**STAFF RECRUITMENT AND SELECTION**

Procedure Manual for Hiring Managers

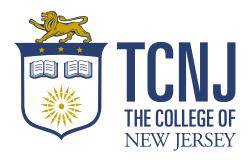
and Search Committee Members



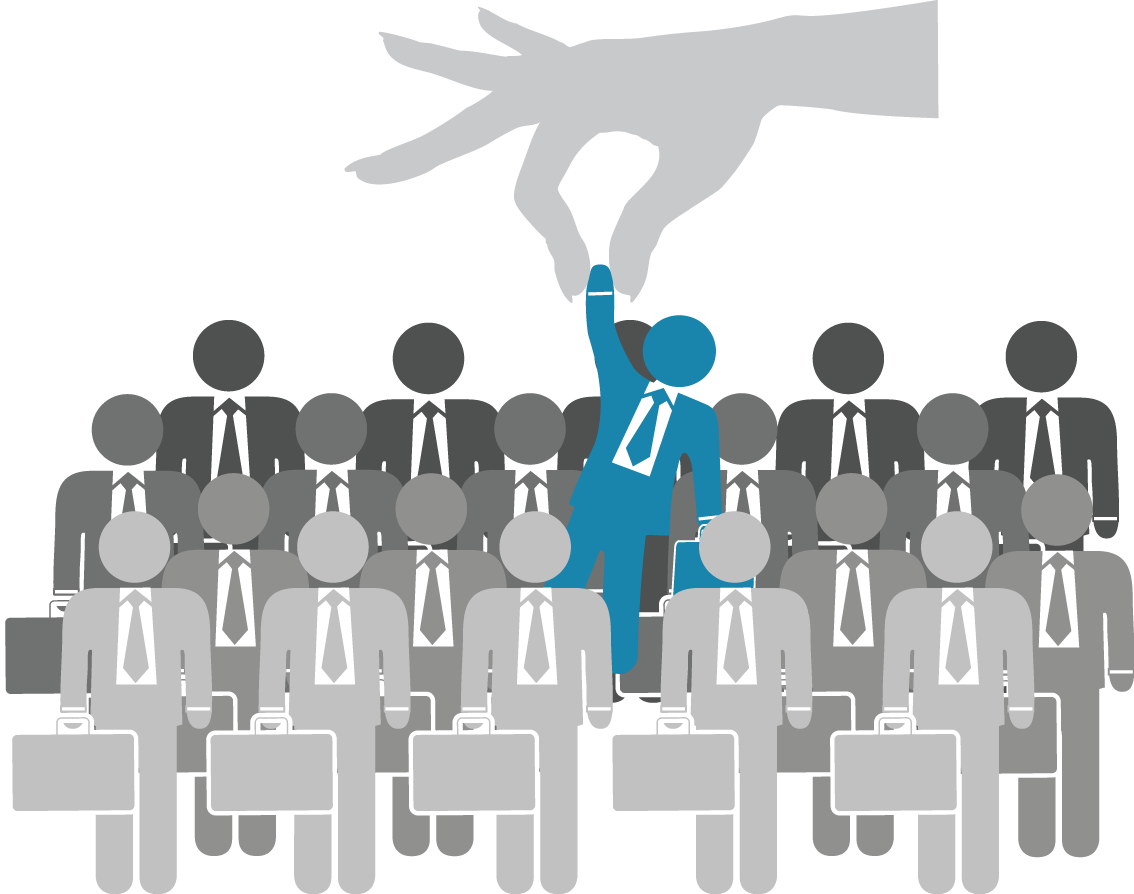
****

**Office of Human Resources**

**Building Foundations, Creating a Unified Community**





****

**THE COLLEGE OF NEW JERSEY’S**

**RECRUITMENT**

**AND**

**APPLICANT TRACKING SYSTEM**

STAFF RECRUITMENT ACTIVITY CHECKLIST

**CLASSIFIED AND UN-CLASSIFIED POSITIONS**

* The Hiring Manager and the Office of Human Resources (HR) are responsible for completing all activities related to the recruitment process for classified and unclassified 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 negotiated agreements (CWA, IFPTE, PBA, NJLESA, NJSOA) covering support staff, facilities employees and campus police, depending on their titles.
* Unclassified staff positions are defined as positions that are **not** governed by the statutes, rules and regulations of the New Jersey Civil Service Commission. They are included for membership in the AFT union agreement **or** are classified as non-aligned (Non-Unit) positions.
* For all new positions, contact Human Resources, ext. 2282, 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.
* For instructions how to use Taleo, please refer to Taleo Hiring Manager User Guide found in the Recruitment Aids section in Taleo, TCNJ’s applicant tracking system.

