fondren Library on the Rice campus
- At the time the job is posted, the HR Recruiter will establish qualifying questions for each position based on the minimum qualifications for the job. Applicants who meet the minimum requirements will be referred to the hiring manager/department for review.
- If an individual sends resumes/other materials to the department directly, they will not be considered until they have applied on-line.

Applicant Inquiries

Applicants may review the status of a position search on-line at any time. Hiring managers/ departments receiving phone calls from applicants about the progress of the search and hiring decision should provide only general information and make no statements that may be interpreted as a contract for employment.

Possible responses are:

“I am in the process of reviewing applications, and I anticipate that we will be calling applicants and scheduling interviews next week.”

“I am currently completing interviews and anticipate making a recommendation for hire next week.”

“No decision has been made yet as we’re still reviewing applications.”

Identifying the Best Qualified Candidate

It is the hiring manager's responsibility to select the candidate that best meets the identified job criteria and ensure a diverse workforce in their specific area/department.

Before beginning the applicant review process, review the job description and note the minimum requirements for the job.

As the hiring manager begins the review of the applicant pool, it will not typically be feasible or desirable to interview all applicants. When this is the case, it is often helpful to put together a hiring matrix to compare and contrast applicants' knowledge, skills, and abilities, and to judge each applicant in the context of the job requirements. *See the following page for an example of a hiring matrix.* The matrix will help you narrow down the pool to the best-qualified candidates who should then be invited for interviews.

Suggestions for reviewing applications and other documents are:

- Review all applicable documents for the individual, including cover letter, resume and any other required items. *For positions requiring good communication skills, do not forget to review all documents for spelling, grammar, and writing style.*
- Screen out applicants who *require* a higher salary than is authorized for the position. Call them if there are any doubts about their salary requirements.
- Check work experience for applicability to the position, length of time in each position, promotions or awards received, and reason for leaving each position.
- Note the order of the material given on the resume. What is noted first is generally what the applicant wishes to emphasize. What is noted later or not noted is often revealing.
- Note gaps in dates, but do not assume they were caused by negative reasons.
- Look for overlapping dates or conflicting details.
- Check educational background if required.
- Note on a separate piece of paper any pertinent questions that arise when reviewing the resume/application and ask those during a telephone or face-to-face interview.

When the hiring manager decides that the applicant pool is sufficient in size and quality, he/she should begin to focus on the interviewing process. Hiring managers are strongly encouraged to "close" the position by removing the posting from the website at this time. This will temporarily stop the flow of new applicants into the pool. A posting can always be re-posted to the website for applicant review if necessary.

Planning the Interview

Interviewing and selecting the best-qualified applicant are important responsibilities that the hiring manager performs in assisting and supporting the University in meeting its goals including the goals set out by the President in the Vision for the 2nd Century (V2C).

When interviewers rely on their intuition as a basis for selecting candidates, poor hiring decisions are likely to result. A well-planned and executed interview process provides a much more reliable method of choosing an applicant based on his/her ability to do the job.

To conduct an interview that will be predictive of good job performance, it is crucial that the hiring manager spend sufficient time to plan the interview. To plan an effective interview, the hiring manager should:

- Review the job description and focus on the duties of the job.
- Prepare interview questions based on job duties and requirements of the job that are documented in the job description.
 - Formulate questions that will evoke work-related, real life examples from the applicant.
 - Examples of behavioral based interview questions (questions that require the applicant to rely on past behavior to answer the question) are:
 - Give me an example of ...
 - Tell me about a time when
 - What did you do when ...
 - Describe a time/situation/experience ...
 - Shape questions to avoid topics that could lead to *discrimination claims*.
 - **General topics to eliminate:** race, color, national/ethnic origin, disability, sex, age, religion, sexual orientation, family/marital status, veteran status, arrest record, financial status, legal off-duty activities, and EEO-related information (prior claims, non-professional clubs and charities).
 - Specifically, with **disability-related questions**, you cannot ask a candidate whether he/she has a disability or impairment that would prevent performance of the job. You may ask all applicants if they can perform the job functions with or without reasonable accommodation, and you may ask them to demonstrate. If an applicant indicates that he/she will need an accommodation to complete the job application/interview process, you may inquire as to the accommodation needed and obtain documentation of the disability.
 - See page 9 for more information and samples of allowable and unallowable questions.
- Decide who will interview the candidates. It is suggested that the hiring manager involve other interviewers for a broader review of the applicant. Additional interviewers are often work peers for this position, additional managers within the department, customers of this position, and/or individuals with whom this position works closely. It is best to include both individuals from both inside and outside the department. The HR Recruiter is also available for participating in interviews.

- Provide each interviewer with a copy of the job description, the interview questions (decide who is asking what), and a complete copy of each applicant's documents (application, resume, and/or cover letter).
- Arrange for an appropriate interviewing environment that is free from interruptions and is comfortable.
- Invite the applicant to the interview; give specific details regarding time and location of interview. Give details about where the applicant should park and confirm that the applicant has a name and phone number in case contact is needed prior to the interview.

Sample Interview Questions

- Tell me what you already know about this position. Why does this position interest you?
- Describe a situation the candidate would encounter in the position, and ask the candidate how he/she would handle the situation.
- What qualities/skills make you the best person for this position? What qualities/skills would you need to improve to excel in this position?
- Describe your previous (current) position. What have you learned in that position that would contribute to your success in this position?
- Describe a time when you were faced with problems or stresses at work that tested your coping skills. What did you do?
- Give an example of a time when you could not participate in a discussion or could not finish a task, because you did not have enough information. What did you do?
- Tell me about a time when you had to use your verbal communication skills in order to get a point across that was important to you.
- Give an example of a time when you had to be relatively quick in coming to a decision.
- Can you tell me about a job experience in which you had to speak up and tell other people what you thought or felt?
- Give me an example of when you felt you were able to build motivation in your co-workers or subordinates.
- Tell me about a specific occasion when you conformed to policy even though you did not agree with it.
- Describe a situation in which you felt it necessary to be very attentive and vigilant to your work environment.
- Give an example of a time when you used your fact-finding skills to gain information needed to solve a problem, and then tell me how you analyzed the information and came to a decision.
- Give me an example of an important work goal you had to set and tell me about your progress in reaching that goal.

- Describe the most significant document, report, or presentation that you have completed.
- Give me an example of a time when you had to go above and beyond the call of duty in order to get a job done.
- Give me an example of a time when you were able to communicate successfully with another person, even when that individual may not have personally liked you.
- Describe a situation in which you were able to “read” another person effectively and guide your actions by your understanding of his/her individual needs or values.
- What did you do in your last/current job to be effective with your organization and planning? Be specific.
- Describe the most creative work related project you have completed.
- Describe a time when you felt it was necessary to modify or change your actions in order to respond to the needs of another person.
- Give me an example of a time when you had to analyze another person or a situation carefully in order to be effective in guiding your action or decision.
- What did you do in your last job to contribute toward a teamwork environment? Be specific.
- Give me an example of a problem you faced on the job and tell me how you solved it.
- Describe a situation in which you were able to positively influence the actions of others in a desired direction.
- Tell me about a situation in the past year in which you had to deal with a very upset customer or co-worker.
- Describe a situation in which others within your organization depended on you.
- Describe your most recent group or team effort.
- Describe the worst customer or co-worker you have ever had and tell me how you dealt with him or her.

Legal Considerations

What interview questions can legally be asked of a job candidate? What if the individual is pregnant, has a disability, or cannot work on specific days because of religious beliefs? Below is a concise overview of federal laws on interviewing with particular focus on those with greatest complexity. A chart at the end summarizes the issues and covers some additional areas.

Disabilities

As a general rule, employers may not ask questions during job interviews that are likely to elicit information about a disability. It is best to begin with a job description that includes the essential functions of the position. Interview questions should focus on how a candidate would perform

the job rather than whether the person has a disability. After an employer makes a job offer, the employer can then ask questions that are more specific about a disability. However, the scope of questioning during the interview process is strictly limited, as these examples illustrate.

Don't Ask

- What is the nature of your disability and what limitations does it place on you? (if the disability is obvious)
- Do you have a disability? (if no disability is obvious)
- Do you need a reasonable accommodation to perform this job?
- Have you ever been injured on the job?
- Have you ever filed a workers' compensation claim?
- What medications are you currently taking?
- Have you ever been addicted to drugs or treated for drug addiction?

Okay to Ask

- How would you go about performing this job?
- Will you be able to perform all of the job assignments for this position in a safe manner?
- Can you meet the attendance requirements of this job?
- Do you have all of the licenses and certifications required for this job?

Sex and Family Matters

Because of a long history of discrimination against women in the workplace, Congress passed numerous laws that prohibit questions about sex, family status, or pregnancy during the interviewing process. Interviewers should not limit specific questions to male or female candidates only. For example, it is permissible to ask candidates if they are willing to travel for work, but it is illegal to ask that question of female applicants only.

Don't Ask

- Are you married?
- How many children do you have?
- What is your child-care arrangement?
- Are you planning to start a family in the near future?
- Do you have a spouse who would need relocation assistance if you were offered this job?

Okay to Ask

- Do you anticipate any absences from work on a regular basis?
- Do you have any responsibilities or commitments that will prevent you from meeting specified work schedules?

Age

While it is legitimate for an employer to consider job candidates' experience, the employer may not consider age unless there is a legal minimum, such as a position serving alcohol. Legal maximum ages, such as the one for commercial airline pilots, are very rare and seldom apply to educational institutions. In addition, be careful not to make stray comments in an interview such as "we are looking for new blood," which may suggest age bias.

Don't Ask

- What is your date of birth?
- What year did you graduate from high school?
- At what age do you plan to retire?

Okay to Ask

- If you were offered this position, could you establish that you meet the legal age minimum?
- How long do you intend to stay in the position you are seeking?

National Origin and Citizenship

An institution may not discriminate in hiring on the basis of national origin. However, it may ask whether a candidate is legally eligible to work in the United States. If English is not an applicant's first language, the institution may consider whether the individual speaks, understands, and reads English well enough to perform the position's essential functions.

Don't Ask

- Where were you born?
- What is the origin of your last name?
- What is your native language?
- Are you a U.S. citizen?

Okay to Ask

- If offered this position, could you provide verification of your right to work in the United States?
- Do you speak languages other than English that might be helpful in performing this job?

Basic Interview Guidelines Under Federal Law

ITEM	AVOID	PERMISSIBLE
AGE	Age, birth certificate, date of high school or college graduation.	Whether candidate meets minimum or maximum age requirement that is a bona fide occupational qualification.
ALCOHOL OR DRUG USE	Whether candidate is an alcoholic or has been addicted to drugs in the past.	Whether candidate currently uses illegal drugs or has used illegal drugs in the past.
ARREST RECORD	Inquiries about arrests.	None (may have a disparate impact on certain minority groups).
CITIZENSHIP	Whether candidate is a U.S. citizen.	Whether candidate is legally eligible to work in the U.S.
CONVICTION RECORD	Inquiries relating to convictions that are not relevant to the job being applied for.	Convictions that reasonably relate to performing the job in question. Consider the nature and number of convictions, facts surrounding each offense, and length of time since the last conviction.
DISABILITIES	Questions designed to elicit information about a disability.	How candidate would perform the job and whether the candidate could perform the job with or without accommodation.
HEIGHT OR WEIGHT REQUIREMENTS	Height or weight requirements not related to job.	Height or weight requirements necessary for the job.
MARITAL AND FAMILY STATUS	Questions about marital status, childcare, number of children, or pregnancy.	Questions about whether candidate can meet work schedule. Ask all questions to candidates of both sexes.
NAME	Inquiries about national origin, ancestry, or prior marital status.	Whether candidate has ever worked under a different name.
NATIONAL ORIGIN	Lineage, ancestry, descent, native language, birthplace, and national origin of spouse or parents.	Whether candidate is legally eligible to work in the U.S. and can communicate well enough to perform the job's essential functions.
RACE OR COLOR	Complexion or color of skin.	None.
RELIGION	Religious preference or affiliation, except at	Whether candidate can meet the work schedule with reasonable

	religiously affiliated institutions when hiring faculty or ministerial positions that further the institution's religious mission.	accommodation, if necessary.
SEX	Candidate's sex, where sex is not a bona fide occupational qualification.	Candidate's sex, where it is a bona fide occupational qualification, such as actor, actress, or locker room attendant.

