

## Hiring Guide & Checklist for Hiring Managers

### DO

- Reach out to HR if you have any questions!
- Fill out all documents COMPLETELY.
- Recruit your search committee as soon as possible.
- Rate candidates as they apply—review the application AND resume. Candidates often list additional employment information on the application.
- Tailor or adapt the interview guide so that the questions will be for the specific position.
- Review the “What You Can & Cannot Ask in an Interview” Guide to avoid unlawful questions.
- Meet with your hiring committee before the interviews so that everyone understands their role and the requirements to complete interview ratings.
- Discuss rating & recommendations with your immediate supervisor to determine the best hire, with a focus on the AAO plan and other needs.
- Work with HR to determine a reasonable hiring date.

### DON'T

- Do not create a job description for a specific person. Create a job description that describes what is needed for your department and hire the best fit.
- Do not promise anyone an interview or a position. We have to follow the hiring steps, affirmative action plan, and policies.
- Do not turn in incomplete rating sheets. They will be returned to you to complete them. If you choose to have your committee rate the candidates, ALL MEMBERS must do so.

### Before Position is Posted

	→	→																				
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="text-align: center;">Job Description</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <input type="checkbox"/> Ask HR (Tonya Lisenby) for most recent job description.  <input type="checkbox"/> Edit job description if needed (let HR know of any required changes).                 </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Forward the job description to the Affirmative Action Officer (AAO) for approval.</li> </ul> </td> </tr> </tbody> </table>		Job Description	<b>Hiring Manager:</b>	<input type="checkbox"/> Ask HR (Tonya Lisenby) for most recent job description. <input type="checkbox"/> Edit job description if needed (let HR know of any required changes).	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Forward the job description to the Affirmative Action Officer (AAO) for approval.</li> </ul>	→	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="text-align: center;">Personnel Requisition</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"></td> <td> <input type="checkbox"/> Submit to HR along with job description.  <i>Note: If this is a grant-funded position, HR must verify salary with Grants Dept. prior to posting. Positions are posted for either 14 days for clerical or 30 days for professional/faculty.</i> </td> </tr> <tr> <td style="vertical-align: top;"></td> <td> <ul style="list-style-type: none"> <li>• Draft the personnel requisition in Cornerstone.</li> </ul> </td> </tr> </tbody> </table>		Personnel Requisition		<input type="checkbox"/> Submit to HR along with job description. <i>Note: If this is a grant-funded position, HR must verify salary with Grants Dept. prior to posting. Positions are posted for either 14 days for clerical or 30 days for professional/faculty.</i>		<ul style="list-style-type: none"> <li>• Draft the personnel requisition in Cornerstone.</li> </ul>	→	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="text-align: center;">Job Posting</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"></td> <td> <input type="checkbox"/> Review &amp; approve the posting in Cornerstone when you receive the notification. (Contact HR if you are unsure how to do this.)                 </td> </tr> <tr> <td style="vertical-align: top;"></td> <td> <ul style="list-style-type: none"> <li>• Submit posting &amp; route for approvals.</li> </ul> </td> </tr> </tbody> </table>		Job Posting		<input type="checkbox"/> Review & approve the posting in Cornerstone when you receive the notification. (Contact HR if you are unsure how to do this.)		<ul style="list-style-type: none"> <li>• Submit posting &amp; route for approvals.</li> </ul>
	Job Description																					
<b>Hiring Manager:</b>	<input type="checkbox"/> Ask HR (Tonya Lisenby) for most recent job description. <input type="checkbox"/> Edit job description if needed (let HR know of any required changes).																					
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Forward the job description to the Affirmative Action Officer (AAO) for approval.</li> </ul>																					
	Personnel Requisition																					
	<input type="checkbox"/> Submit to HR along with job description. <i>Note: If this is a grant-funded position, HR must verify salary with Grants Dept. prior to posting. Positions are posted for either 14 days for clerical or 30 days for professional/faculty.</i>																					
	<ul style="list-style-type: none"> <li>• Draft the personnel requisition in Cornerstone.</li> </ul>																					
	Job Posting																					
	<input type="checkbox"/> Review & approve the posting in Cornerstone when you receive the notification. (Contact HR if you are unsure how to do this.)																					
	<ul style="list-style-type: none"> <li>• Submit posting &amp; route for approvals.</li> </ul>																					