**PRE-RECRUITMENT**

* Human Resources (HR) will create a requisition in Taleo which acts as the central approval document that initiates the recruitment process. Once the requisition has been created, HR will launch it for approvals. The requisition goes through many different approvers including but not limited to the Department Head, Office of the President, Vice President of Human Resources, Finance and the President’s Office. 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 fully approved, the Hiring Manager will be notified by the system.
* [Taleo Instructions](\\\\lions.tcnj.edu\\Public\\Departments\\HumanResources\\Organizational Effectiveness\\Heather's HR folder\\Taleo\\PRERECRUITMENT.docx) **[(Attachment A)](\\\\lions.tcnj.edu\\Public\\Departments\\HumanResources\\Organizational Effectiveness\\Heather's HR folder\\Taleo\\PRERECRUITMENT.docx)**
* The Hiring Manager will have the opportunity to discuss greater recruitment outreach efforts with HR during the pre-recruitment consultation. Once the requisition is approved, HR will ensure the job advertisement is posted on the TCNJ career website and other external sites. The job will be sourced according to the information discussed during the pre-recruitment consultation and qualifications on the posting.
* The Hiring Managers and Search Committee Members are required to attend Diversity Bias Training offered by HR. Please coordinate this training with your Recruiter during the pre-recruitment consultation. Upcoming training dates can be found on our Learning and Professional Development [calendar](https://hr.tcnj.edu/2019-ld-calendar/).

**POSTING JOB ANNOUNCEMENTS**

* The position is posted to TCNJ standard recruitment sites: TCNJ Career Website, Chronicle of Higher Education, Higher Ed Jobs, Inside Higher Ed, and Higher Education Recruitment Consortium (HERC).
* If the Hiring Manager would like to post the position to additional venues, they will need to provide the list of other sources to their HR Recruiter to submit the advertisements.
* Every job opening has a $1400 budget for additional postings (not including standard sites) that the department can utilize. Any cost in excess of $1400 must be covered by the hiring department.
* 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 will create a profile and apply for the position.
* Civil Service Positions: All positions are posted for a minimum of fourteen (14) calendar days. Classified competitive titles must first be posted internally to all eligible TCNJ employees. If no viable internal candidate is identified, then a certification list must be obtained from Civil Service. If no list is available, at that point the position is posted externally. Classified non-competitive titles are automatically posted externally.
* 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.
* We strongly encourage leveraging various diversity sources in order to generate a diverse make-up of the candidate pool. This is especially important if the department is lacking diversity on their team. For assistance, you can reach out to the Chief Diversity Officer.

**MANAGE & INTERVIEW CANDIDATES**

* Hiring Managers can work with their HR Recruiter to set up screening questions in Taleo and will ensure that they are appropriate and related to the specific job functions of the position.
* Search Committee Composition: Search Committee Chair will need to assemble a Search Committee that is diverse in gender, race, ethnicity and academic rank. Search Committee Chair will need to consider including members from other departments who are well connected to diverse communities. A diverse Search Committee will help with searching for qualified, diverse candidates and ensure the integrity of the recruitment process. The HR Office can work with the departments to select Search Committees with an eye towards creating diversity from a variety of difference perspectives The Office of Human Resources is hosting Diversity Training once a month and strongly encourages Search Committee Members to attend and learn to “leave the bias at the door” as well as other important aspects.
* Once the requisition has been posted, candidates will start applying to the position. The Hiring Manager and/or Search Committee will be able to view these candidates right away. It is the responsibility of the Hiring Manager and/or the Search Committee to review resumes, determine who qualifies for the role, schedule and complete phone screens, schedule and conduct on-campus interviews, and decide on the finalist to hire and advise HR.
* The Hiring Manager and/or Search Committee Chair need to submit the list of interview questions to their HR Recruiter before scheduling any interviews. HR will review, edit if necessary, and approve interview questions that can be asked of candidates.
* A strong recommendation is to invite three (3) finalists to on-campus interviews.
* The Hiring Manager will coordinate the recruitment process with the Search Committee Members and dispose each applicant using Taleo to update candidate status on the requisition. The Hiring Manager and/or Search Committee needs to continuously change candidate status from “New” to “Phone Screen”, “Interviewing”, and “Decision/Finalist” or whichever applies.
* All internal candidates who meet the minimum requirements should be considered and offered an interview. The best and most qualified person for the role must be selected (internal or external).
* Taleo Instructions: Interviewing Candidates **(Attachment B)**
* [Interview Questions: Do’s & Don’ts](\\\\lions.tcnj.edu\\Public\\Departments\\HumanResources\\Organizational Effectiveness\\Heather's HR folder\\Taleo\\GOOD INTERVIEW QUESTIONS.docx) **[(Attachment C)](\\\\lions.tcnj.edu\\Public\\Departments\\HumanResources\\Organizational Effectiveness\\Heather's HR folder\\Taleo\\GOOD INTERVIEW QUESTIONS.docx)**