Conducting the Interview

Telephone Interviews

Telephone interviews are a good tool to use to find out more about applicants on a high level and provide more information to narrow the pool further. If the group of top candidates is small enough to allow face-to-face interviews for all, then a phone interview may not be helpful.

In a telephone interview, the hiring manager will call the applicant directly. When calling,

- Confirm that this is a good time to talk. If not schedule a mutually acceptable time to talk.
- Briefly describe the position, hours, salary range, and ask if candidate is still interested in being considered.
- If so, proceed to asking pertinent questions.

On Campus Interviews

The key to an effective interview is careful listening combined with good questions. Interviewers should encourage and guide the applicant to share job related facts, details and examples in response to questions.

A common error of ineffective interviewers is to concentrate on the questions they intend to ask next and not listen to what the applicant is saying. Interviewers ideally should not talk more than 20% of the time. The interviewer's job is to listen and evaluate.

Interview Format

- Confirm room is comfortable and free from distractions.
- Confirm that all interviewers have all documents (job description, questions, applicant's application, and resume/cover letter).
- Explain the purpose of the interview to the applicant and set the agenda. This will help applicants relax and know what to expect.

- Ask questions, listen, and gather information based on the job duties of the position
- Take notes regarding the applicant's responses. Taking notes helps to ensure accuracy and often reassures applicants that the interviewers are interested and listening. Prior to beginning the interview, explain that notes will be taken and why. Notes should be job related and should not contain any information that is not job related.
- After the questions have been asked, describe the job and the organization to the applicant. Describing the job and the ideal candidate earlier in the interview may inadvertently coach applicants on how they should respond to questions.
- When describing the job, the interviewers should provide accurate and sufficient positive and negative facts about the position, department, promotional opportunities, etc. to enable the applicant to make an informed decision about the job. The interviewers should avoid any comments that might mislead the applicant into misinterpreting the information as a promise of employment.
- Give applicants a chance to ask questions about the job and performance expectations.
- Close the interview by letting applicants know what to expect as the next step. For example: "We still have several more interviews to conduct, which we anticipate completing next week. We probably will be making a final recommendation by the end of the following week."

Interview Tips

✓ Let the Applicant Do the Talking

An interviewer can use the following techniques to encourage applicants to more fully and freely express themselves during the interview:

Encourage:	"Hmmm," "I see," "Tell me More"
Silence:	A deliberate pause while waiting for the other person to speak or respond to a question.
Mirroring:	Acknowledge the applicant's feelings, match their pacing, tone of voice, and body language.
Process Check:	Occasional interruptions in the conversation to confirm that the interviewer and interviewee understand each other.
Restating:	Repeating what the applicant has said in different words.
Applicant's Name:	Using the applicant's name encourages trust and disclosure.
Non-verbal:	Eye contact, nodding, smiling, etc.

- ✓ **Help the Candidate Feel at Ease**
Avoid putting the applicant under any additional stress by asking questions that put them on the defensive. Show sincere interest in learning about their qualifications for the job and a willingness to spend the time exchanging information. First impressions are important for both the applicant and the interviewer. The impression formed by the applicant at the interview will probably influence whether they accept job offers later.
- ✓ **Avoid Leading Questions**
When planning the questions for the interview, avoid questions that “give away” the desired answer. For example: “I’m sure you’re proficient in Excel, right?” or “This position requires a lot of team work; do you like working in teams?” Questions asked in this way tell the applicant exactly what the interviewer wants to hear.
- ✓ **Don’t Prime the Pump!**
Similar to leading questions, “priming the pump” involves describing the position and the skills needed for the job before the interview questions begin. The position should be described at the end of the interview.
- ✓ **Avoid the Halo Effect**
Good first impressions that linger after the interview are called the “halo effect.” Research shows that interviewers tend to mistake “charm” for “competence.” Interviewers should focus on the candidate’s answers rather than on “gut feelings.” Doing this will help avoid the “halo effect.”
- ✓ **Promises, Promises**
Interviewers should not make promises they cannot keep. Employment offers are made by the HR Recruiter after a hiring proposal has been approved by the department/division, Affirmative Action and Human Resources.

TRAINING OPPORTUNITY! If you would like to learn more about interviewing and refine your interviewing skills, then check out the “Interviewing: More Than a Gut Feeling” training session offered by HR Training. Scheduled times/dates are available on the training website at: <http://training.rice.edu/trainingcourses.cfm>

The Hiring Decision

Reference Checking

- If your final applicant is a current or former Rice employee, hiring managers are highly encouraged to contact the Director of Employee Relations and schedule a time to review the applicant's personnel file.
- At least two (2) telephone references are recommended for the selected applicant. Phone references should be made prior to the beginning of the hiring proposal.
- The applicant's certification of their Rice employment application gives consent for hiring managers to check references with former employers. However, do not put anyone's current job in jeopardy by calling for references without letting the candidate know that they are a top candidate and you will need to contact their current employer.
- Questions should not be asked that are not job-related and that might fall under the EEO discriminatory practice areas, such as questions regarding sex, race, color, national origin, disability, or religion.
- References should be checked for the applicant's most recent employers. Hiring managers may also want to contact employers for whom the applicant worked the longest in a related position.
- If an unsatisfactory reference is received, the hiring manager should contact another reference.
- If the reference indicates that the individual would not be eligible for rehire, the hiring manager will want to consider removing the candidate from further consideration.
- If phone numbers are not indicated on the application, the hiring manager should ask the applicant to provide the contact information.
- The applicant should not be told that references are being checked because they have been chosen for the job. The applicant should be told that the applicant is being considered or is one of the final candidates.
- Do not accept references from friends, relatives, or individuals who have not had the opportunity to observe job related performance.
- Written letters of reference may be supplied by the applicant, but should not substitute for telephone contacts.
- Problem areas or responses should be noted and reviewed carefully to determine if these findings indicate issues that will affect job performance in the position.

Determining Whom to Hire

When making the final hiring decision, the hiring manager should consider only the job related criteria. Gathering, integrating, and evaluating interview information includes identifying the applicant's specific knowledge, skills, and abilities and judging them in the context of the job requirements. Interview findings, in conjunction with other information gathered during the

review process (application/resume details, reference checks, cover letters, writing samples, etc.) should form the basis for the final decision.

The responsibility of the hiring manager is to select the individual who best meets the identified job criteria.

Finalizing the Hire

Following a selection decision, the hiring manager should:

- Move the selected candidate (in RICEWorks) to a status of “Recommend for Hire.”
- Confirm that all other applicants are at a final status that indicates they are no longer in consideration and that the appropriate non-selection reason is indicated for each candidate.
- Confirm that the posting is at a status of “Removed from Web.”
- Begin the Hiring Proposal for the selected candidate.

Hiring Proposal/Affirmative Action Packet

Rice University is an Affirmative Action employer and seeks to attract qualified individuals of diverse backgrounds to its faculty, staff and student body. Accordingly, Rice University does not discriminate against any individual based on race, color, religion, sex, sexual orientation, gender identity, national or ethnic origin, ancestry, age, disability, or veteran status in its admissions, its educational programs, or employment of faculty or staff. The University takes affirmative action in employment by recruiting, hiring, and advancing women, members of minority groups, individuals with disabilities, Vietnam era veterans, and special disabled veterans.

The Director of Affirmative Action and Equal Employment Opportunity Programs is responsible for administering these programs, and reports directly to the President of the University. The AA/EEO office develops and maintains a systematic procedure of reporting and monitoring to ensure full compliance with this policy.

In order to facilitate the AA/EEO office’s task of gathering and reporting employment-related information, hiring managers complete the hiring proposal/Affirmative Action packet at the conclusion of an employment search.

This packet also provides the HR Recruiter with complete information (suggested hiring salary and start date) so that an employment offer can be extended.

To begin and complete the hiring proposal, the hiring manager will:

- “Begin Hiring Proposal” in RICEWorks,
- Complete the information regarding start date and salary,
- Update the final candidate’s address and phone number (if they are aware that it has changed since the beginning of the search),
- Fill in complete funding details (fund/org/account) for the salary,

- Submit the proposal for review.

Required review/approvals include and follow the order of:

- Final department/division review by a Level 2 RICEWorks user,
- Affirmative Action, and then
- Human Resources/Recruitment.

The Job Offer

- The offer of staff employment may only be made by your HR Recruiter or another member of the recruitment team in their absence.
- This ensures that consistent language is used and a consistent message is delivered to all successful candidates. The only **exception** to this is for job offers for postdoctoral research fellows/associates. Job offers for these positions are handled through the appropriate Dean's office.
- Once the approved Hiring Proposal/Affirmative Action Packet has been received in the Human Resources Office, your HR Recruiter will work with the final candidate to make the job offer, and if accepted, finalize details for employment, including start date and final salary.

Wrapping It All Up

After the offer is accepted,

- The recruiter will send a written offer letter (see sample letters starting on page 21) to the final candidate and initiate a criminal history check.
- The recruiter will also establish a preliminary record in Banner that will feed the selected individual's data to IT. This in turn will create an IT Net ID account, including e-mail address, for the new employee. Assuming the start date is more than 72 hours from time of job offer acceptance, the applicant will be able to activate the account on his/her first day of work by going to <http://apply.rice.edu> and activating the pre-generated account.
- An e-mail will be sent to all Level 1 & 2 Users associated with the particular posting. The e-mail will include:
 - Notification of the offer acceptance,
 - Information regarding the agreed upon start date, salary, and new hire orientation date,
 - Reminder to print out and complete the Personnel Action Form (PAF) that has been started in RICEWorks (see page 25 for a copy of a PAF).
- Notes on completing the top section of the PAF. If the employee is:
 - **new to Rice** (has never worked here before), check the "New Hire" box on the "Employment" line in the top box of the form.

- **has worked at Rice before**, check the “Rehire” box on the “Employment” line in the top box of the form.
- **moving to your department from another department at Rice**, check the “Transfer” box on the “Employment” line in the top box of the form.
- Once completed fully, the PAF should be circulated for approval signatures and sent directly to HR Services at MS 92 (26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin). **The PAF is required to get an employee on the payroll and needs to be sent as quickly as possible. If a payroll deadline is not met, pay will occur on the next payroll cycle.**
- Non-selected applicants will be able to view the status of the job on-line and see that it has been filled. Individuals who interviewed for the job and who were moved to a final status of “Interviewed, not hired – Send e-mail” by the hiring manager will receive an e-mail thanking them for their participation in the search and informing them that the position has now been filled.

Sample Offer Letter: Exempt Position

DATE

NAME
ADDRESS
CITY, STATE ZIP

Dear NAME,

On behalf of Rice University, I am pleased to offer you the position of TITLE in the department of DEPARTMENT NAME beginning START DATE. This is a FULL-TIME OR PART-TIME, BENEFITS ELIGIBLE OR INELIGIBLE staff position. This position is exempt and is not eligible for overtime pay. Your monthly salary will be \$X, XXX/month which if annualized would be \$XX, XXX. On behalf of Human Resources, I am pleased to welcome you to Rice University and hope you will find employment with Rice to be both a rewarding and exciting experience.

