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## Introduction and Hiring Manager Recruiting Checklist

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The Office of Human Resources (OHR) understands that the search process can be a difficult time for a Hiring Manager and the search committee. The OHR is available and committed to help make the search process efficient, while ensuring a fair applicant experience. Below is a checklist for the role of the Hiring Manager.

- If you have not already had Taleo training, contact your Recruiter to receive training. Unsure of who your Recruiter is?
  - Bonnie Yourik: Academic Affairs and Student Affairs
  - Nyasha Lumumba: Athletics, Executive (President's Office), Legal Affairs, & OIE
  - Paul Wege: Administration & Finance, Marketing & Communication, Operations & Human Resources, SPAR, & University Advancement
- Please contact your Department Budget Manager (DBM) to discuss funding for your position before submitting your requisition
- Draft or update the Position Description for your vacant position. The Position Description Form can be found in the [Forms Repository](#) under Human Resources Forms.
- Already trained on Taleo? Review the [Taleo Training Materials](#) before entering your requisition and contact your Recruiter to discuss your recruitment strategy. This includes:
  - Where you will post the job (i.e., job boards, professional associations, industry-related websites, etc.)
  - How long the job will be posted
  - Past issues with filling this position, if applicable
  - Job posting information
  - Members of the search committee
  - Do you want to include a hiring manager assistant and/or collaborators who will assist with creating the requisition, dispositioning candidates, or sending evaluations? If so, these individuals will also need Taleo training and access
- Review and approve job posting
- Review and disposition applicants
- Provide your Recruiter with the names of the candidates you intend to interview so that they can review diversity report to ensure diversity of requested interview pool represents the diversity of the candidate pool
- Schedule and conduct at least three in-person interviews (see the Interview Preparation and Questions section for details)
- Send the TU Interview Evaluation Questionnaire to search committee members through Taleo; each member should complete an evaluation for each candidate they interviewed
- Upload interview notes for all interviewed candidates and at least two professional reference checks for the selected candidate in Taleo (contact your Recruiter with issues); the Telephone Reference Check Form can be found in the [Forms Repository](#) under Human Resources Forms
- After a selection has been made, email your Recruiter with offer information (i.e., selected candidate's name, requested start date, and requested salary)
- After the offer has been accepted, contact the selected candidate to provide details about their first day (i.e., work hours, where to report after Day O.N.E., what to expect, etc.)
- Reject non-selected candidates in Taleo and notify interviewed candidates of the position being filled
- Complete Talent Acquisition Survey (voluntary and anonymous)

## Ethics and Confidentiality

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The University provides equal opportunity with respect to all employment practices, including recruiting, interviewing, selection, and employment, and administers such practices without regard to race, color, sex, sexual orientation, gender identity, gender expression, disability, age, veteran status, national origin, or religion.

In order to ensure a fair and equitable search process, committee members should maintain accurate records and notes, and understand this information is public record. Hiring Managers should work with their Recruiter to conduct outreach to attract a diverse applicant pool, and not enter the search process with any pre-conceived notions of a final candidate. In addition, members of the search committee must be aware of Towson University's [nepotism policy](#) and ensure strict adherence. Finally, all information should be kept confidential within the committee and the OHR.

## Diversity and Inclusion

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Towson University values diversity and fosters a climate that is grounded in respect and inclusion, enriches the educational experience of students, supports positive workplace environments, promotes excellence, and cultivates the intellectual and personal growth of the entire university community. What does that mean for you throughout the search process?

- Work with Recruiter to develop outreach plan
- Ensure a visibly diverse search committee comprised of at least three individuals visibly diverse in at least two of three categories (age, race, and gender). Your search committee should be reflective of the TU community, which includes individuals of different generations, races, and gender identities. If you have questions or concerns about your committee, contact your Recruiter. Your Recruiter will approve your committee prior to interviews taking place.
- Provide your Recruiter with the names of candidates you intend to interview; recruiter receives diversity report of requested interview pool
- Ensure interview questions are legal, unbiased, and job related; review the sections on Illegal Interview Questions and Sample Interview Questions below

Learn more about unintentional bias. Project Implicit is a resource where you can take a test to understand more about thoughts and feelings outside of conscious awareness and control. Click [here](#) to learn more about Project Implicit.

