

# HIRING MANAGER'S CHECKLIST

## **Review the guide**

- Review [Hiring Future Oles: A Recruitment Guidebook](#)
- Contact HR with any questions

## **JOB OPENING**

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### **Employee notice**

- Forward resignation letter to HR
- HR sends departure checklist link to outgoing employee with supervisor on copy regarding action items

### **Assess position**

- Discuss potential department changes with supervisor
- Discuss potential changes with HR

## **JOB DESCRIPTION AND JOB POSTING**

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### **Revise job description**

- Revise job description based on position assessment discussion ([Guide to Writing Job Descriptions](#))
- Forward the Word document to HR for review
- Discuss position, timeframe, advertising, search committee members, and process with HR

### **Create job posting**

- Create job posting based on job description ([Guide to Writing Job Postings](#) and [Job Posting Template](#))
- Forward the Word document to HR for review

### **Approve job requisition**

- Approve job requisition in PageUp after HR has routed for approval ([Hiring Manager PageUp Guide](#))

### **Advertise the position**

- Advertise job opening on appropriate channels (listservs, networks) as needed

## INTERVIEW PREPARATION

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### **Form search committee**

- Determine 3-5 committee members
- Email list of search committee members to HR
- Define the role of the search committee in the decision making process

### **Train interviewers (search committee and potentially other interviewers)**

- Train search committee members and other interviewers on the following:
  - Bias
  - Legal questions
  - Consistency
  - Confidentiality
  - Notetaking
  - Security

### **Determine the interview format**

- Determine what kind of interview is best for the position

### **Develop interview questions**

- Review [Interview Questions Guide](#) and [Interview Questions to Avoid](#)
- Include “must ask” topics in list of interview questions
- Create interview questions for initial phone/video interviews
- Create interview questions for on-campus interviews
- Email both sets of interview questions to HR for approval

### **Develop rubric**

- Utilize [Candidate Interview Evaluation](#), [Additional Candidate Interview Evaluation Topics](#), and [Candidate Interview Evaluation Rubric](#) documents; revise as needed to fit position

## SCREEN APPLICANTS

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### **Review applicants**

- Hiring manager reviews applicants in PageUp
- Hiring manager will share candidates’ resumes with the search committee members
- Complete initial review [Pre-Interview Candidate Assessment Tool](#) (if desired)
- Look at accommodation question on application; contact HR if a candidate you want to interview has marked that they require an accommodation and HR will reach out to them (this needs to be done before scheduling an interview)
- Contact any applicants who may require clarification or further information to determine if qualified
- Confirm qualified applicants are in wage range

- Determine which qualified applicants will be interviewed as candidates (all must meet the minimum requirements of the job posting, if not contact HR)

### **Notify applicants not selected for interview**

- Release unqualified applicants in PageUp
- Send auto-generated email through PageUp to applicants not being interviewed

## **SCHEDULING INTERVIEWS**

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### **Video/phone interviews**

- Determine interview schedule based on search committee availability
- Contact applicants to schedule first round of interviews; ensure enough time allotted before and after interviews for preparation, candidate rating and to prevent candidate overlap
- Send PDF version of job description to candidates who will be interviewed
- See Google Meet [instructions](#) on how to do video interviews

### **On-campus interviews**

- Decide on finalists to bring to campus for an interview
- Contact candidates to schedule second round of interviews; ensure enough time allotted before and after interviews for preparation, candidate rating and to prevent candidate overlap
- Send PDF version of job description to candidates who will be interviewed (if not already done for video/phone interviews)
- Determine interview schedule based on search committee and interviewers availability
- Clarify the information they provided on the application
- Discuss a candidate's interest in the position and salary expectations

### **Travel reimbursement**

- Consult with HR before any travel expenses are incurred
- Arrange travel for top non-local candidates ([Travel and Meal Expense Reimbursement Policy](#))
- Inform candidates of their interview day arrangements ([Applicant Communication Templates](#))

## **INTERVIEWING**

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### **Set the tone**

- All interviewers should arrive early and prepared
- Start interview with icebreaker to create a relaxed atmosphere
- Provide an overview of the interview format

### **Reasons for leaving & employment gaps**

- Make sure to understand candidates' reasons for leaving all past jobs

- Ask about gaps in employment

### **Interviewer must do's**

- Be consistent in your questioning and ask candidates the same prepared questions
- Show respect for candidates by listening carefully to them
- Allow silence
- Keep track of time

### **Phone/video interviews**

- If including search committee, provide members with applicants' resumes and cover letters, job description, interview questions, and [Video/Phone Interview Evaluation](#)
- Interview candidates
- Review [Video/Phone Interview Evaluation](#) to determine top candidates for on-campus interviews
- Release candidates not selected for on-campus interview. Contact and change status of candidates in PageUp. If there are "maybe" candidates, it is okay to keep them in the candidate pool

### **On-campus interviews**

- Contact HR if candidate is not local. HR needs to have a conversation with the candidate **BEFORE** any travel arrangements are made.
- Provide search committee members with interview questions, applicants' resumes and cover letters, job description, and [Candidate Interview Evaluation Rubric](#)
- Arrive early and prepared
- Interview candidates
- Search committee members complete [Candidate Interview Evaluation](#) and then discuss candidates
- Review [Travel and Meal Expense Reimbursement Policy](#)
- Allow candidates to ask questions at the end of on-campus interview
- Sell St. Olaf as an employer of choice
- Let the candidate know the next steps in the process and your expected timeframe
- Thank the candidate for coming

### **Determine top candidate**

- If other people were involved in the search process, gather feedback from those who interviewed or met with the candidates
- Search committee meets to determine candidate rankings
- Contact HR about the top candidate, or discuss next steps if interviews were unsuccessful

## JOB OFFER

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### HR discussion and interview

- HR has phone interview with top candidates and reviews job description/accommodations
- HR recommends compensation; if wage for new employee is higher than the previous employee, hiring manager discusses with Finance and VP for solution
- Discuss offer and contingencies, e.g., background check, reference check, pre-employment physical, etc. with HR

### Reference checks

- Secure permission from candidate to contact their references
- Contact references using [Reference Check](#) form

### Offer process

- Contact candidate and extend verbal job offer with contingencies
- Conduct background check and potentially a consumer credit report or a pre-employment physical; finger printing will be required for anyone with a master key
- Determine start date (candidate should NOT give notice until after all contingencies have been completed)
- HR sends offer letter (verbal offer is accepted after contingencies are completed and a start date is determined) via email to new employee with supervisor on copy
- Once candidate accepts the position via reply-all to the official offer letter and all contingencies are removed, contact other candidates
- Move remaining candidate(s) through the workflow in PageUp
- Notify candidates not selected ([Applicant Communication Templates](#))

## ONBOARDING

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### Pre-boarding

- Review [Supervisor](#) and [New Hire](#) Onboarding Checklists
- Employee must complete I-9 form on or before start date
- Make a plan to be in regular contact with new employee before start date
- Create schedule for new hire's first two weeks. Refer to offer letter for dates and times for new hire paperwork and benefits orientation

### First day and beyond

- Ensure employee engagement by checking in with new hire on a regular basis
- Ensure employee attends benefits orientation
- Adjust schedule for first two weeks as needed
- Ensure [New Hire Onboarding Checklist](#) is completed
- Shred all interview notes including search committee members' notes
- Complete [go Day Evaluation form](#)

### Employee engagement

- Engage employees by communicating clearly, coaching, checking in regularly and creating growth opportunities