On or before your first day of employment, please visit the Human Resources office to complete your new hire documents and to receive information about signing up for benefits, if eligible. The office is located on the 26th floor, Suite 2600 of the Memorial Herman Medical Plaza (6400 Fannin) directly across the street from the Rice University campus at entrance 3 at the intersection of Main Street and Cambridge (formerly named MacGregor Drive). Completion of new hire documents is a necessary step towards receiving pay and benefits, as well as obtaining a Rice identification card, parking permit and e-mail account. These documents include the federally required Department of Homeland Security employment eligibility verification form (I-9), so please be sure to **bring with you two (2) forms of current, unexpired identification including any documents relating to United States work authorization.** You are also **required to provide an original copy of your Social Security card** as the Social Security Administration requires it for verification of name and number to ensure that your earnings are reported correctly, and (if not already provided) a **copy of this letter showing your signature.**

Please refer to the Rice website, <http://benefits.rice.edu> for information pertaining to Rice's benefits. Your benefits and other aspects of your employment are governed by Rice University policies. If you are benefits eligible, enrollment in benefits programs for which you are eligible must be completed within the first thirty-one (31) days of your employment, or you must wait until the next open enrollment period. It is important to note that selected benefits are effective the first day of the month following benefit enrollment, not on the first day of work

If you agree to accept this position and the conditions of employment, **please sign and date this letter where indicated below and return it, or a copy of it, to the Human Resources office located on or before your first day of employment.** If you have any questions, please do not hesitate to contact me at (713) 348-XXXX. In addition, you are **scheduled to attend new employee orientation on DATE.** The orientation program and campus walking tour entails walking up steps, prolonged walking on campus, and sitting for extended periods of time. We strive to make new employee orientation a positive and welcoming experience. If you require assistance with any part of the orientation program, please contact Wiley Bennett at 713-348-4091 or wbennett@rice.edu so that special arrangements or necessary accommodations can be provided. Further information regarding the orientation program will be forth coming.

Welcome to Rice University. You are joining a winning team with a long and rich tradition of excellence in teaching, research and service to the community.

Sincerely,

NAME
Staff Recruiter

I hereby accept and agree to Rice University's employment offer as described in this letter. I understand and agree that this offer does not constitute an employment contract, nor does it carry tenure or an expectation of tenure. I am aware that Texas is an "at will" employment state and that my employment with Rice University may be terminated, either by my employer or me at anytime, for any reason, with or without notice. A condition of my employment is proof of my legal status to work in the United States as required by the US Department Homeland Security and successful completion of a background check, since this position is security sensitive as defined under the Texas Education Code.

Signature

Date

Sample Offer Letter: Non-Exempt Position

DATE

NAME
ADDRESS
CITY, STATE ZIP

Dear NAME,

On behalf of Rice University, I am pleased to offer you the position of TITLE in the department of DEPARTMENT beginning DATE. This is a FULL OR PART TIME, XX hours per week, BENEFITS ELIGIBLE OR INELIGIBLE staff position. This position is non-exempt and is eligible for overtime pay. Your hourly rate is \$X. XX/hour which if annualized would be \$XX, XXX. On behalf of Human Resources, I am pleased to welcome you to Rice University and hope you will find employment with Rice to be both a rewarding and exciting experience.

On or before your first day of employment, please visit the Human Resources office to complete your new hire documents and to receive information about signing up for benefits, if eligible. The office is located on the 26th floor, Suite 2600 of the Memorial Herman Medical Plaza (6400 Fannin) directly across the street from the Rice University campus at entrance 3 at the intersection of Main Street and Cambridge (formerly named MacGregor Drive). Completion of new hire documents is a necessary step towards receiving pay and benefits, as well as obtaining a Rice identification card, parking permit and e-mail account. These documents include the federally required Department of Homeland Security employment eligibility verification form (I-9), so please be sure to **bring with you two (2) forms of current, unexpired identification including any documents relating to United States work authorization.** You are also **required to provide an original copy of your Social Security card** as the Social Security Administration requires it for verification of name and number to ensure that your earnings are reported correctly, and (if not already provided) a **copy of this letter showing your signature.**

Please refer to the Rice website, <http://benefits.rice.edu> for information pertaining to Rice's benefits. Your benefits and other aspects of your employment are governed by Rice University policies. If you are benefits eligible, enrollment in benefits programs for which you are eligible must be completed within the first thirty-one (31) days of your employment, or you must wait until the next open enrollment period. It is important to note that selected benefits are effective the first day of the month following benefit enrollment, not on the first day of work.

If you agree to accept this position and the conditions of employment, **please sign and date this letter where indicated below and return it, or a copy of it, to the Human Resources office located on or before your first day of employment.** If you have any questions, please do not hesitate to contact me at (713) 348-XXXX. In addition, you are **scheduled to attend new employee orientation on DATE.** The orientation program and campus walking tour entails walking up steps, prolonged walking on campus, and sitting for extended periods of time. We strive to make new employee orientation a positive and welcoming experience. If you require assistance with any part of the orientation program, please contact Wiley Bennett at 713-348-4091 or wbennett@rice.edu so that special arrangements or necessary accommodations can be provided. Further information regarding the orientation program will be forth coming.

Welcome to Rice University. You are joining a winning team with a long and rich tradition of excellence in teaching, research and service to the community.

Sincerely,

NAME

Staff Recruiter

I hereby accept and agree to Rice University's employment offer as described in this letter. I understand and agree that this offer does not constitute an employment contract, nor does it carry tenure or an expectation of tenure. I am aware that Texas is an "at will" employment state and that my employment with Rice University may be terminated, either by my employer or me at anytime, for any reason, with or without notice. A condition of my employment is proof of my legal status to work in the United States as required by the US Department Homeland Security and successful completion of a background check, since this position is security sensitive as defined under the Texas Education Code.

Signature

Date

Other Hiring Situations

Department Transfers

For an **employee transferring into your department** from another department at Rice:

- Communicate with the department he/she is leaving and arrange for them to send the employee's up-to-date and approved Time & Attendance form to you.
 - You will need to maintain it from the employee's start date in your department forward.
- Remember that you will need to establish necessary accounts and building access for them just as you would for a new employee.
- Email accounts will remain the same and continue to be active.

For an **employee transferring out of your department** to another department at Rice:

- Communicate with the department he/she is going to and send them the up-to-date approved Time & Attendance form.
- Complete and send a termination form to HR. Indicate at the top of the form that this is for termination of position only.
- Arrange with appropriate contacts to terminate any computer accounts, Banner accounts, etc., that are no longer needed.

Affirmative Action Waivers (Waiver to Posting the Job)

Under very select circumstances, departments may request a waiver of affirmative action requirements from the Director of Affirmative Action and Equal Employment Opportunity Programs. These include:

- Appointments without salary.
- Visiting faculty (These positions are limited to persons who hold primary positions elsewhere, usually at another University/Institute etc., and who plan to be at Rice for a period not exceeding two years. Prior to appointment, the candidate must certify that he/she has a position elsewhere to resume at the end of the period).
- Emergency (temporary) faculty appointments for one semester or one year only.
- Temporary hires including postdoctoral research associates/fellows.

Internal promotions within a department are encouraged, and in most situations, an affirmative action waiver is appropriate for these situations. Contact the Affirmative Action Office to discuss.

In other situations of unusual or exceptional circumstances, affirmative action requirements may be waived for other appointments. If a request for waiver is contemplated, contact the Director of Affirmative Action for discussion before the hiring process is initiated.

Affirmative Action waivers for regular staff positions are processed through RICEWorks. When initial approval has been given by the Director of Affirmative Action for a waiver, immediately

contact your HR Recruiter who will assist you with the process in RICEWorks (also see page 39 for more details for requesting a waiver in RICEWorks).

Search Firms

Occasionally an open position will require specialized attention in recruitment in order to gather a quality pool of applicants. This is typical of high-level searches (Deans, Vice Presidents, Vice Provosts, etc.) and searches for jobs that require a very narrow and specialized skill set.

In these cases, it is not uncommon for an outside search firm to be engaged to conduct and lead the search.

The position is still posted on the RICEWorks website, but applicants are referred to the search firm to apply for the job. Details of how and where to apply are noted.

Affirmative action review is still required for searches handled by search firms; at the time the final candidate is identified, contact the Affirmative Action office to discuss.

Faculty Hires

The faculty hiring process is coordinated within the hiring department and school.

Faculty hires do require affirmative action reporting and review. Paperwork is completed on the Affirmative Action form for Faculty and Postdoctoral Searches. The form is available on the HR Forms website, <http://people.rice.edu>.

A new faculty member should be directed to the Human Resources Office (26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin) on their first day of service to complete the employment documents. See the section on “Required Paperwork for New Employee Setup” on page 46 for details on documentation required by Human Resources.

Hiring departments should arrange for the Personnel Action Form to be sent to Human Resources Office (MS 92 or 26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin) as soon in the process as possible.

Training Opportunity! The Administrative Career Training (ACT) Program offers a course called *Faculty Administration* that addresses, among other topics, procedures for Faculty Hiring. Refer to the ACT website at <http://act.rice.edu> for times/dates.

Adjunct/Complimentary Appointments

Adjunct and complimentary appointments at Rice are unpaid appointments. As such, they are neither posted nor actively recruited.

Adjunct appointments are faculty appointments and require specific appointment forms, appointment letters, etc. More detail is available via the *Faculty Administration* (Faculty Hiring) class.

Complimentary appointments are appropriate for individuals who need access to Rice systems or facilities but are not employees of the University. Examples are: outside contractors/vendors, temporary employees employed by outside staffing agencies, visitors from other universities, etc.

Affirmative Action reporting is not necessary for either adjunct or complimentary appointments.

See the section on “Required Paperwork for New Employee Setup” on page 47 for details on documentation required by Human Resources.

Postdoctoral Associate/Fellow Hires

Recruitment of Postdoctoral Associates and Fellows is done in two ways depending on the school/department.

Humanities/Social Sciences: Postdoctoral Fellow searches are done through RICEWorks and follow the same procedure as regular staff hiring.

Engineering/Natural Sciences: Postdoctoral Research Associate searches are done through a separate applicant tracking process created and maintained by the Affirmative Action/Equal Employment Opportunity Office (AA/EEO). For more information on how to use this system, contact the AA/EEO office.

See the section on “Required Paperwork for New Employee Setup” on page 47 for details on documentation required by Human Resources.

Temporary Hires

Temporary staff employees are hired for a defined period of time with a clear job end date defined at the time they begin work.

As a temporary employee, temporary hires are not subject to Affirmative Action review.

See the section on “Required Paperwork for New Employee Setup” on page 47 for details on documentation required by Human Resources.

The Recruitment Office maintains a pool of applicants that are interested in temporary positions at Rice. When in need of a temporary worker, contact your HR Recruiter to be given access to this pool for your review in RICEWorks.

If a department has a need to reclassify a temporary position to a regular position, it must be posted and advertised, and follow normal staff hiring procedures.

Foreign Nationals

All job offers are made conditional upon proof of authorization to work in the United States. To comply with the Immigration Reform and Control Act of 1986, all new employees must provide proof of identity and eligibility to work in the United States. This is accomplished via successful completion of the I-9 Form. See the HR website, <http://people.rice.edu> (click on Forms), to view the I-9 Form and a list of acceptable identification documents or see pages 49-52 of this document.

If a foreign national who has a temporary work permit is selected to fill a vacant position, he or she must be notified that his or her employment may end at the expiration of the temporary work permit. This is noted in all employment offer letters.