**OFFER**

* The Hiring Manager will partner with their HR Recruiter to discuss the name of the selected finalist, the exact salary/step at which to offer the position, and the target start date.
* The Hiring Manager must complete the “Applicant Summary Form” (found in the “Recruitment Aids” section in Taleo) and upload it to the “Attachment” section on the specific requisition in Taleo. Please note the written offer will not be generated until the Applicant Summary Form has been completed, added to the requisition and reviewed by the HR Recruiter.
* The HR Recruiter will extend the verbal offer to the identified finalist.
* After verbal offer has been accepted, a written offer letter will be generated and send from Taleo for appropriate approvals.
* Once the written offer letter has been approved, it will be sent to the candidate from Taleo. The letter will provide specific information on the position title, salary range and step, official start date and date of new hire orientation.
* The finalist will need to accept or decline the offer letter electronically via Taleo within seven (7) calendar days of receipt.
* [Information for Hiring Managers: What You Need to Know](file:///\\lions.tcnj.edu\Public\Departments\HumanResources\Organizational%20Effectiveness\Heather's%20HR%20folder\Taleo\PreOfferConsultation.docx) **(Attachment D)**

**HIRING PROCESS**

* HR will proceed with next steps of the hiring process.
* Background check request is generated by HR Recruiter. An email is sent from an external company, Sterling, inviting the finalist to start the background investigation. The finalist must authorize Sterling to begin the background process. HR will monitor and review the background investigation findings upon completion. The New Hire must pass the background check in order to be hired at TCNJ.
* HR will send general benefits overview information as well as two (2) New Hire Forms that the new employee must complete and return to HR before their first day of employment.
* The New Hire will need to complete government mandated Form I-9 via Sterling before they can begin employment. In a rare instance, when the new employee will not be able to come to the Office of Human Resources before or on the first day of employment to complete the I-9 form, Sterling notary network service may be utilized. The cost of completing the I-9 Form by the Sterling Notary is $75.00 if completed within five (5) business days and $200.00 if completed within two (2) business days. Please note that the cost of the finalist utilizing the Sterling Notary must be covered by the hiring department. There is no cost associated with completing an I-9 form when the TCNJ HR department verifies.
* HR will ensure that all other candidates that have been kept in the pool until the selected finalist has been hired, receive an email communication that they are no longer being considered and the position has been filled. The rejection email will be sent from Taleo on the first day of employment of the New Hire.
* The New Hire will be scheduled for Orientation by the HR Recruiter. Notification will take place prior to the orientation appointment and details will also be included in the official offer letter.
* The HR Recruiter will close the requisition and disposition the New Hire into a “Hired” status.
* New Hire will be added as an employee to the Main HR system.

**ATTACHMENT A**

**PRE-RECRUITMENT**

1. Login to [Taleo](https://chm.tbe.taleo.net/dispatcher/login.jsp?org=TCNJ)

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

* Hiring Manager’s Manager
* Hiring Manager’s Supervisor
* Cabinet Member of the hiring department
* President/ Chief of Staff
* Vice President of HR
* Assistant Treasurer
* Treasurer

*Please note this is a standard approver list and it may vary depending on other circumstances.*

3. Track the Requisition: Once the requisition is entered into the approval workflow you can track the progress of those approvals at any time. Please see the steps below:

* 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.

**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. Move the candidate through the interview steps, as required
5. Below are the different types of dispositions you should use:
6. If you don’t find the qualifications sufficient, not a fit for our position and organization, you should disposition to “Not Minimally Qualified”.
7. If you find qualifications appropriate you should disposition the candidate to “Under Consideration” or potentially “Phone Screen” whichever one you find more suitable.
8. If you find the candidate to be moving to the interview stage, you should disposition to “Interviewing”.
9. If you do not select the candidate for the role after interviewing him/her, you should disposition to ”Not Selected”.
10. If you select the finalist to be hired, you should disposition to “Decision/Finalist”.
11. Please note that once the candidate applied, he/she will be automatically dispositioned to “New” until you change it to another disposition status. Also, please note that a candidate who has not been reviewed/clicked on will be bolded. Once you click on that person to review his/her profile, the person’s name will no longer be bolded. Remember, it remains in the “New” disposition status until it is changed to another status.
12. All candidates that the Hiring Manager does not intend to consider further will be rejected and sent correspondence from the system thanking them and indicating they have not been selected. This notification is sent by HR on the first day of employment of the New Hire.

**ATTACHMENT C**

**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 role?
6. What do you dislike most about your current role?
7. What is your favorite part of your current role and why is it your favorite part?
8. What are the three college courses that best prepared you for your current role?
9. What is the best method for creating a relevant product/process/teamwork/etc.?
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 manager and the worst manager 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.
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 relate 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. Where were you born?
3. What is your race or ethnic origin?
4. How old are you? / What is your birth date?
5. Are you married? / What is your spouse's name?
6. Do you have any children?
7. Do you have child care arrangements?
8. Do you have a disability?
9. Which church do you attend?

**You need to consult with Human Resources before using any type of question during an interview.**

**ATTACHMENT D**

**Pre-Offer**

* HR 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?
* What is the tentative start date?
* Are there any additional terms and conditions unique to the individual, department, or college?
* HR 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
* HR will communicate with the Hiring Manager throughout the entire offer process.
* The offer is always contingent upon successful completion of the background investigation and reference checks.