

HIRING MANAGER HANDBOOK



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MAKE NO LITTLE PLANS HERE

Purpose of the Hiring Manager Handbook

The purpose of this handbook is to serve as a resource for hiring managers navigating the recruitment process. The handbook was specifically written as a resource that includes interview tips and guidelines, candidate selection guidelines and more.

Hiring is at the core of any successful organization. Dedicating time and resources towards filling positions with employees who are committed to the long-term success of our organization is paramount to the longevity of any department.

Development and execution of recruitment, candidate sourcing, assessments, hiring and onboarding strategies and plans that support excellence in talent acquisition are critical to fostering a positive work environment for new hires.

Understanding Your Role As A Hiring Manager

Hiring managers are essential pieces to the recruitment process at Oral Roberts University. As the hiring manager, you plan an impactful role in ensuring the right candidates are selected.

Essentially, hiring managers play a large part in the success of the new hire. Hiring a candidate has a multi-level impact at the individual, departmental and organizational level. In the recruitment process, the hiring manager is responsible for:

- Conducting a Needs Assessment
- Performing a Compensation Analysis
- Candidate Screening
- Interviewing
- Candidate Selection
- Departmental Onboarding

HR-Talent Services Team



RECRUITING AND HIRING PROCESS



Recruitment Process

What Goes into a Recruitment Process?

An efficient recruitment process is an organization-specific sourcing model that aims to find the right fit, for the right job at the right time. It is a step-by-step approach to bringing in talented people who can help the company grow.

An all-inclusive recruitment process has (5) key phases that vary from company to company.

(5) Phases of the Recruitment Process:



Importance of a Strong Recruitment Process

A well-structured recruitment process is typically targeted towards attracting qualified candidates and encouraging maximum possible job seekers to apply. This makes it possible to build a big pool of talented players in a tight job market and minimizes the time involved in finding candidates and filling.



Recruitment Process Phases

As a Hiring Manager, it is essential that you have a working understanding of what the recruitment process entails, as this process acts as the framework for making the best hiring decision possible. Let's take a closer look at each phase of the recruitment process.

1



Identify Hiring Needs

The recruitment process begins with a brief needs assessment identifying the vacancies that exist followed by identifying position gaps. This is intended to identify what type of candidate you need to meet the department's need(s).

2



Preparing the Job Description

Determine the duties and responsibilities of the job by preparing a comprehensive job description (JD). This will help you know what your potential employee(s) must have in order to meet the demands of the position.

3



Talent Search/Recruitment

Recruitment should cast a broad net to applicants—being careful to clearly communicate the position's structure, expectations and what impact the applicant will have in the position.

4



Screening & Interviewing

Applicants should be screened according to position requirements, needs, fit, etc. Once a shortlist is created from screened applicants, interviews should be conducted to further determine whether the individual is a potential hire.

5



Candidate Selection & Onboarding

Once a candidate is selected and has accepted the role, hiring managers play a pivotal role in onboarding the new employee.

Recruitment Process Timeline & Overview

RECRUITING & SCREENING

- Submit a requisition request utilizing the applicant tracking system.
- Once the requisition goes through the approval process, the job opening is posted to ORU's career page and all applicable third-party sites.
- HR pre-screens potential candidates. Pre-screens confirm that the applicant has met the minimum requirements of the position.



Requisition Approval:
2-5 business days

Pre-Screens:
Varies according to applicant
response time.

CANDIDATE SELECTION

- Once all interviews (initial and second if applicable), select a potential candidate for hire.
- To request a position offer, please send an *email to hrapplications@oru.edu.

*See Resources Page for email template



Offer Letter Sent:
Within 24 hours of request.



HIRING MANAGER REVIEW

- Utilize the applicant tracking system to view pre-screened applications (see ClearCompany Tips sheet for additional information).
- Review applications & create an interview shortlist.
- Utilizing the system, schedule and conduct interviews—being sure to complete a Candidate Evaluation Form & provide feedback for each interviewed candidate.



**Timeline contingent upon
Hiring Manager response time.**

OFFER & NEXT STEPS

- Once offer request is received, HR will draft & send the offer letter through the applicant tracking system.

As the hiring manager, you will receive an email notification once the candidate accepts the role.

- Once a formal acceptance (signed offer letter) is received, the candidate transitions to the pre-employment & onboarding processes.



INTERVIEWING GUIDELINES





Guidelines for Interview Questions

The following pages will address categories that pertain to all interviewed applicants.

Overview

Hiring managers must be knowledgeable about lawful and unlawful interview and questions to ensure continued organizational compliance—creating a fair, non-discriminatory hiring process. The intent behind interview questions, as well as how the information is used, is what the Equal Employment Opportunity Commission (EEOC) examines to determine if any discrimination has occurred.

The guiding principle behind any question to an applicant—whether the question is asked by the interviewer or appears on the employment application—should be, **"Can the employer demonstrate a job-related necessity for asking the question?"** Before asking a question, the interviewer should first determine whether this information is truly necessary to judge the applicant's qualifications, level of skills and overall competence for the job in question.

Guideline Categories

- Age
- Citizenship
- Convictions
- Disability
- Family Status
- Height & Weight
- Marital Status
- National Origin
- Pregnancy
- Race or Color



Guidelines for Interview Questions

The following pages will address categories that pertain to all interviewed applicants.

Interview Question Guidelines

As a general rule, state and federal equal opportunity laws prohibit the use of pre-employment inquiries that disproportionately screen out members based on protected status when the questions are not justified by some business purpose.