International research scholars enter the U.S. as non-immigrants for the purpose of receiving education, research or additional professional training in their academic fields through research, teaching, or both. Most enter the U.S. on the J-1 Exchange Visitor Program in the Research Scholar category using DS-2019 Forms issued by the Office of International Students and Scholars (OISS). J-1 research and faculty scholars may participate in exchange visitor-training programs in the U.S. for a maximum of three (3) calendar years. Their immediate dependents arrive as J-2s.

- Departments wishing to invite an international scholar must send the following documentation to the OISS:
 1. Copy of Passport identity page (if not available, must get confirmation from the international scholar how the name will be spelled exactly on the passport)
 2. Offer Letter (two copies and one original)
 3. Proof of financial support (if not provided by Rice University)
 4. Curriculum Vitae (CV)
 5. Copy of the PA form
 6. DS-2019 Request Form (fully completed)
- The OISS reviews the requests and, provided documentation is in order, issues the DS-2019s for J-1 scholars.

NOTE: Institutional policy is to use J-1 visas for international scholars whenever possible. However, on an exceptional basis, an H-1B, B-1, O-1, J-2 (EAD required), or TN (for Mexican and Canadian citizens) may be utilized. Feel free to contact the OISS for any questions or clarification.

- Once the petitions are approved for J-1 visa documents, the OISS sends the visa documents directly to the international researcher, along with supplemental information about consular processing, travel tips, and U.S. health insurance obligations.

NOTE: If the department wants to send visa documents in a secure, expedited manner using an express delivery service with a tracking system, it must forward to OISS a FedEx packet with a completed billing form, or request packet to be picked up when ready (preferred option).

- The international scholar then presents these documents to a U.S. Consulate or Embassy in their home country to obtain the appropriate visa stamps to enter the U.S.

NOTE: Financial verification is extremely important and must be in order before visa documents will be issued.

- When international research scholars and faculty scholars arrive at Rice University, they must check in with the OISS located in Lovett Hall, Entrance A, 2nd floor. During check-in, the OISS staff reviews the international scholar's visa documents and provides a brief orientation, discussing legal responsibilities while in the U.S. The OISS will provide proper paperwork and instructions for the foreign visitor to register in Payroll and Human Resources *after* visiting the OISS.

NOTE: When making offers to the international scholars, be sure to give realistic starting dates to avoid frustration due to possible delays in the many steps of processing, i.e., in the department, in the dean's office, supplemental documentation needed by the OISS, visa interview appointments, or consular processing.

For more detailed information regarding labor certification and foreign national services or to discuss a specific situation, contact the Office of International Scholars and Students (OISS) at campus extension 6095. Their website is located at <http://www.ruf.rice.edu/~ois/>.

Individuals Working Out of State (outside of Texas)

Rice is not set up as an employer in any state other than Texas. If we have employees working in other states, the University would have to establish itself as an employer in that state as well as develop a means to charge and report on state income tax and other payroll taxes and comply with all labor laws including benefit and employee relations legislation. Many states have state specific laws that supersede and are more stringent than federal law.

In order to be compliant with these state laws, the University would effectively be required to establish a new infrastructure to support, in most cases, one or two individuals. This equates to establishing a new business for a few individuals.

In some very specific instances, an individual may be classified as a consultant based on the services he/she will be providing the University. If you believe you have a situation as such, please contact Jana Callan, Director of Recruitment and Systems Management to discuss prior to making any arrangements for services to be provided.

RICEWorks

RICEWorks Training & Details

The on-line RICEWorks system (<https://jobs.rice.edu/hr>) is the tool used to:

- maintain all staff job descriptions,
- initiate postings for staff job vacancies, *including those approved for affirmative action waiver (see page39 for more detail),*
- collect applicant pools for hiring managers' review, and
- complete the hiring proposal/affirmative action review.

Applicants view job openings at <https://jobs.rice.edu>

Training Sessions

Training classes for RICEWorks are available to all employees who will have RICEWorks accounts and have use of the system to perform their job duties.

To schedule training, contact Diana M. Garcia Acero at ext. 5252.

Requesting a RICEWorks Account

- 1) To request a RICEWorks account, go to the RICEWorks site at <https://jobs.rice.edu/hr> and click on "Create User Account."
- 2) Complete all fields and submit your request.
- 3) Department Chair/Administrator should send an e-mail to Diana M. Garcia Acero, dmgarcia@rice.edu, giving their approval for the RICEWorks account to be activated.

RICEWorks Administrator

The administrator for RICEWorks is Diana M. Garcia Acero, HR Specialist, ext. 5252.

Working in RICEWorks

RICEWorks consists of two different websites. One is for applicants to view postings and apply for jobs (<https://jobs.rice.edu>), and the other is for administrative use for hiring managers/ departments, Human Resources, the Budget Office, and the Affirmative Action Office (<https://jobs.rice.edu/hr>).

When working in the administrative side as either a Level 1 or 2 user, you will work in three areas:

- **"Job Descriptions" Section**
 - Create & Edit Job Descriptions

- Initiate a Posting for an Open Position
- View Job Descriptions in the Job Description Library
- **“Job Postings” Section**
 - Review Job Postings once they have been posted to the web
 - Review Applications/Resumes and other documents
 - Change Applicant Statuses as you review applicants
 - Initiate Hiring Proposal/AA Packet for selected candidates
- **“Search Hiring/AA Packet” section**
 - Review Hiring Proposal/AA Packet once created



- JOB POSTINGS**
- VIEW ACTIVE
- VIEW HISTORICAL
- SEARCH HIRING/AA PACKET
- JOB DESCRIPTIONS**
- BEGIN NEW ACTION
- SEARCH ACTIONS
- PENDING ACTIONS
- JOB DESCRIPTION LIBRARY
- ADMIN**
- HOME
- CHANGE DEFAULT VIEW
- LOGOUT
- LOGOUT OF RICE USER

• Welcome **Jana Callan**. You are logged in as Becky Heye with User View. Sunday, January 14, 2007

Hiring Manager's Guide
[View / Download](#)

To view the position details, click on the "View" link below the Title. To sort by any column, click on the arrow next to the column title.

Active							
2 Records							
▼ Job Title	▲ Req Number	▲ Active Applicants	▲ Applicants at Manager Review	▼ Open Date	▲ Job Close Date	▼ Department	▼ Posting Status
CSSR Coordinator View	07277	61	55	12-11-2006	Open Until Filled	349000-Religious Studies	Removed from Web
University Curator View	07250	4	0	11-15-2006	Open Until Filled	303000-School of Humanities	Removed from Web

Checklist for Posting Job, Reviewing Applicants, & Initiating a Hiring Request

_____ Under JOB DESCRIPTION section, click on **BEGIN NEW ACTION**

_____ **Choose the appropriate action** for the situation. Actions choices include:

1. CREATE A NEW POSITION AND **POST** FOR RECRUITMENT
(For new position numbers – *never existed before!*)
2. CREATE A NEW POSITION **WITHOUT POSTING**
(For new position numbers – *never existed before!*)
3. UPDATE OR RECLASSIFY EXISTING POSITION AND **POST** FOR RECRUITMENT
(Changes, big or small, to existing position numbers)
4. UPDATE OR RECLASSIFY EXISTING POSITION **WITHOUT POSTING**
(Changes, big or small, to existing position numbers)
5. STRAIGHT REPLACEMENT
(*no* changes to job description; **assumes need to post**)

For further detail on requesting an affirmative action waiver to the posting requirement, please see page 39.

_____ **Work through each page (tab) completely** and at the end of each page, click on “Continue to Next Page”

- Always read the instructions on each page for more details.
- **PROPOSED CLASSIFICATION:** Classification groups are the large grouping in which a number of similar jobs are grouped. Whichever classification group you choose, it will be reviewed by Compensation and can always be changed if needed. For assistance in choosing a proposed classification group, contact HR Compensation (Angela Lipari or Colleen Dutton).
- **COPY POSITION** allows you to copy in the job duties and other specific details into a new or changing position from an already existing job description. It is not necessary for you to copy another position.
- **POSITION DETAILS:**
 - ✓ ALWAYS assign yourself and any others to the “department users with permission to access position information...” box. If you don't then you won't be able to see it. Make sure you've assigned yourself!
 - ✓ Review the required education, experience, skills, and licensure boxes. If you have questions about what is noted in these boxes, contact HR Compensation (Angela Lipari or Colleen Dutton). These requirements will be posted as part of the job posting, and all applicants will be screened against these requirements. It is very important that you are aware of how these are written.

- **JOB DUTIES:** Enter job duties that add up to 100% of the job.
- **FUNDING:** Enter funding lines for the job (must add up to 100%).
- **SUPPLEMENTAL DOCUMENTATION:** Attach any supplemental documentation that is helpful in explaining the current changes and/or hiring needs (memos, organizational charts, etc).
- **REQUISITION FORM:** Fill out completely and supply your HR Recruiter with all information on this search and how/when/how long you want this job vacancy posted on the website.
 - ✓ Indicate how the salary range should be displayed to applicants.
 - ✓ Indicate what types of documents an applicant may submit or is required to submit.
 - ✓ Indicate any special instructions to applicants.
 - ✓ Indicate anything unusual or helpful in the “Department Comments” section. This is where you would indicate if you are requesting an affirmative action waiver.
 - ✓ Indicate any questions you want to have applicants answer as part of the application process. Questions may be closed or open-ended.
- **DEPARTMENTAL APPROVALS:** Read the instructions on this page carefully. Choosing the name of the next approver for either department or school/division approval is very important. It is what triggers the e-mail notification to this person that an action is awaiting their review.
 - ✓ A Level 2 user must be the last approver of the action in order to submit the action to HR Compensation.
 - ✓ In actions for new or changed positions, you may submit the position for **COURTESY REVIEW**. This is a draft review by HR Compensation and it will be returned to the department once that draft review is complete. If the department chooses to continue with the action it will have to be sent back to a Level 2 user for final review and then sent on for final review and action to HR Compensation.

View/track actions in progress. At anytime you will be able to review your action and see where it is in the process and who “owns” it at the moment.

- **PENDING ACTIONS:** In this section, you will find **ONLY** actions that are pending review/action by your department or school/division. Once a Level 2 user has sent it on to HR for review, it is no longer in **PENDING ACTIONS**, as it is no longer pending action from your group.
- **SEARCH ACTIONS:** You may always find all actions by searching in this section. For the broadest search possible, make sure that you are searching for all possible statuses by clicking on all status boxes.
- New positions are also routed through the Budget Office for assignment or confirmation of a position number. The Budget Office looks at it immediately after HR/Compensation review.

After the action has been reviewed by HR/Compensation and HR/Recruitment, it will be **posted on the RICEWorks website for review by applicants**. Your active postings

are viewable on the “home” page of RICEWorks. This is the first screen you see after you log in as a Level 1 or 2 user.

Review applicants as they apply by first clicking on VIEW/EDIT under the job position title. This is located on the home page of RICEWorks. *It is also viewable by clicking on VIEW ACTIVE under JOB POSTING heading in the left hand navigation bar.*

On the returned page, you will see a list of ACTIVE APPLICANTS. Click on VIEW APP below the applicant’s name to view the application. To the right of each applicant’s name you will see links (if applicable) to an applicant’s documents, such as resume (RES), cover letter (CVR LTR), etc.

Change applicants’ statuses. Once you have reviewed an applicant, you should update their status in RICEWorks. This will help you organize applicants with regard to their status in the search and will make it easier to schedule interviews since you will have clearly noted which candidates you want to invite for interview.