### While Position is Open/Before Interviewing

	→													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="text-align: center;">Rating Sheet</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <input type="checkbox"/> Work with HR to confirm the rating sheet is accurate to the position needs.  <input type="checkbox"/> Rate applicants as they are released by HR/Cornerstone.  <input type="checkbox"/> Return completed rating sheet to HR, indicating whom you want to interview.  <i>Note: Hiring Manager (HM) may rate candidates independent of the search committee.</i> </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Submit completed rating sheet to AAO for approval to interview.</li> </ul> </td> </tr> </tbody> </table>		Rating Sheet	<b>Hiring Manager:</b>	<input type="checkbox"/> Work with HR to confirm the rating sheet is accurate to the position needs. <input type="checkbox"/> Rate applicants as they are released by HR/Cornerstone. <input type="checkbox"/> Return completed rating sheet to HR, indicating whom you want to interview. <i>Note: Hiring Manager (HM) may rate candidates independent of the search committee.</i>	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Submit completed rating sheet to AAO for approval to interview.</li> </ul>	→	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="text-align: center;">Interview Guide &amp; Rating Sheet</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"></td> <td> <input type="checkbox"/> Identify questions for the interview guide with personal questions from the interview question bank. Feel free to add question(s) that are not from the question bank.  <input type="checkbox"/> Decide who on your committee will ask each set of questions.                 </td> </tr> <tr> <td style="vertical-align: top;"></td> <td> <ul style="list-style-type: none"> <li>• Approve or disapprove changes proposed by the HM.</li> </ul> </td> </tr> </tbody> </table>		Interview Guide & Rating Sheet		<input type="checkbox"/> Identify questions for the interview guide with personal questions from the interview question bank. Feel free to add question(s) that are not from the question bank. <input type="checkbox"/> Decide who on your committee will ask each set of questions.		<ul style="list-style-type: none"> <li>• Approve or disapprove changes proposed by the HM.</li> </ul>
	Rating Sheet													
<b>Hiring Manager:</b>	<input type="checkbox"/> Work with HR to confirm the rating sheet is accurate to the position needs. <input type="checkbox"/> Rate applicants as they are released by HR/Cornerstone. <input type="checkbox"/> Return completed rating sheet to HR, indicating whom you want to interview. <i>Note: Hiring Manager (HM) may rate candidates independent of the search committee.</i>													
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Submit completed rating sheet to AAO for approval to interview.</li> </ul>													
	Interview Guide & Rating Sheet													
	<input type="checkbox"/> Identify questions for the interview guide with personal questions from the interview question bank. Feel free to add question(s) that are not from the question bank. <input type="checkbox"/> Decide who on your committee will ask each set of questions.													
	<ul style="list-style-type: none"> <li>• Approve or disapprove changes proposed by the HM.</li> </ul>													