Ensuring a diverse and inclusive search is a priority for all search committees. If there are any questions or concerns, please contact your Recruiter.

## Initiating a Search

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A search may be initiated at any time through Taleo after you have completed Taleo training. If you are new to the search process or have any questions concerning your search, the OHR strongly recommends contacting your Recruiter prior to submitting your requisition for approval. Your Recruiter can provide feedback and guidance on the job posting, the length of time the position should be posted, and any unique issues with the search. The OHR strongly recommends using the [Taleo Training Materials](#) when initiating a search.

Once submitted, your requisition will go through an approval process, which includes the OHR's Compensation Unit, the unit's Associate Vice President/Dean (if applicable), Divisional Budget Officer, University Budget Officer, and Vice President. A position may not be posted without the required approvals. Please work with your Divisional Budget Office prior to initiating the search if there are any budget restrictions.

## Search Committee

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A diverse search committee of at least three individuals is required for all searches. Please see the Diversity and Inclusion section for information about the composition of your search committee. Your committee should include those who:

- Can provide unbiased, objective, and respectful feedback on candidate selection
- Bring unique and broad perspectives to the committee
- Have a strong commitment to and understanding of diversity
- Are familiar with policies, laws, and regulations on non-discrimination, equal opportunity, and recruitment & selection

The OHR recommends that the Hiring Manager meet with the search committee prior to reviewing applications to discuss the search objectives and set expectations. In addition, the Hiring Manager should make sure their committee understands their role in the process. This includes ensuring availability for interviews, taking interview notes, and completing post-interview evaluations.

## Outreach

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Outreach is a major part of recruiting. While your Recruiter can help you determine where to post your position to reach your target audience and attract a qualified, diverse candidate pool, outreach should be a team effort between the Recruiter and search committee. OHR encourages hiring managers and search committees to conduct outreach at local meetings/conferences, as well as share job postings with their network (i.e., local, regional, and possibly national institutions and organizations to which they belong, LinkedIn profile, etc.).

Departments are responsible for paying the cost associated with any external advertisements posted by OHR, except when posting to Indeed and LinkedIn.

Towson University is also committed to our outreach efforts by conducting in-person interviews with at least three individuals for each position. The committee may conduct phone/virtual interviews prior to in-person interviews as an additional screening tool. Please contact your Recruiter with any issues in meeting this requirement.

## Evaluating Your Applicant Pool

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All applications are received and reviewed electronically. Only those with access to Taleo will see the list of applicants, but applicant information can be shared with your search committee via email. The OHR strongly recommends bringing the committee together to review candidates and have a discussion around the selection process.

Taleo offers the ability to ask required and preferred screening questions as part of the application process. These screening questions are set-up ahead of time and are free of bias. It is important to use this tool when evaluating applicants. The OHR will remove any applicants that do not meet your required qualifications; however, the Hiring Manager has the opportunity to identify applicants that meet all or most of the preferred qualifications (identified in Taleo as “Assets”). The Hiring Manager must review the applicant materials to validate the answers to the screening questions but should consider those that meet the preferences first in the process. Applicants not considered should be dispositioned to “Rejected” status with the appropriate status reason for not moving forward.

The committee must be aware of their own potential biases or influences (i.e., favoring candidates with similar backgrounds as committee members). The committee should consider how candidates contribute value to our overall mission, to include both professional and personal experience. Be mindful that those with non-traditional backgrounds enrich the diversity of Towson University and make a positive contribution to the workforce.

## Interview Preparation and Questions

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Once the committee has identified candidates for interview, the Hiring Manager (or another member with access in Taleo), must move those candidates to “To Be Interviewed” status (see the [Taleo Training Materials](#) for details) and email those candidates’ names to their Recruiter. Your Recruiter will then run the required diversity report to ensure that you are interviewing candidates relative to the diversity of the candidate pool and provide guidance if your candidate pool lacks diversity.