Change an applicant’s status by clicking CHANGE STATUS in the internal status column. From that page you will be able to update the status. Once an applicant is moved to a non-selected status (Review – Not Selected, Interviewed – Not Hired, Phone Interview – Not Selected), you will then have to select a non-selection reason from a drop down list or by entering your own reason.

Choose Final Candidate for Hire. Once you have a final candidate, you should move all other candidates to a final, not selected status and choose a non-selection reason for each.

Your final candidate should be moved to a status of RECOMMEND FOR HIRE.

Initiate the Hiring Proposal. When an applicant is moved to the status of RECOMMEND FOR HIRE, a BEGIN HIRING PROPOSAL link will be displayed in the internal status column of the applicant page.

Click on BEGIN HIRING PROPOSAL, and complete each page (hiring proposal details, funding information, approval routing).

Read the instructions on this page carefully. Choosing the name of the next approver for either department or school/division approval is very important. It is what triggers the e-mail notification to this person that a hiring proposal is awaiting their review.

A Level 2 user must be the last approver of the action in order to submit the action to Affirmative Action.

Search hiring proposals in process. To locate or review the status of a hiring proposal, click on SEARCH HIRING/AA PACKET located under JOB POSTINGS on the left hand navigation bar.

For the broadest search possible, make sure that all statuses are checked off in the status section.

The returned results will show the current status of the hiring proposal.

Wrap up the hire. Once the hiring proposal has been approved by both Affirmative Action and Human Resources, the HR Recruiter will make the job offer.

Once the job offer is accepted, the HR Recruiter will change the applicant's status to JOB OFFER ACCEPTED and an e-mail will be sent to all Level 1 and 2 users associated with the posting.

This e-mail will note confirmed start date, starting salary, new hire orientation date (if new to Rice), and will remind the hiring manager to arrange for a Personnel Action Form (PAF) to be completed and sent to HR Services.

Complete the Personnel Action Form (PAF). To access and print a PAF that has already been partially completed, click on SEARCH HIRING/AA PACKET. Search for the specific hiring proposal.

In the returned results page for the hiring proposal, click on the GET REPORTS link located in the position number (POSITION NBR) column. Then click on GENERATE REPORT.

A PAF in pdf format will be displayed. Print this out, complete all details, collect all needed signatures, and then send it to the Human Resources Office (26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin) or MS 92.

If you choose to create a PAF from scratch, that is fine. Do remember to complete all fields on the PAF.

SPECIAL CIRCUMSTANCES

- ✓ **AFFIRMATIVE ACTION WAIVERS.** After talking with the Director of Affirmative Action and receiving pre-approval for a waiver request, follow the regular process for hiring as noted above. **You will need to choose an action that allows for posting for recruitment, and include text in the department comments section that a waiver is requested.**

HR/Recruitment will then post the job at a status of POSTED FOR NON-RECRUITMENT so that the job will not be displayed on the website for open application. The one candidate will then be given the QUICKLINK FOR POSTING URL by the hiring manager. The link information is located at the very bottom of the POSITION DETAILS page of the posting (found in the active postings section).

The one candidate should then apply for the job through this URL, and after the application is complete, the hiring manger should follow the process for completing the hiring proposal.

- ✓ **OUTSIDE SEARCH FIRMS.** When using a search firm, the hiring manager should note in the department comments section that a search firm is being used for the search and that applicants should be directed to the search firm. Remember to provide details on where application documents should be sent and what documents are required for applying to the job.

The HR Recruiter will the post the job but not allow applicants to apply through RICEWorks; instead applicants will be directed to the search firm.

On-Boarding Your New Employee

Managing an Effective Department Orientation

Do you remember your first day on the job? Were you confident or anxious? Were you introduced to others with whom you would be working? Did you feel welcomed and informed? Did you feel you had all the information necessary to perform your job satisfactorily? Did you understand what was expected of you? Chances are, you, like most new employees, had your impressions and perceptions about your work, your colleagues, and Rice formed by your early experiences.

Most employees begin their new job feeling a bit anxious. They worry about how their supervisor and colleagues will receive them, and they worry about measuring up to their new job duties and expectations. They have many questions about their work environment, university policies and procedures, benefits and services, and the overall culture and climate of Rice.

Effectively orienting new employees does take considerable time and effort, but the time invested will pay off in huge dividends for all. A positive transition can leave a lasting impression with a new employee for years to come, but negative impressions brought about by bad experiences with colleagues, unclear expectations, and an unpleasant work environment are next to impossible to undo.

Additionally, employees tend to establish either good or bad patterns early in their employment. Once bad work habits or unacceptable job performance are tolerated or become ingrained, they are hard to change. Rice's orientation program and other resources can help with the transition, but steering employees onto desirable paths is the primary responsibility of the supervisors and managers.

An Effective Department Orientation

- Creates a favorable impression of Rice and the employee's department.
- Introduces the employee to departmental/school/division goals, policies, procedures, and protocols.
- Conveys the supervisor's or manager's expectations.
- Assists employees in developing quality working relationships with colleagues, managers, students, and faculty.
- Addresses the anxieties and uncertainties of the new employee's experience in the early stages of employment.
- Provides employees access to information and resources necessary to ease their transition into the department.

Before the Start Date

- After the job offer has been extended by HR and accepted, give the employee a warm welcome by phone. Verify the employee's actual start date, explain the hiring process, and remind the employee to bring his/her offer letter and the documents noted in the letter with him/her on the first day of work.

- Complete and end the approved Personnel Action Form (PAF) to HR (MS 92 or 26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin) in a timely and accurate manner so that the employee can be setup as quickly and efficiently as possible.
- Identify the employee's working space, necessary office supplies, computer needs, telephone, etc.

First Day(s)

- **Send or escort the new employee to HR** (on the 26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin) to complete new hire information and receive information on benefits *if benefits eligible*.

All employees (faculty and staff) must come to the Human Resources office on or before their first day of work!

- Meet with the employee (even better, take him/her to lunch!).
- Give a brief overview of the structure and goals of the unit or department.
- Give the employee a copy of his/her job description.
- Give the employee a copy of the campus map (also available on line).
- Discuss relevant office policies and procedures (work hours, lunch breaks, paycheck procedures, requests for time off, calling in for an emergency absence, etc.)
- Give the employee a tour of the facilities (include restrooms and break rooms).
- Introduce the employee to colleagues, key managers/supervisors, and any other individuals with which he/she will be working.
- Assign the new employee a work "buddy" or someone who can serve as a point of contact.

The Early Months

- Continue to "check in" with your new employee and see how he/she is doing.
- Provide consistent feedback about work duties and be available for questions and concerns.
- Openly praise and/or reward good work performance as applicable.
- Work with the employee to identify any development needs.

Sample Departmental Check List for New Hires

Complete?	To Do	Details
	Personnel Action Form to HR before employee starts work (MS 92 or 26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin)	Can print an “already started” copy from RICEWorks (see “Get Reports” link in Hiring Packet section)
	Send/escort new employee to HR Services on 1st day of employment to complete employment documents.	26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin. Remind employee to bring signed offer letter and required documents noted in the offer letter.
	Identification Card	Available from RUPD; will have to complete all HR paperwork before ID card can be given to employee.
	Job Description	Provide each new employee with a copy of his or her job description. Discuss duties and expectations early!
	Sign up for Benefits if benefits eligible.	Must sign up within first 31 days of employment or wait until next open enrollment period. Benefit information is given when doing new hire paperwork. Employee should review the information and then contact HR to schedule an appointment with a benefits coordinator. Benefit information is also available online at http://people.rice.edu/benefits.cfm
	IT Net ID Account and E-mail Setup	https://apply.rice.edu Employee must access site and authenticate account.
	Provide copy of campus map or provide link to on-line map.	On-line at: http://www.rice.edu/maps/maps.html
	Parking Registration	http://parking.rice.edu/Content.aspx?id=34 May register on-line. Office is located in underground garage of Jones Graduate School
	Building access	Contact RUPD to setup building access (via ID Card) for new employee.
	Phone and Voice Mail Setup	Telecommunication/IT – very helpful website at http://www.rice.edu/it/telecom/officetelephones.html

Complete?	To Do	Details
	Computer & Desktop Setup	Contact your department's IT Desktop Support Specialist
	Banner Accounts & Training	Account form located at http://admsys.rice.edu/downloads/securityagreement.pdf Training details available at http://admsys.rice.edu/index.php?topgroupid=1&groupid=6
	VPN Setup or Additional IT accounts	Does your new employee need a VPN account in order to work remotely? Are there other special IT accounts or services that your employee should have established? Contact IT to request accounts that will need to be setup.
	P-Card Application	Available at http://www.payment.rice.edu/otherpages/application_form_121004.pdf
	Signature Card	Contact Payment Solutions to get Signature Authority card setup for new employee (if needed). Gives authority for signature on invoices, purchase orders, etc.
	Payment Solutions Training	Training schedule available at http://www.payment.rice.edu/training/
	Esther Account	Rice's online employee information and self-service website. Employees can access pay stubs, update addresses, etc. Human Resources will explain what the pin/password to the employee on his/her first day. Must reset password first time into site. https://esther.rice.edu
	RICEWorks Account	Online job description and hiring system. Employees involved in the hiring process will need an account. Employees needing accounts should initiate the request at the RICEWorks site, https://jobs.rice.edu/hr Account will not be activated until approved by the appropriate department contact.

Complete?	To Do	Details
	Time Sheets	For employees paid on the hourly (B2) payroll, time sheets must be submitted. Timesheets are available on the HR Forms page at http://people.rice.edu/done.cfm?doc_id=7509 (see Timesheets).
	Copier Codes	Does your office copier have a code? Does your new employee need it?
	Business Cards & Office Supplies	Ordered by the department as needed.
	Keys	Department manages keys.
	Office hours	Discuss with new employee.
	Contact information	Provide information on key contacts and who/when to contact for any unplanned or emergency absences.
	New Hire Orientation	The HR Recruiter schedules each regular staff member (not temporary employees) for orientation. Orientation date is noted in the offer letter, and more information is provided once the employee begins work. http://people.rice.edu/employee.cfm?doc_id=7685
	ACT (Administrative Career Training) & other HR Training	ACT -- http://act.rice.edu/Training.cfm Highly suggest Rice 101 for all new employees. Other HR Training -- http://training.rice.edu/trainingcourses.cfm
	ACT website and Answerbook	Main site, http://act.rice.edu/Index.cfm ACT Answerbook, collection of helpful Rice information, http://act.rice.edu/Answerbook.cfm
	SAC (Staff Advisory Committee) website	http://www.ruf.rice.edu/~stafadv/
	<i>What else do you need to add for your department?</i>	

Required Paperwork for New Employee Setup

In order to establish an employment record, the Human Resources department needs the following documents and/or forms completed and submitted on or before the new employee's first day of work.

