STAFF RECRUITMENT AND SELECTION
Procedure manual for hiring managers and supervisors

TCNJ
THE COLLEGE OF
NEW JERSEY

Taleo ™

THE COLLEGE OF NEW JERSEY'S
<u>NEW</u> RECRUITMENT
AND
APPLICANT TRACKING SYSTEM

CHANGES TO HIRING PROCEDURES

PROCESS	PREVIOUS METHOD	NEW METHOD	Why the Change?
Approval to Reclassify an Existing Position or Create a New Position	SPAF Form	Taleo Requisition	Will be managed through new applicant tracking system (Taleo) which incorporates the initial approval workflow, advertising content, recruitment sources, candidate management and offer processes.
Approval to Recruit	SPAF Form	Taleo Requisition	
Creating the content of the job advertisement	Word document/Email correspondence.	Taleo Requisition	
Creating a Recruitment Plan (advertising locations)	Word document/Email correspondence.	Taleo pre-recruitment consultation and requisition documentation.	
Tracking Applications	Manually received and tracked via HR e-mail.	Taleo candidate applications and profiles.	
Making a Job Offer	Verbal offer, then send candidate offer letter and additional documentation and information via e-mail.	Verbal offer, after Taleo-driven approval process, then written offer generated by Taleo & sent electronically with additional required documents.	Taleo features electronic offer acceptance by candidate.
Background Check	HR Recruiter sends candidate background check form, form returned to Recruiter and then processed.	Background checks submitted electronically via Sterling Background Check, integrated within Taleo system.	Process is completely electronic and eliminates manual paper-driven process.
E-mail/Share Applications & Resumes with Search Committee	HR Recruiter responds to individual candidate emails, determines qualifications and provides Search Committee with access to shared folder.	Resumes/Applications scored in Taleo via "knock out questions" and stored in Taleo system.	Eliminates manual paper-driven process. All candidate data is stored in Taleo system.

STAFF RECRUITMENT ACTIVITY CHECKLIST

CLASSIFIED POSITIONS

The hiring manager is responsible for completing or monitoring finalization of the following activities related to the recruitment process for classified staff positions. Classified staff positions are defined as positions governed primarily by the statutes, rules and regulations of the New Jersey Civil Service Commission and by the negotiated agreements (CWA, IFPTE, PBA, NJLESA) covering support staff, facilities employees and campus police, depending on their titles. For all new positions, contact Human Resources, Organizational Effectiveness Unit, ext. 3294, Administrative Services Building, room 101 to determine the appropriate position title and job specification. Following classification determination, you may then proceed with the activity checklist.

(All positions, regardless of classification, must be entered in Taleo as a requisition)

PRE-RECRUITMENT

☐ Human Resources will log in to Taleo and create a requisition which acts as the central approval document that initiates the recruitment process. Once the requisition has been submitted, the HR Recruiter will initiate the approval workflow. The Hiring Manager can view the status/progress of the approval process at any time by logging into Taleo and viewing the requisition "Approval" section. Once the requisition is approved, the Hiring Manager will be notified and the job announcements will be posted by the HR Recruiter.

☐ The Hiring Manager will have the opportunity to discuss outreach efforts with the HR Recruiter during the pre-recruitment consultation. Once the requisition is approved, the HR Recruiter will ensure the announcement is posted and sourced according to the information discussed during the pre-recruitment consultation and the information included in the requisition.

Taleo Instructions (Attachment A)

POSTING JOB ANNOUNCEMENTS

☐ The TCNJ Careers website will have a list of job postings that directly link the applicant to the Taleo Talent Requisition System where the applicant can create a profile and apply for the position.

☐ Civil Service Positions: All positions are posted for a minimum of fourteen (14) business days. Classified competitive titles must first be posted internally to all eligible TCNJ employees. If a certification list is available, the list must be obtained from Civil Service. If no list is available, the position(s) is posted externally. Classified non-competitive titles are automatically posted externally. Position(s) are posted on the TCNJ website, Higher Education Recruitment Consortium (HERC), and HigherEdJobs.com. Contact an HR Recruiter to post a position to additional advertising venues.

☐ Contact the Office of Human Resources for current eligible Civil Service certification list inquiries.

☐ Equal Employment Opportunity/Affirmative Action Guidelines: To enrich education through diversity, The College of New Jersey is an Equal Opportunity Employer. The College has a strong commitment to achieving diversity among faculty and staff, and strongly encourages women and members of underrepresented groups to apply.

MANAGE & INTERVIEW CANDIDATES

☐ Search Committee Composition: Search Chair should assemble a search committee, using Taleo, that is diverse in gender, race, ethnicity and academic rank. Consider including members from other departments who are well connected to diverse communities.