The EEOC and state agencies take the position that the information obtained through pre-employment inquiries should be aimed solely at determining qualifications without regard to criteria based on irrelevant, non-job-related factors.

Please keep in mind that some of the information may come up in conversation during the interview at the disclosure of the candidate. We are in no shape or form stating the information cannot be casually discussed—this is completely normal and acceptable.

The purpose of the guidelines are to bring clarity on what information is not to be used in the hiring decision process unless lawfully permitted (related to performing the job).

Please reference the following interview question category guidelines for a detailed look at what type of questions are deemed acceptable and prohibited.

For tips on conducting an interview, please visit the Helpful Links section of this document for access to external resources.

AGE

None. (The exception, as always, is when you can prove that age is a bona fide occupational qualification - i.e., is necessary to perform the job, such as a police officer; usually difficult or impossible to prove.)

Any question designed to discover someone's age with the intention of using this information to select candidates.

CITIZENSHIP

Inquiries about whether the applicant is legally eligible to work in the U.S., whether the applicant is prevented from lawfully becoming employed in the U.S. due to his/her visa or immigration status, or whether the applicant can provide proof of citizenship, visa, alien registration number after being hired.

Whether the applicant is a U.S. citizen. Any requirement that the applicant present birth, naturalization, or other naturalization documentation before being hired.

CONVICTIONS

Inquiries about convictions that reasonably relate to performing the job in question. Consider both nature and number of convictions, facts surrounding each offense, the job-relatedness of each conviction and the length of time since conviction, plus applicant's employment history since conviction.

Inquiries relating to convictions that are irrelevant to the job - e.g., inquiries about gambling arrests for the job of pipefitter. A non-hire based on a prior conviction must be justified by business necessity.

DISABILITY

Inquiries about whether the applicant can perform specific job functions. Asking the applicant to describe or demonstrate how he or she would perform job tasks. Inquiries about whether the applicant will require a reasonable accommodation **ONLY** when the applicant has an obvious disability, or when the applicant voluntarily discloses that he or she has a disability.

PROHIBITED INQUIRIES
Inquiries that are likely to elicit information about a disability. General inquiries - e.g., "Do you have any disabilities?" - which might reveal disabilities not related to ability to perform specific job. Inquiries about whether the applicant can perform major life activities.

FAMILY STATUS

Whether applicant has any activities, commitments, or responsibilities that might prevent them from meeting work schedules or attendance requirements.

NOTE: These questions must be asked of all genders, if at all.

Do not inquire about whether the applicant is married or single, number and age of children, spouse's job, spouse's or applicant's family responsibilities, childcare responsibilities, support orders, pregnancy, etc. Do not direct questions to applicants only of a particular gender - e.g., asking women about childcare arrangements, or asking men about child support obligations.

HEIGHT & WEIGHT

Inquiries about height or weight requirements necessary for the job or about whether applicant can perform specific job functions. Must be able to prove that a specific minimum or maximum height or weight is required to perform the job.

Any inquiry about height or weight not based on the actual job requirements.

MARITAL STATUS

None.

Whether the applicant is married, single, divorced, separated, engaged, widowed.

***NATIONAL
ORIGIN***

Inquiries into applicant's ability to read, write, and speak English or foreign languages when required for a specific job.

Individuals must be able to communicate well enough to perform the job. Inquiries about whether candidate is legally eligible to work in the U.S.

Inquiries about applicant's lineage, ancestry, national origin, descent, place of birth, mother tongue, or national origin of applicant's parents or spouse.

Refusal to hire because of a foreign accent or lack of facility with English could be construed as national origin discrimination.

PREGNANCY

Inquiries about the applicant's anticipated duration of stay on the job or anticipated absences.

Refusal to hire because applicant is or planning to become pregnant.

***RACE OR
COLOR***

None.

Any questions about race, color, or complexion of skin.

Interviewing Do's & Don'ts



SKILLS

What hard & soft skills do they have that would help them perform this job?
Ask for examples when necessary.



INTEREST

Gain a better understanding of why they are interested in the position.



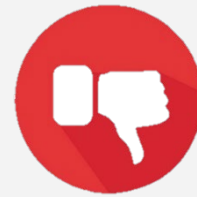
EXPECTATIONS

Explain role expectations & clearly define the position's responsibilities and skills necessary for success.



PROCESSES

Give clear next steps in the hiring process & lay out the ins and outs of the position's processes.



OVERTALK

Don't give answers to the questions you ask by overtalking. Try to stay on task while keeping the flow of conversation.



NOT LISTEN

Give the candidate space to answer the questions you ask. Pay close attention to the provided answers & how they relate to the job.



ASK CLOSE ENDED QUESTIONS

Close ended questions will not provide you with enough context to make a sound hiring decision. Ask open-ended questions to gain a detailed understanding of interests, skills, expectations, etc.

HELPFUL LINKS

Internal Hiring Process Resources

[Supervisor/Manager Checklist](#)
[Supervisors/Managers Guide to ORU Employment Policies & Procedures](#)

Interview Tips

[13 Tips for Interviewing Candidates](#)
[15 Tips for Improving Your Skills Interviewing Job Candidates](#)
[How to Conduct an Interview | Effective Interview Questions](#)
[How to Write Effective Interview Questions](#)

ClearCompany Training Articles

[Hiring Manager Guide for ClearCompany](#)

How to Create a Requisition (Please use Simple Form method)

[Video](#)
[Article](#)

Candidate Management

[Video](#)
[Article](#)

Complete the Interview and Scorecard

[Article](#)