All new hire documentation is completed in the **Human Resources office (26th floor, Suite 2600 of the Memorial Herman Medical Plaza at 6400 Fannin).**

Faculty

- Personnel Action form (**prepared by hiring department** and sent to HR)
- Appointment letter, Affirmative Action Report, and Faculty Appointment form (completed by department and Dean's office and sent to HR)
- I-9 form (completed by employee in HR office)
- I-9 documentation (**original** documents brought by employee to HR office)
- W-4 form (completed by employee in HR office)
- Personal Data form (completed by employee in HR office)
- Worker's Compensation Notice (completed by employee in HR office)
- Authorization for Payroll Deduction (completed by employee in HR office)
- Benefit Eligibility Notice (completed by employee, if benefits eligible, in HR office)
- Payroll ID Verification Acknowledgement (completed by employee in HR office)
- FMLA form (completed by employee in HR office)
- Authorization for Automatic Deposits (completed by employee in HR office)
- Academic Salary Option form for benefit eligible faculty (completed by employee in HR office)

Staff (Regular)

- Personnel Action form (**prepared by hiring department** and sent to HR)
- Application form (completed by employee during recruitment process)
- I-9 form (completed by employee in HR office)
- I-9 documentation (**original** documents brought by employee to HR office)
- W-4 form (completed by employee in HR office)
- Personal Data form (completed by employee in HR office)
- Worker's Compensation Notice (completed by employee in HR office)
- Authorization for Payroll Deduction (completed by employee in HR office)
- Payroll ID Verification Acknowledgement (completed by employee in HR office)
- FMLA form (completed by employee in HR office)
- Authorization for Automatic Deposits (completed by employee in HR office)

- Benefit Eligibility Notice (completed by employee, if benefits eligible, in HR office)

Postdoctoral Associates & Fellows

- Personnel Action form (**prepared by hiring department** and sent to HR)
- Appointment Letter (**prepared by Dean's Office** and sent to HR)
- Affirmative Action form (prepared by department, approved by Dean's Office and Affirmative Action Office, and sent to HR)
- I-9 form (completed by employee in HR office)
- I-9 documentation (**original** documents brought by employee to HR office)
- W-4 form (completed by employee in HR office)
- Personal Data form (completed by employee in HR office)
- Worker's Compensation Notice (completed by employee in HR office)
- Authorization for Payroll Deduction (completed by employee in HR office)
- Benefit Eligibility Notice (completed by employee, if benefits eligible, in HR office)
- Payroll ID Verification Acknowledgement (completed by employee in HR office)
- FMLA form (completed by employee in HR office)
- Authorization for Automatic Deposits (completed by employee in HR office)
- Authorization to Release Information Form (completed by employee in HR office)

Staff (Temporary)

- Personnel Action form (**prepared by hiring department** and sent to HR)
- I-9 form (completed by employee in HR office)
- I-9 documentation (**original** documents brought by employee to HR office)
- W-4 form (completed by employee in HR office)
- Personal Data form (completed by employee in HR office)
- Worker's Compensation Notice (completed by employee in HR office)
- Authorization for Payroll Deduction (completed by employee in HR office)
- Benefit Eligibility Notice (completed by employee, if benefits eligible, in HR office)
- Payroll ID Verification Acknowledgement (completed by employee in HR office)
- FMLA form (completed by employee in HR office)
- Authorization for Automatic Deposits (completed by employee in HR office)
- Authorization to Release Information Form (completed by employee in HR office)

Adjunct Faculty and Complimentary Appointments

- Personnel Action form (**prepared by hiring department** and sent to HR)
- Complimentary Appointment Form (completed by individual in department or HR office)

We Need Your Help!

I-9 & 72-Hour Limit

At the time of hiring, Rice must ascertain if the new hire is a U.S. citizen or a legal immigrant who is not only permitted to reside in this country but to work here. Rice's responsibility stems from the Immigration Reform and Control Act of 1986. For all employees hired after November 6, 1986, the employer is responsible for checking documents presented by potential new employees to demonstrate their identity and authorization to work in the United States.

The new employee must complete section I of the I-9 form on the 1st day of employment. Documents must be checked **within three days** (72 hours) of hiring someone; records of the document checks must be kept for three years after the date of hire, or one year after employment terminates, whichever is longer. The new hire presents original documents to provide proof of identification and eligibility to work.

- **Individual CANNOT work more than 72 hours without completing the form** (this is Federal Law, not Rice Policy).
- I-9 form must be completed by HR (Rice can be audited for I-9 compliance).
- The University, as the employer, cannot choose the documentation that is presented, but must show the applicant the list of approved documentation, and must see ORIGINAL documentation.
- Rice needs one form of ID from List A, or 1 EACH from Lists B and C.
- Rice checks the validity of the documentation presented.
- Copies of documentation are made in HR and originals are returned to the applicant.
- Rice keeps I-9s on file for a minimum of 3 years, or 1 year past termination, whichever is longer.
- I-9s for foreign nationals have expiration dates; the job end date on the PAF should not exceed the I-9 expiration dates.
- Departments can see I-9 expiration dates on the current Banner faculty/staff download.
Note: if an I-9 expires, the employee cannot work or receive wages until employment eligibility is verified and the information is updated in Human Resources.

Department of Homeland Security
U.S. Citizenship and Immigration Services

**Form I-9, Employment
Eligibility Verification**

Instructions

Read all instructions carefully before completing this form.

Anti-Discrimination Notice. It is illegal to discriminate against any individual (other than an alien not authorized to work in the United States) in hiring, discharging, or recruiting or referring for a fee because of that individual's national origin or citizenship status. It is illegal to discriminate against work-authorized individuals. Employers **CANNOT** specify which document(s) they will accept from an employee. The refusal to hire an individual because the documents presented have a future expiration date may also constitute illegal discrimination. For more information, call the Office of Special Counsel for Immigration Related Unfair Employment Practices at 1-800-255-8155.

What Is the Purpose of This Form?

The purpose of this form is to document that each new employee (both citizen and noncitizen) hired after November 6, 1986, is authorized to work in the United States.

When Should Form I-9 Be Used?

All employees (citizens and noncitizens) hired after November 6, 1986, and working in the United States must complete Form I-9.

Filling Out Form I-9

Section 1, Employee

This part of the form must be completed no later than the time of hire, which is the actual beginning of employment. Providing the Social Security Number is voluntary, except for employees hired by employers participating in the USCIS Electronic Employment Eligibility Verification Program (E-Verify). **The employer is responsible for ensuring that Section 1 is timely and properly completed.**

Noncitizen nationals of the United States are persons born in American Samoa, certain former citizens of the former Trust Territory of the Pacific Islands, and certain children of noncitizen nationals born abroad.

Employers should note the work authorization expiration date (if any) shown in Section 1. For employees who indicate an employment authorization expiration date in Section 1, employers are required to reverify employment authorization for employment on or before the date shown. Note that some employees may leave the expiration date blank if they are aliens whose work authorization does not expire (e.g., asylees, refugees, certain citizens of the Federated States of Micronesia or the Republic of the Marshall Islands). For such employees, reverification does not apply unless they choose to present

in Section 2 evidence of employment authorization that contains an expiration date (e.g., Employment Authorization Document (Form I-766)).

Preparer/Translator Certification

The Preparer/Translator Certification must be completed if Section 1 is prepared by a person other than the employee. A preparer/translator may be used only when the employee is unable to complete Section 1 on his or her own. However, the employee must still sign Section 1 personally.

Section 2, Employer

For the purpose of completing this form, the term "employer" means all employers including those recruiters and referrers for a fee who are agricultural associations, agricultural employers, or farm labor contractors. Employers must complete Section 2 by examining evidence of identity and employment authorization within three business days of the date employment begins. However, if an employer hires an individual for less than three business days, Section 2 must be completed at the time employment begins. Employers cannot specify which document(s) listed on the last page of Form I-9 employees present to establish identity and employment authorization. Employees may present any List A document OR a combination of a List B and a List C document.

If an employee is unable to present a required document (or documents), the employee must present an acceptable receipt in lieu of a document listed on the last page of this form. Receipts showing that a person has applied for an initial grant of employment authorization, or for renewal of employment authorization, are not acceptable. Employees must present receipts within three business days of the date employment begins and must present valid replacement documents within 90 days or other specified time.

Employers must record in Section 2:

1. Document title;
2. Issuing authority;
3. Document number;
4. Expiration date, if any; and
5. The date employment begins.

Employers must sign and date the certification in Section 2. Employees must present original documents. Employers may, but are not required to, photocopy the document(s) presented. If photocopies are made, they must be made for all new hires. Photocopies may only be used for the verification process and must be retained with Form I-9. **Employers are still responsible for completing and retaining Form I-9.**

Sample I-9 Form – Instructions Page 2

For more detailed information, you may refer to the *USCIS Handbook for Employers* (Form M-274). You may obtain the handbook using the contact information found under the header "USCIS Forms and Information."

Section 3, Updating and Reverification

Employers must complete Section 3 when updating and/or reverifying Form I-9. Employers must reverify employment authorization of their employees on or before the work authorization expiration date recorded in Section 1 (if any). Employers **CANNOT** specify which document(s) they will accept from an employee.

- A. If an employee's name has changed at the time this form is being updated/reverified, complete Block A.
- B. If an employee is rehired within three years of the date this form was originally completed and the employee is still authorized to be employed on the same basis as previously indicated on this form (updating), complete Block B and the signature block.
- C. If an employee is rehired within three years of the date this form was originally completed and the employee's work authorization has expired or a current employee's work authorization is about to expire (reverification), complete Block B; and:
1. Examine any document that reflects the employee is authorized to work in the United States (see List A or C);
 2. Record the document title, document number, and expiration date (if any) in Block C; and
 3. Complete the signature block.

Note that for reverification purposes, employers have the option of completing a new Form I-9 instead of completing Section 3.

What Is the Filing Fee?

There is no associated filing fee for completing Form I-9. This form is not filed with USCIS or any government agency. Form I-9 must be retained by the employer and made available for inspection by U.S. Government officials as specified in the Privacy Act Notice below.

USCIS Forms and Information

To order USCIS forms, you can download them from our website at www.uscis.gov/forms or call our toll-free number at 1-800-870-3676. You can obtain information about Form I-9 from our website at www.uscis.gov or by calling 1-888-464-4218.

Information about E-Verify, a free and voluntary program that allows participating employers to electronically verify the employment eligibility of their newly hired employees, can be obtained from our website at www.uscis.gov/e-verify or by calling 1-888-464-4218.

General information on immigration laws, regulations, and procedures can be obtained by telephoning our National Customer Service Center at 1-800-375-5283 or visiting our Internet website at www.uscis.gov.

Photocopying and Retaining Form I-9

A blank Form I-9 may be reproduced, provided both sides are copied. The Instructions must be available to all employees completing this form. Employers must retain completed Form I-9s for three years after the date of hire or one year after the date employment ends, whichever is later.

Form I-9 may be signed and retained electronically, as authorized in Department of Homeland Security regulations at 8 CFR 274.12.

Privacy Act Notice

The authority for collecting this information is the Immigration Reform and Control Act of 1986, Pub. L. 99-603 (8 USC 1324a).

This information is for employers to verify the eligibility of individuals for employment to preclude the unlawful hiring, or recruiting or referring for a fee, of aliens who are not authorized to work in the United States.

This information will be used by employers as a record of their basis for determining eligibility of an employee to work in the United States. The form will be kept by the employer and made available for inspection by authorized officials of the Department of Homeland Security, Department of Labor, and Office of Special Counsel for Immigration-Related Unfair Employment Practices.

Submission of the information required in this form is voluntary. However, an individual may not begin employment unless this form is completed, since employers are subject to civil or criminal penalties if they do not comply with the Immigration Reform and Control Act of 1986.

**EMPLOYERS MUST RETAIN COMPLETED FORM I-9
DO NOT MAIL COMPLETED FORM I-9 TO ICE OR USCIS**

Form I-9 (Rev. 08/07/09) Y Page 2

Paperwork Reduction Act

An agency may not conduct or sponsor an information collection and a person is not required to respond to a collection of information unless it displays a currently valid OMB control number. The public reporting burden for this collection of information is estimated at 12 minutes per response, including the time for reviewing instructions and completing and submitting the form. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to: U.S. Citizenship and Immigration Services, Regulatory Management Division, 111 Massachusetts Avenue, N.W., 3rd Floor, Suite 3008, Washington, DC 20529-2210. OMB No. 1615-0047. Do not mail your completed Form I-9 to this address.