☐ The HR Recruiter will ensure rating questions are appropriate and related to the specific job functions of the position. Once all questions are reviewed, the list of qualified candidates will be provided to the Hiring Manager to conduct an initial review of each candidate and determine who will receive an interview. The Hiring Manager will coordinate the interview process with the Search Committee Members and dispose each applicant using Taleo's status-based rating system.

☐ All internal candidates who meet the minimum requirements should be considered and should be provided with an interview.

Taleo Instructions: Interviewing Candidates (Attachment B)
Interview Questions: Do's & Don'ts (Attachment C)

MAKE OFFER

☐ The HR Recruiter will partner with the Hiring Manager in a pre-offer consultation to discuss the name of the selected candidate, salary, potential start date, etc.

☐ The HR Recruiter will receive approval from Associate Director, Human Resources and move forward with the verbal offer.

☐ After verbal offer, a tentative offer letter will be prepared inside of Taleo and workflow will be assigned for offer approval.

☐ When the offer letter has been approved, the offer letter will be sent to the candidate inside of Taleo. The letter will provide specific information on the position title, salary range and step, official start date and date of new hire orientation.

Information for Hiring Managers: What You Need to Know! (Attachment D)

HIRE

☐ The candidate has accepted the verbal offer and official offer letter as well as a request to complete additional information, including background check.

☐ The HR Recruiter will ensure all other candidates that have been kept in the pool until the primary candidate is hired, receive a communication that they are no longer being considered and the position has been filled.

☐ The background check will be initiated automatically and the Hiring Manager will be notified once the checks have cleared.

☐ New employee will be scheduled for Orientation by the HR Recruiter. Notification will take place prior to the orientation appointment and will also be included in the official offer letter.

Civil Service Hiring Presentation

UNCLASSIFIED POSITIONS

The hiring manager is responsible for completing or monitoring finalization of the following activities related to the recruitment process for unclassified staff positions. Unclassified staff positions are defined as positions not governed by the statutes, rules and regulations of the New Jersey Civil Service Commission and included for membership in the AFT union agreement or classified as a non-aligned (Non-Unit) position. For all new positions, contact Human Resources, Organizational Effectiveness Unit, ext. 3294, Administrative Services Building, room 101 to determine the appropriate position title and job specification. Following classification determination, you may then proceed with the activity check list.

(All positions, regardless of classification, must be entered in Taleo as a requisition)

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☐ Human Resources will login to Taleo and create a requisition which acts as the central approval document that initiates the recruitment process. Once the requisition has been submitted, the HR Recruiter will initiate the approval workflow. The Hiring Manager can view the status/progress of the approval process at any time by logging into Taleo and viewing the requisition "Approval" section. Once the requisition is approved, the Hiring Manager will be notified and the job announcements will be posted by the HR Recruiter.

☐ The Hiring Manager will have the opportunity to discuss outreach efforts with the HR Recruiter during the pre-recruitment consultation. Once the requisition is approved, the HR Recruiter will ensure the announcement is posted and sourced according to the information discussed during the pre-recruitment consultation and the information included in the requisition.

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☐ The HR Recruiter will ensure rating questions are appropriate and related to the specific job functions of the position. Once all questions are reviewed, the list of qualified candidates will be provided to the Hiring Manager to conduct an initial review of each candidate and determine who will receive an

interview. The Hiring Manager will coordinate the interview process with the Search Committee Members and dispose each applicant using Taleo's status-based rating system.

☐ All internal candidates who meet the minimum requirements should be considered and interviewed.

Taleo Instructions: Interviewing Candidates (Attachment B)
Interview Questions: Do's & Don'ts (Attachment C)

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☐ The HR Recruiter will receive approval from Associate Director, Human Resources and move forward with the verbal offer.

☐ After verbal offer, a tentative offer letter will be prepared inside of Taleo and workflow will be assigned for offer approval.

☐ When the offer letter has been approved, the offer letter will be sent to the candidate inside of Taleo. The letter will provide specific information on the position title, salary range and step, official start date and date of new hire orientation.

Information for Hiring Managers: What You Need to Know! (Attachment D)

HIRE

☐ The candidate has accepted the verbal offer and official offer letter as well as a request to complete additional information, including background check, has been provided.

☐ The HR Recruiter will ensure all other candidates that have been kept in the pool until the primary candidate is hired, receive a communication that they are no longer being considered and the position has been filled.

☐ The background check will be initiated automatically and the Hiring Manager will be notified once all checks have cleared.

☐ The new employee will be scheduled for Orientation by the HR Recruiter. Notification will take place prior to the orientation appointment and will also be included in the official offer letter.

ATTACHMENT A

PRE-RECRUITMENT

1. Login to Taleo

2. Approval Workflow: The default order of approvers that will be assigned by your HR Recruiter are:

- Dean (if applicable)
- Cabinet Member
- Vice President of HR
- Assistant Treasurer
- Treasurer
- President

3. Track the Requisition: Once the requisition enters into the approval workflow you can track the progress of those approvals at any time.