According to the Equal Employment Opportunity Commission (EEOC): “It is illegal for an employer to discriminate against a job applicant or an employee because of the person’s race, color, religion, sex (including pregnancy and related conditions, gender identity, and sexual orientation), national origin, age (40 or older), disability or genetic information.” Please ensure that interview questions or comments made during the interview are strictly job related and do not directly or indirectly touch on any of the above topics (see the Illegal Interview Questions section for details).

Your Recruiter can also help with interview questions. Questions should be based on job duties, qualifications, and competencies. It is integral that the committee use the same set of questions for each candidate. The OHR recommends you ask behavioral or situational interview questions, where you ask the candidate to provide an example of how they behaved or would behave in different situations (see the Sample Interview Questions section for details).

During the interview, be sure to engage candidates. Introduce committee members and provide an overview of the position. This is your opportunity to discuss the work hours for the position, salary, benefits, office culture, etc.

Remember to allow time at the end of the interview for candidates to ask questions.

## Illegal Interview Questions (Questions to Avoid)

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Interview questions must be relevant to the job and designed to evaluate the candidate’s ability to perform the duties and responsibilities of the position. Questions which are not job related must be avoided. It is especially important to avoid topics designed or likely to elicit information regarding race/ethnicity, age, gender, religion, sexual orientation, disability, criminal record, or marital/parental status or plans.

Occasionally, a candidate may offer this information during the interview. The members of the committee should not document this information in interview notes unless specifically in the context of how this information relates to the position. Examples of questions to avoid include the following:

**AGE:** How old are you? How old is your spouse/children? When did you graduate high school/college/etc.? How long have you been working?

**CITIZENSHIP:** What country are you from? Are you a naturalized or native-born-citizen? When did you receive your citizenship?

**CREDIT:** Do you have any outstanding debt? Do you own property?

**CRIMINAL RECORD:** Have you ever been arrested? When was the last time you used illegal drugs?

**DISABILITY:** Do you have a disability? Have you ever been treated for any of the following diseases...?

**LANGUAGE:** Is English your first language? What is your native language? How did you acquire the ability to read, write, or speak a foreign language?

**MARITAL STATUS:** Do you wish to be addressed as Miss or Mrs.? Are you married? Do you have plans for marriage/children? Do you have a maiden name?

**MILITARY:** What type of discharge did you receive in the military?

**ORGANIZATIONS:** Can you tell us about all the clubs and/or societies you belong to?

**RELIGION:** What religious holidays do you practice?

## Sample Interview Questions

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Questions should be based on job duties, qualifications, and competencies. It is integral that the committee use the same set of questions for each applicant. Examples of interview questions include the following:

**EDUCATION:** Can you provide an example of how your education assisted your career path? How do you feel your past education has addressed skills needed for this position?

**WORK HISTORY:** Can you describe a difficult problem you had to overcome in your last position and the result? Can you describe one aspect of your last position that you would change, and how? Can you provide an example of a stressful situation and how you handled it? How would your supervisor and co-workers describe you? How did you positively impact your organization? Can you describe a time that you did not meet a professional goal, including the barriers, and how you handled it? What aspects of your past job did you enjoy the most and the least? What is the single most important idea you contributed to your last job?

With whom did you interact with on a regular basis within your last organization?

**PROFESSIONAL/TECHNICAL SKILLS:** Can you describe a time you provided an innovative approach or solution? Can you describe the process you used to analyze and implement a project? Can you provide an example of a time you delivered superior customer service? Can you provide an example of a time you used this (program/equipment/tool/etc.)? If a customer called with a problem, what questions or steps would you take to resolve it? If you were managing a project, what would you include on the agenda for your first team meeting?

**JOB SPECIFIC:** How does this position fit into your goals and objectives? What would be the most challenging aspect about accepting this job, and how would you handle it? What specific strengths, knowledge, and skills do you bring to this position and department? Why do you think you'll be successful in this position? Can you describe your professional expectations in this role and as an employee of TU?