S A M P L E O N L Y

Sample I-9 Form – Front Page

OMB No. 1615-0047; Expires 08/31/12

Department of Homeland Security
U.S. Citizenship and Immigration Services

**Form I-9, Employment
Eligibility Verification**

Read instructions carefully before completing this form. The instructions must be available during completion of this form.

ANTI-DISCRIMINATION NOTICE: It is illegal to discriminate against work-authorized individuals. Employers CANNOT specify which document(s) they will accept from an employee. The refusal to hire an individual because the documents have a future expiration date may also constitute illegal discrimination.

Section 1. Employee Information and Verification (To be completed and signed by employee at the time employment begins.)

Print Name: Last	First	Middle Initial	Maiden Name
Address (Street Name and Number)		Apt. #	Date of Birth (month/day/year)
City	State	Zip Code	Social Security #

I am aware that federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form.

I attest, under penalty of perjury, that I am (check one of the following):

- A citizen of the United States
- A noncitizen national of the United States (see instructions)
- A lawful permanent resident (Alien #) _____
- An alien authorized to work (Alien # or Admission #) _____ until (expiration date, if applicable - month/day/year)

Employee's Signature	Date (month/day/year)
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Preparer and/or Translator Certification (To be completed and signed if Section 1 is prepared by a person other than the employee.) I attest, under penalty of perjury, that I have assisted in the completion of this form and that to the best of my knowledge the information is true and correct.

Preparer's/Translator's Signature	Print Name
Address (Street Name and Number, City, State, Zip Code)	Date (month/day/year)

SAMPLE ONLY

Section 2. Employer Review and Verification (To be completed and signed by employer. Examine one document from List A OR examine one document from List B and one from List C, as listed on the reverse of this form, and record the title, number, and expiration date, if any, of the document(s).)

List A	OR	List B	AND	List C
Document title: _____		_____		_____
Issuing authority: _____		_____		_____
Document #: _____		_____		_____
Expiration Date (if any): _____		_____		_____
Document #: _____		_____		_____
Expiration Date (if any): _____				

CERTIFICATION: I attest, under penalty of perjury, that I have examined the document(s) presented by the above-named employee, that the above-listed document(s) appear to be genuine and to relate to the employee named, that the employee began employment on (month/day/year) and that to the best of my knowledge the employee is authorized to work in the United States. (State employment agencies may omit the date the employee began employment.)

Signature of Employer or Authorized Representative	Print Name	Title
Business or Organization Name and Address (Street Name and Number, City, State, Zip Code)		Date (month/day/year)

Section 3. Updating and Reverification (To be completed and signed by employer.)

A. New Name (if applicable)	B. Date of Rehire (month/day/year) (if applicable)
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C. If employee's previous grant of work authorization has expired, provide the information below for the document that establishes current employment authorization.

Document Title:	Document #:	Expiration Date (if any):
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I attest, under penalty of perjury, that to the best of my knowledge, this employee is authorized to work in the United States, and if the employee presented document(s), the document(s) I have examined appear to be genuine and to relate to the individual.

Signature of Employer or Authorized Representative	Date (month/day/year)
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~~SAMPLE ONLY~~

LISTS OF ACCEPTABLE DOCUMENTS

All documents must be unexpired

LIST A Documents that Establish Both Identity and Employment Authorization	LIST B Documents that Establish Identity	LIST C Documents that Establish Employment Authorization
OR		AND
1. U.S. Passport or U.S. Passport Card	1. Driver's license or ID card issued by a State or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address	1. Social Security Account Number card other than one that specifies on the face that the issuance of the card does not authorize employment in the United States
2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551)		2. Certification of Birth Abroad issued by the Department of State (Form FS-545)
3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa	2. ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address	3. Certification of Report of Birth issued by the Department of State (Form DS-1350)
4. Employment Authorization Document that contains a photograph (Form I-766)	3. School ID card with a photograph	4. Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal
5. In the case of a nonimmigrant alien authorized to work for a specific employer incident to status, a foreign passport with Form I-94 or Form I-94A bearing the same name as the passport and containing an endorsement of the alien's nonimmigrant status, as long as the period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form	4. Voter's registration card	
	5. U.S. Military card or draft record	5. Native American tribal document
	6. Military dependent's ID card	
	7. U.S. Coast Guard Merchant Mariner Card	6. U.S. Citizen ID Card (Form I-197)
	8. Native American tribal document	7. Identification Card for Use of Resident Citizen in the United States (Form I-179)
9. Driver's license issued by a Canadian government authority		
6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating nonimmigrant admission under the Compact of Free Association Between the United States and the FSM or RMI	For persons under age 18 who are unable to present a document listed above:	8. Employment authorization document issued by the Department of Homeland Security
	10. School record or report card	
	11. Clinic, doctor, or hospital record	
	12. Day-care or nursery school record	

Illustrations of many of these documents appear in Part 8 of the Handbook for Employers (M-274)

Social Security Number Verification

Rice is required by the Federal government to report certain information about employees to both the Social Security Administration (SSA) and Internal Revenue Service (IRS). Both governmental agencies use the Social Security Number (SSN) as the primary number for reporting purposes.

Since August 1, 2002, Human Resources has required that EVERY new and re-hire provides a copy of his or her Social Security card within 30 days of employment in order to verify with the Social Security Administration that information is reported correctly, and ensure that Rice is reporting wages correctly for its employees. **Rice is fined if we file incorrectly.** Verification also ensures proper social security tax withholding is credited to the individual for retirement.

HR will contact the department and the employee if the Social Security Administration does not confirm the match between name and SSN.

If the SSN and name are unverified and have been used as one form of ID for the I-9, the employee **must** provide a different form of ID from List C (on back of I-9). If they cannot provide alternative documentation, they will not be allowed to work or be paid.

New Hire Orientation

Benefits eligible employees are invited to attend New Hire Orientation. Orientation is typically held twice a month in the Founder's Room in Lovett Hall, Entrance B. Orientation begins at 8:30 a.m. and lasts until approximately 1:30 p.m. New employees will hear speakers from Disability Support Services and Benefits.

New employees are also taken on a tour through campus, visiting the Recreation Center, the Baker Institute for Public Policy, the Jones Graduate School of Business, the Ley Student Center, and other buildings on campus. Orientation concludes with lunch at one of the serveries on campus.

All employees receive an invitation e-mail reminding them of their orientation date. Their supervisors also will get an e-mail so that they can encourage their employees to attend orientation.

If you have any questions regarding the orientation program, please feel free to contact Wiley Bennett at 713-348-4091 or wbennett@rice.edu.

New Hire Orientation Invitation E-mail

Hello everyone, and welcome to Rice University!

I hope your first days at Rice University have been enjoyable. We are glad you have chosen Rice as your new employer. To help you get acquainted with the campus, we have scheduled you for our New Hire Orientation program. Your orientation session is on **Wednesday, ******* at 8:30 a.m. and will conclude with lunch at one of the serveries around 1 p.m. Orientation will take place in the **Founders' Room in the second floor of Lovett Hall, Entrance B. If you are unable to attend or wish to be rescheduled, please let me know as soon as possible.**

Attached is a campus map showing the location of Lovett Hall. If you need any additional help or directions, just let me know.

<http://www.rice.edu/maps/maps.html>.

At orientation, we will discuss HR policies and employee benefits, and take a walking tour through campus. Do not forget to wear weather appropriate clothes and comfortable shoes. The orientation program and campus tour entails walking up steps, prolonged walking on campus, and sitting for extended periods of time. We strive to make new employee orientation a positive and welcoming experience in which everyone can actively participate. **Therefore, if you require assistance with any part of the orientation program, please contact me at 713.348.4091 or wbennett@rice.edu.**

If you are a benefits eligible employee, please make sure to contact Janel Edson (713.348.4663) or Gloria O'Bryan (713.348.4080) to sign up for benefits. You must sign up for your benefits within the first 31 days of your employment at Rice. If you are not planning on signing up for health or dental insurance, we still suggest you meet with one of them to discuss the other benefits you have available to you.

Also, information about your first days at Rice can be found at:

http://people.rice.edu/employee.cfm?doc_id=7156

If you have any questions regarding the orientation program or about your first days at Rice, please let me know.

Wiley Bennett
Staff Recruiter
Human Resources
Rice University
Tel: 713.348.4091
Fax: 713.348.5496
RICEWorks: <https://jobs.rice.edu>

New Hire Orientation Supervisor Notification

Hello Everyone,

I have scheduled an employee from your department to attend New Hire Orientation on **Wednesday, ******* from 8:30 a.m. to about 1:30 p.m. This orientation will take place in the **Founders' Room on the second floor in Lovett Hall (Entrance 'B')**. At orientation, we will welcome our new employees to Rice University and brief them on some of our policies and procedures.

Speakers from Benefits and Disability Support Services will discuss services available to them as Rice employees. The new employees will also be taken on a walking tour through campus and have lunch at one of the serveries.

Below is the list of employees scheduled to attend. **If you know your employee will not be able to attend, please let me know as soon as possible.** If you have any questions, just let me know. Thanks.

Wiley Bennett
Staff Recruiter
Human Resources
Rice University
Tel: 713.348.4091
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RICEWorks: <https://jobs.rice.edu>

Appendix

EMPLOYMENT

Rice University Human Resources Policy No. 413

APPLIES TO ALL RICE UNIVERSITY FACULTY AND STAFF

Rice University employs individuals on the basis of their qualifications and without discrimination because of their race, color, religion, sex, sexual orientation, gender identity, national or ethnic origin, ancestry, age, disability, or veteran status. The University also seeks to attract qualified persons of diverse backgrounds and is committed through its affirmative action program to recruit, hire, and advance women, minority group members, Vietnam era veterans, and special disabled veterans. Employment decisions are based on the qualifications of candidates in relation to job requirements.

Unless governed by a written contract, employment at Rice University is an "at will" relationship; either the employee or the employer may dissolve the employment relationship at any time.

In its employment practices, Rice University conforms with all applicable Federal and State statutes and regulations. The University, as an Affirmative Action/Equal Opportunity Employer, has a legal obligation to collect and maintain personal and employment data required for reporting purposes.

See also:

[Accommodation of Applicants/Employees with Disabilities](#)
[Benefits Eligibility](#)
[Compensation](#)
[Employment Definitions](#)
[Nepotism](#)
[Probationary Period](#)
[Promotion and Transfer](#)
[Employment Procedures](#)
[Promotion and Transfer Procedures](#)

Supersedes:

406-79 (Staff Promotion and Recruitment Policy and Procedure). 7/6/79
Policy No. 413-93
Revised: March 19, 1996
Revised: March 31, 2008

PROBATIONARY PERIOD

Rice University Human Resources Policy No. 421-93

APPLIES TO ALL RICE UNIVERSITY STAFF

Rice University requires each staff member (other than temporary employees who are not eligible for benefits) to complete a period of "on-the-job" orientation. This probationary period provides an opportunity for the individual and the supervisor to assess suitability for, interest in, and performance of the position duties. It is also a period of adjustment to the requirements of the job and the University. At any time during this period either party may terminate employment without notice. Employment at Rice University is an "at will" relationship; either the employee or the employer may dissolve the employment relationship at any time, with or without cause, and with or without notice.

For new staff members, the first six-months of employment at Rice University is a probationary period. Staff members who transfer to new positions also must complete a six-month probationary period. If the adjustment is not satisfactory, the individual may be returned to his or her previous position or a similar position, if either is available and circumstances so warrant.