- Go to 'Recruiting' and select 'View Requisitions'
- Click on the requisition you'd like to track
- Click on the 'Approvals' tab to view approvals
- To the right of each approver you'll see whether they have approved or rejected the requisition, the date and time of their decision, and their comments. If these fields are blank, a decision has not yet been made by that approver.

ATTACHMENT B

INTERVIEW CANDIDATES TALEO INSTRUCTIONS

1. Login to Taleo
2. Find your requisition, then click on the number to the left of the requisition title (this shows the number of candidates attached to this requisition)
3. Click on the candidate name link
4. Go to 'More Actions' and 'Change Step/Status'
5. Move the candidate through the interview steps, as required
6. If candidate has passed reviews, change the step to 'Interviews' and status to 'Passed Interviews'
7. For all other candidates to keep in the pool until the primary candidate is hired, change the step to 'Interviews' and status to 'Under Consideration'
8. Candidates that the Hiring Manager does not intend to consider will be rejected and sent correspondence indicating they have not been selected to interview for the position.

GOOD INTERVIEW QUESTIONS

1. Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
2. Why are you interested in leaving your current assignment and why do feel that this assignment would be better for you?
3. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
4. How does this position fit into your overall career goals?
5. Describe the duties of your current job?
6. What do you dislike most about your current job?
7. What is your favorite part of your current job and why is it your favorite part?
8. What are the three college courses that best prepared you for your current job?
9. What is the best method for creating a _____? [a relevant product]
10. What qualities or experiences make you the best candidate for this position?
11. Describe two or three major trends in your profession today.
12. On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
13. Describe a situation in which you did "all the right things," and were still unsuccessful. What did you learn from the experience?
14. Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
15. Why did you choose this profession/field?
16. What new skills have you learned over the past year?
17. Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?
18. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
19. Describe the best boss and the worst boss you have ever had.
20. Describe your ideal job.
21. What would your co-workers or your supervisor say about you?
22. Can you describe how you go about solving problems? Please give us some examples.
23. What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
24. What new programs or services would you start if offered the position?
25. Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views.

GOOD INTERVIEW QUESTIONS (CONTINUED)

26. Tell us how you would learn a new job in the absence of a formal training program.
27. How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
28. Think about a co-worker from the present or past whom you admire. Why?
29. What are the characteristics that you prize most in an employee? What behaviors or characteristics do you find intolerable?
30. Can you share with us your ideas about professional development?
31. Describe some basic steps that you would take in implementing a new program.
32. What are one or two of your proudest professional accomplishments?
33. How do you feel about diversity in the work place? Give us some examples of your efforts to provide diversity.
34. Tell us how you go about organizing your work. Also, describe any experience you have had with computers or other tools as they relate to organization.
35. Please tell us what you think are the most important elements of a good (title of position).
36. Describe your volunteer experience in community-based organizations.
37. What professional associations do you belong to and how involved in them are you?
38. Tell us about your preferred work environment.
39. What experiences or skills will help you manage projects?
40. Tell us how you would use technology in your day-to-day job.
41. In what professional development activities have you been involved over the past few years?
42. What volunteer or social activities have helped you develop professional skills?
43. What things have you done on your own initiative to help you prepare for your next job?
44. Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?
45. What do you think most uniquely qualifies you for this position?
46. Do you have any additional information that you would like to share?
47. Do you have any questions for us?

INTERVIEW QUESTIONS TO AVOID

You cannot ask any questions during an interview that relates to an applicant's race, color, religious, age, sexual origin, gender, national origin, or disability.

The following questions are merely a few of the questions that should not be asked:

1. Are you a U.S. citizen?
2. What is your spouse's name?
3. Where were you born?

4. Do you have any children?
5. What is your birth date?
6. Do you have child care arrangements?
7. How old are you?
8. What is your race or ethnic origin?
9. Do you have a disability?
10. Which church do you attend?
11. Are you married?

Always consult with Human Resources before using any type of question during an interview.

ATTACHMENT D

1. Pre-Offer Consultation
    - The HR Recruiter will consult with the Hiring Manager to determine the following:
        - What salary will be offered to start?
        - What is the maximum the department will go to and do they have the funds to cover?
        - Start date?
        - Are there any additional terms and conditions unique to the individual, department, or college?
    - The HR Recruiter will complete the necessary information to initiate an official offer letter and route for approval to:
        - Associate Director, Human Resources
        - Vice President, Human Resources
    - Approvers will receive an email that contains:
        - Opportunity to approve/deny and provide comments
        - Link to the official offer letter
    - Once approved, the HR Recruiter will communicate with the Hiring Manager the offer negotiation process. The tentative offer is contingent on a background check and degree verification (if a position requirement).