### Interviewing

	→	→																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="text-align: center;">Scheduling Interviews</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <input type="checkbox"/> Schedule interviews. Contact HR if you need assistance scheduling zoom interviews.  <input type="checkbox"/> Email parking pass and interview date, time and location to the candidates.                 </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Assist with Zoom meetings if needed.</li> </ul> </td> </tr> </tbody> </table>		Scheduling Interviews	<b>Hiring Manager:</b>	<input type="checkbox"/> Schedule interviews. Contact HR if you need assistance scheduling zoom interviews. <input type="checkbox"/> Email parking pass and interview date, time and location to the candidates.	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Assist with Zoom meetings if needed.</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="text-align: center;">Reference Checks</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <input type="checkbox"/> Assign committee members or support staff to complete reference checks.  <input type="checkbox"/> Send completed references to HR.  <i>Note: HR cannot offer a position unless we have 2 professional references for the selected candidate.</i> </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Confirm receipt of reference forms.</li> </ul> </td> </tr> </tbody> </table>		Reference Checks	<b>Hiring Manager:</b>	<input type="checkbox"/> Assign committee members or support staff to complete reference checks. <input type="checkbox"/> Send completed references to HR. <i>Note: HR cannot offer a position unless we have 2 professional references for the selected candidate.</i>	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Confirm receipt of reference forms.</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="text-align: center;">Ratings &amp; Disposition Logs</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <input type="checkbox"/> Search Committee Members rate candidates using the Interview Guide.  <input type="checkbox"/> Collect completed forms from search committee &amp; average ratings.  <input type="checkbox"/> HM reviews ratings &amp; recommendations with supervisor.  <input type="checkbox"/> Return interview ratings &amp; disposition log to HR, indicating whom you want to hire.                 </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Confirm receipts of all materials prior to making an offer.</li> <li>• Contact the most recent employer for reference &amp; employment verification.</li> </ul> </td> </tr> </tbody> </table>		Ratings & Disposition Logs	<b>Hiring Manager:</b>	<input type="checkbox"/> Search Committee Members rate candidates using the Interview Guide. <input type="checkbox"/> Collect completed forms from search committee & average ratings. <input type="checkbox"/> HM reviews ratings & recommendations with supervisor. <input type="checkbox"/> Return interview ratings & disposition log to HR, indicating whom you want to hire.	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Confirm receipts of all materials prior to making an offer.</li> <li>• Contact the most recent employer for reference &amp; employment verification.</li> </ul>
	Scheduling Interviews																			
<b>Hiring Manager:</b>	<input type="checkbox"/> Schedule interviews. Contact HR if you need assistance scheduling zoom interviews. <input type="checkbox"/> Email parking pass and interview date, time and location to the candidates.																			
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Assist with Zoom meetings if needed.</li> </ul>																			
	Reference Checks																			
<b>Hiring Manager:</b>	<input type="checkbox"/> Assign committee members or support staff to complete reference checks. <input type="checkbox"/> Send completed references to HR. <i>Note: HR cannot offer a position unless we have 2 professional references for the selected candidate.</i>																			
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Confirm receipt of reference forms.</li> </ul>																			
	Ratings & Disposition Logs																			
<b>Hiring Manager:</b>	<input type="checkbox"/> Search Committee Members rate candidates using the Interview Guide. <input type="checkbox"/> Collect completed forms from search committee & average ratings. <input type="checkbox"/> HM reviews ratings & recommendations with supervisor. <input type="checkbox"/> Return interview ratings & disposition log to HR, indicating whom you want to hire.																			
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Confirm receipts of all materials prior to making an offer.</li> <li>• Contact the most recent employer for reference &amp; employment verification.</li> </ul>																			

### Making the Offer

	→												
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="text-align: center;">Salary Calculation</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <input type="checkbox"/> Contact candidate &amp; schedule a meeting with supervising VP (or designee) to further discuss position &amp; qualifications.  <input type="checkbox"/> Offer position at the end of the meeting.  <input type="checkbox"/> VP &amp; HM sign &amp; return to HR following an offer acceptance.                 </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Prepare salary calculation and send to HM.</li> </ul> </td> </tr> </tbody> </table>		Salary Calculation	<b>Hiring Manager:</b>	<input type="checkbox"/> Contact candidate & schedule a meeting with supervising VP (or designee) to further discuss position & qualifications. <input type="checkbox"/> Offer position at the end of the meeting. <input type="checkbox"/> VP & HM sign & return to HR following an offer acceptance.	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Prepare salary calculation and send to HM.</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="text-align: center;">Interviewed – Not Selected</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <i>After position has been accepted:</i>  <input type="checkbox"/> Inform candidates who were interviewed but not selected by phone or email.  <input type="checkbox"/> Inform HR when you have contacted all candidates.                 </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Disposition candidates in Cornerstone using the Hiring Disposition Log.</li> </ul> </td> </tr> </tbody> </table>		Interviewed – Not Selected	<b>Hiring Manager:</b>	<i>After position has been accepted:</i> <input type="checkbox"/> Inform candidates who were interviewed but not selected by phone or email. <input type="checkbox"/> Inform HR when you have contacted all candidates.	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Disposition candidates in Cornerstone using the Hiring Disposition Log.</li> </ul>
	Salary Calculation												
<b>Hiring Manager:</b>	<input type="checkbox"/> Contact candidate & schedule a meeting with supervising VP (or designee) to further discuss position & qualifications. <input type="checkbox"/> Offer position at the end of the meeting. <input type="checkbox"/> VP & HM sign & return to HR following an offer acceptance.												
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Prepare salary calculation and send to HM.</li> </ul>												
	Interviewed – Not Selected												
<b>Hiring Manager:</b>	<i>After position has been accepted:</i> <input type="checkbox"/> Inform candidates who were interviewed but not selected by phone or email. <input type="checkbox"/> Inform HR when you have contacted all candidates.												
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Disposition candidates in Cornerstone using the Hiring Disposition Log.</li> </ul>												