See also:

[Employment Policy](#)

[Transfer Policy](#)

BENEFITS ELIGIBILITY

Rice University Human Resources Policy No. 403-96

APPLIES TO ALL RICE UNIVERSITY FACULTY AND STAFF WHO ARE ELIGIBLE FOR BENEFITS

Employees who are employed in a position that requires 20 or more hours of work per week and at least 1000 hours each year are eligible for fringe benefits. If an individual employed in a non-benefits eligible position later meets the eligibility criteria, he or she becomes eligible for enrollment in insurance programs and paid time-off benefits on the earlier of the date the criteria are met or at the time it becomes known the position requirements will meet or exceed benefits eligibility requirements. Temporary assignments may be extended only for a reasonable, short period of time based on the nature of the assignment.

All tenure track **faculty members** are eligible for benefits.

Annually appointed teaching faculty must teach at least three courses per academic year and be on an annual appointment for two semesters to be eligible for benefits.

Services performed by any employee to satisfy course or degree requirements at Rice and services compensated through financial aid programs are not considered in determining benefits eligibility.

In any event, eligibility for participation in the Retirement Plan is governed by the Retirement Plan Document.

Supersedes:
Policy No.403-94

Guidelines for Writing Job Descriptions

The primary purpose of a job description is to identify the **essential functions** of the position. According to the Equal Employment Opportunity Commission (EEOC), **essential functions** are those tasks or functions of a particular position that are **fundamental** to the position (as opposed to marginal). Knowing the **essential functions** of the job will aid you in:

- writing appropriate interview questions; and
- determining whether a person is qualified to perform the essential functions; and
- identifying reasonable accommodations to enable a disabled person to perform the essential functions.

WHAT ARE *ESSENTIAL FUNCTIONS*?

In identifying **essential functions**, be sure to consider **(1) whether employees in the position actually are required to perform the function**, and **(2) whether removing that function would fundamentally change the job**.

The Americans with Disabilities Act of 1990, from which the issue of **essential functions** has come into focus, lists several reasons why a function could be considered essential:

- **the position exists to perform the function** (e.g., if you hire someone to proofread documents, the ability to proofread accurately is an essential function, since this is the reason that the position exists);
- **there are a limited number of other employees available to perform the function, or among whom the function can be distributed** (e.g., it may be an essential function for a file clerk to answer the telephone if there are only three employees in a very busy office, and each employee has to perform many different tasks);
- **a function is highly specialized, and the person in the position is hired for special expertise or ability to perform it** (e.g., a company expanding its business with Japan is hiring a new salesperson, so requires someone not only with sales experience, but also with the ability to communicate fluently in the Japanese language).

To identify the **essential functions** of the job, first identify the **purpose** of the job, and the **importance of actual job functions** in achieving this purpose. In evaluating the "importance" of job functions, consider, among other things, the frequency with which a function is performed, the amount of time spent on the function, and the consequences if the function is not performed. The EEOC considers various forms of evidence to determine whether a particular function is essential; these include, but are not limited to:

- the employer's judgment;
- the amount of time spent on the job performing that function; and
- the availability of others in the department to fill in for the person who performs that function.

In defining the essential functions of a job, it is important to distinguish between **methods** and **results**. For example, is the essential function *moving* a fifty-pound box from one part of the lab to another, or is it *carrying* the box? While essential functions need to be performed, **they often**

do not need to be performed in one particular manner (unless doing otherwise would create an undue hardship).

WRITING THE JOB DESCRIPTION

So now it is time to write the job description. Have you carefully thought about what is REALLY needed? Is there tolerance for a new person's learning curve? As you consider your responses to these questions, remember that the staff of the Employment Office is available to offer you guidance in writing your job description. There are certain important elements that are of great importance; include these in each job description.

Once you create or edit the job description in RICEWorks:

- forward it, for review and approval, to all appropriate parties up through your school or division's top approving authority
- approving authority forwards it to HR (Compensation) for review and grading

In summary:

-
- List all the knowledge, skills, and abilities necessary to perform the job; divide them into requirements and preferences
 - The requirements listed on the job description must support the essential functions, and serve as the primary criteria for selecting/rejecting candidates
 - Do not lock yourself into strict requirements that may prevent you from considering qualified candidates. Consider substitutions (ex., 4 years of professional experience or a bachelor's degree)
 - Keep in mind that, under the ADA, you cannot refuse to hire a qualified candidate who meets the requirements and whose disability can be reasonably accommodated
-

Questions? Contact Human Resources (Compensation) and/or your staff recruiter, and we will work with you to make this a beneficial and successful process!

References:

Equal Employment Opportunity Commission, *A Technical Assistance Manual on the Employment Provisions (Title I) of the Americans with Disabilities Act* (1992)

Robert L. Duston, Karen S. Russell, and Lynn E. Kerr, *A Guide to Writing Job Descriptions under the Americans with Disabilities Act* (Washington, D.C.: College and University Personnel Association, 1992)

Examples of Action Verbs to Use in Job Descriptions

accommodate	collect	drive	initiate	program	simplify
achieve	combine	edit	inspect	promote	sell
acquire	communicate	eliminate	install	propose	solicit
act (as)	compile	encourage	instruct	provide	solve
adapt	complete	enforce	interact	publicize	specify
address	compose	ensure	interface	publish	stimulate
adjust	compute	establish	interpret	push/pull	strategize
administer	collect	evaluate	interview	quantify	streamline
adopt	combine	execute	introduce	recognize	strengthen
advise	conduct	exhibit	investigate	recommend	study
allocate	confer	expand	issue	reconcile	submit
analyze	consolidate	expedite	lift	record	suggest
apply	construct	explore	maintain	recruit	summarize
appoint	consult	extend	manage	redesign	supervise
appraise	control	extract	market	reduce	support
approve	convert	facilitate	modify	refer	survey
arrange	cook	file	monitor	refine	systematize
assemble	coordinate	forecast	motivate	regulate	teach
assess	correlate	formulate	negotiate	reinforce	test
assign	correspond	furnish	notify	repair	trace
assist	counsel	gather	observe	reorganize	trade
assume	create	generate	obtain	report	train
assure	customize	govern	operate	represent	transcribe
attain	delegate	guide	originate	research	transfer
attract	deliver	handle	organize	resolve	translate
audit	demonstrate	highlight	participate	restructure	transmit
augment	design	hire	perform	review	troubleshoot
authorize	determine	identify	persuade	revise	type
budget	develop	illustrate	plan	schedule	update
calculate	devise	implement	predict	screen	upgrade
circulate	devote	improve	prepare	search	validate
clarify	direct	improvise	present	secure	verify
clean	discuss	incorporate	preside	select	walk
clear	disseminate	increase	prevent	serve	weld
climb	distinguish	influence	process	service	write
collaborate	distribute	inform	produce	sign	

EQUAL OPPORTUNITY/NON-DISCRIMINATION/AFFIRMATIVE ACTION POLICY

Rice University General Policy No. 815

Rice University is committed to the principle of equal opportunity in education and employment, and it is the policy of the University to attract qualified individuals of diverse backgrounds to its faculty, staff and student body. Accordingly, Rice University does not discriminate against individuals on the basis of race, color, religion, sex, sexual orientation, gender identity, national or ethnic origin, ancestry, age, disability, or veteran status in its admissions policies, educational programs, or employment of faculty or staff.

The University takes affirmative action in employment by recruiting, hiring and advancing women, members of underrepresented minority groups, and qualified special disabled veterans, veterans of the Vietnam era, recently separated veterans, and other protected veterans (as those categories are defined by law).

The Director of Equal Employment Opportunity Programs and Affirmative Action is the University's designated EEO Officer and Title IX Coordinator, and inquiries concerning the University's policies and compliance with applicable laws may be directed to the EEO/AA Office (M.S. 130), P.O. Box 1892, Houston, TX 77251-1892 or Herman Brown Hall, Room 224. The Director reports to the President of the University. Complaints that allege discrimination or harassment may be brought to the attention of the Director (when involving either students or employees), the offices of the Dean of Undergraduates or Vice Provost for Research & Graduate Studies (when involving students), or the Human Resources office (when involving employees). The University will investigate complaints and provide effective remedial action where necessary.

David W. Leebron, President

Policy No. 815
November 21, 2006

Issued: November 30, 1973
Revised: June 12, 1975
Revised: July 12, 1982
Revised: September 3, 1987
Revised: December 10, 1990
Revised: February 28, 1992
Revised: February 1, 1994
Revised: October 3, 1996
Revised: November 21, 2006

EQUAL OPPORTUNITY/AFFIRMATIVE ACTION STATEMENT FOR USE ON PUBLICATIONS AND ADVERTISEMENTS

Rice University General Policy No. 821

In complying with federal law and certain Internal Revenue Service regulations, I think it best that Rice standardize its Equal Opportunity/Affirmative Action statements. Accordingly, I ask that you use the following statement in brochures and catalogues directed to student applicants, academic program information, and any other literature used for recruiting students, staff or faculty, or for general information. This statement should be included in all new and reprinted publications of the University.

Rice University is committed to affirmative action and equal opportunity in education and employment. Rice does not discriminate on the basis of race, color, religion, sex, sexual orientation, gender identity, national or ethnic origin, age, disability or veteran status.

For job advertisements, the following statement is required:

Rice University is an Equal Opportunity/Affirmative Action Employer.

Policy No. 821
September 8, 1992

Revised: May 19, 2005

Payroll Account Codes

Acct Code	Title	Acct Code	Title
60110	S&W*: Professor	60670	S&W: Technical Non-Exempt
60120	S&W: Assoc Professor	60710	S&W: Skilled Crafts
60130	S&W: Asst Professor	60715	S&W: Campus Police
60140	S&W: Instructor	60720	S&W: Other Services/Maintenance
60150	S&W: Lecturer	60750	S&W: Event Labor
60160	S&W:Faculty Other-Visiting,Art,etc.	60760	S&W: Special Event Labor
60170	S&W: Faculty Summer	60765	S&W: Officer-in-Charge
60180	S&W: Sabbatical Leave (Traditional)	60780	S&W: Temporaries/Non-Professional
60410	S&W:President Provost VP/Staff Rate	60785	S&W:Temporaries/Admin Professional
60411	S&W:President Provost VP/Fac Rate	60787	S&W: Temporaries/Tech Professional
60420	S&W: Deans/Fac Rate	60810	S&W: Student Undergrad Assts
60421	S&W: Deans/Staff Rate	60820	Stipend:Student Graduate Fellowship
60440	S&W: Other Exec & Mngrl/Staff Rate	60830	Stipend:Student Undergrad Schlrship
60441	S&W: Other Exec & Mngrl/Fac Rate	60850	S&W: Graduate Research Assts
60515	S&W: Technical Professional Staff	60860	S&W: Graduate Teaching Assts
60520	S&W: Admin Professional Staff	60880	S&W: Student Graduate Assts
60530	S&W: Coaches/Athletics	60910	S&W: Overtime Non-Billable
60540	S&W: Research Associates	60920	S&W: Overtime Billable
60555	S&W:NIH Post-Doc Fellwshp/Spec Rate	60925	S&W: Overtime Billable Student
60570	S&W: Research Faculty Fellows	60930	S&W: Staff STD Leave
60580	S&W: Research Sr Faculty Fellows	60935	S&W: Faculty STD Leave
60590	S&W:Research Distng Faculty Fellows	60950	S&W: Prof Svs & Honoria/Fac Rate
60650	S&W: Secretarial & Clerical	60955	S&W: Prof Svs & Honoria/Staff Rate

S&W*: Salary & Wages



Human Resources / Recruitment Team
Memorial Hermann Medical Plaza, 6400 Fannin St. Suite 2600
Ext. 4074

jobs@rice.edu

<http://people.rice.edu>

HR Home Page

<https://jobs.rice.edu>

RICEWorks Administrative Page