**PERSONAL SKILLS:** At the start of each day, how do you determine what you need to do? Can you provide an example of how you have successfully worked independently, and as part of a team? Can you provide an example of a difficult situation that you were able to successfully navigate? Can you describe the process of handling multiple competing priorities with little time? What aspect of your job provides the greatest satisfaction? Can you describe why your supervisory/leadership style is effective? Can you describe a time you felt frustrated at work and how you were able to handle it?

## Post Interview Evaluations

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All members of the search committee must complete a post-interview evaluation (TU Interview Evaluation Questionnaire) for each candidate they interviewed. The Hiring Manager will send this questionnaire through Taleo (see page 20 of the [Taleo Training Materials](#) for details). The evaluation process requires the interviewer to rate the candidate and provide comments to support the rating. Comments must be related to the position. The questionnaire expires 5 days after the day it was sent, so it should be completed in a timely manner.

## References

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Reference checks can be a helpful tool in the interview process. Towson University strives to hire the most qualified candidate for each job opening, and contacting past references shows part of our commitment. Once a top candidate(s) is selected, typically after the in-person interview, the Hiring Manager must contact at least two professional references. Reference checks can be completed using the Telephone Reference Check form found in the [Forms Repository](#) under Human Resources Forms. If a reference was unable to provide information regarding the candidate or could not be reached, please contact your Recruiter for guidance.

## The Offer

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Once interviews, post-interview evaluations, and references are completed, the Hiring Manager may request the OHR to make an offer to the top candidate. This request should be emailed to the Recruiter, and should include the candidate's name, requested salary, and requested start date.

The Recruiter will submit the offer through the Taleo approval process. The Hiring Manager can track the offer approval process through Taleo by clicking on the selected candidate's submission and then clicking on the "Offers" tab

Once the offer is approved, the Hiring manager and Recruiter will be notified by a Taleo system e-mail. The Recruiter will make every attempt to contact the candidate within 48 hours. **Only OHR may make an offer.** The search committee can confirm interest in the position with candidates throughout the interview process, but at no point should any member of the committee infer or guarantee employment.

## Candidate Notifications

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It is the responsibility of the Hiring Manager to reject all candidates in Taleo who were not selected or interviewed, with the appropriate reasons. Your Recruiter will send correspondence to all candidates who were not selected for interviews.

The Hiring Manager will contact candidates that were brought in for an in-person interview. The OHR recommends the following verbiage: "Thank you for your interest in the (POSITION NAME) in the (DEPARTMENT NAME). The search committee has selected another candidate for this position. We greatly appreciate your time and interest with this position and highly encourage you to continue to view and apply for other job opportunities. Current job openings may be found at [www.towson.edu/jobs](http://www.towson.edu/jobs)."

## Onboarding

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Once a candidate accepts an official offer from the OHR, they will begin an onboarding process. This process is divided into two parts. The first part of onboarding consists of a criminal background check and completion of the I-9 employment verification. Depending on the position, some candidates will be asked to submit education and/ or certification verification, provide their driving record, and/or take a physical exam. These new hire tasks must be completed prior to the candidate's start date. Once the tasks are completed, the employee will move to the next part of the process, including reviewing benefits information, policies, and other required new hire forms. All new employees are required to attend Day O.N.E. (Onboarding New Employees) offered every Wednesday morning.

## New Hire Announcement

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Once the Hiring Manager has been notified by the Recruiter that their selected candidate has accepted the position with an official start date, the Hiring Manager may send an announcement about the new hire.

- Send an e-mail to the search committee notifying them that the selected candidate accepted the offer; provide the new hire's start date; and thank them for their time and commitment to the search process.
- Send a department-wide e-mail about **two weeks** before your new hire starts and include the following:
  - The selected candidate's name, position title, and start date
  - A brief bio or background information about the selected candidate (education, last employer, notable achievements, etc.)
  - What impressed the search committee most about the selected candidate during the interview process
  - Search committee members' names and a thank you to the committee

Please note that details regarding other candidates in the search or the candidate pool, such as how many candidates applied, met the qualifications, and interviewed for the position, should remain confidential and should not be shared with anyone outside of the search committee and OHR.