### Pre-Employment

	→	→																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="text-align: center;">Pre-Employment Paperwork</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <input type="checkbox"/> When offer is accepted, inform candidate to contact Dottie Corey in HR to complete pre-employment paperwork.                 </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Complete pre-employment paperwork with candidate.</li> <li>• Confirm official transcripts when received.</li> <li>• Request background check.</li> </ul> </td> </tr> </tbody> </table>		Pre-Employment Paperwork	<b>Hiring Manager:</b>	<input type="checkbox"/> When offer is accepted, inform candidate to contact Dottie Corey in HR to complete pre-employment paperwork.	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Complete pre-employment paperwork with candidate.</li> <li>• Confirm official transcripts when received.</li> <li>• Request background check.</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="text-align: center;">Contract/Offer Letter</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <input type="checkbox"/> Approve the offer letter when sent through Cornerstone. (Contact HR if you are unsure how to do this.)                 </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Draft the offer letter in Cornerstone &amp; route for appropriate approvals.</li> <li>• Once approved, email contract to candidate to sign and return.</li> </ul> </td> </tr> </tbody> </table>		Contract/Offer Letter	<b>Hiring Manager:</b>	<input type="checkbox"/> Approve the offer letter when sent through Cornerstone. (Contact HR if you are unsure how to do this.)	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Draft the offer letter in Cornerstone &amp; route for appropriate approvals.</li> <li>• Once approved, email contract to candidate to sign and return.</li> </ul>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="text-align: center;">Before the First Day</th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"><b>Hiring Manager:</b></td> <td> <input type="checkbox"/> Contact new hire to make sure they're prepared. Discuss appropriate dress, when/where to arrive, etc. and answer any questions they may have.                 </td> </tr> <tr> <td style="vertical-align: top;"><b>HR:</b></td> <td> <ul style="list-style-type: none"> <li>• Let HM know if all pre-employment paperwork has been successfully completed, or if the candidate needs to work with HR to finish paperwork.</li> </ul> </td> </tr> </tbody> </table>		Before the First Day	<b>Hiring Manager:</b>	<input type="checkbox"/> Contact new hire to make sure they're prepared. Discuss appropriate dress, when/where to arrive, etc. and answer any questions they may have.	<b>HR:</b>	<ul style="list-style-type: none"> <li>• Let HM know if all pre-employment paperwork has been successfully completed, or if the candidate needs to work with HR to finish paperwork.</li> </ul>
	Pre-Employment Paperwork																			
<b>Hiring Manager:</b>	<input type="checkbox"/> When offer is accepted, inform candidate to contact Dottie Corey in HR to complete pre-employment paperwork.																			
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Complete pre-employment paperwork with candidate.</li> <li>• Confirm official transcripts when received.</li> <li>• Request background check.</li> </ul>																			
	Contract/Offer Letter																			
<b>Hiring Manager:</b>	<input type="checkbox"/> Approve the offer letter when sent through Cornerstone. (Contact HR if you are unsure how to do this.)																			
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Draft the offer letter in Cornerstone &amp; route for appropriate approvals.</li> <li>• Once approved, email contract to candidate to sign and return.</li> </ul>																			
	Before the First Day																			
<b>Hiring Manager:</b>	<input type="checkbox"/> Contact new hire to make sure they're prepared. Discuss appropriate dress, when/where to arrive, etc. and answer any questions they may have.																			
<b>HR:</b>	<ul style="list-style-type: none"> <li>• Let HM know if all pre-employment paperwork has been successfully completed, or if the candidate needs to work with HR to finish paperwork.</li> </ul>																			