



Hiring Manager Guide

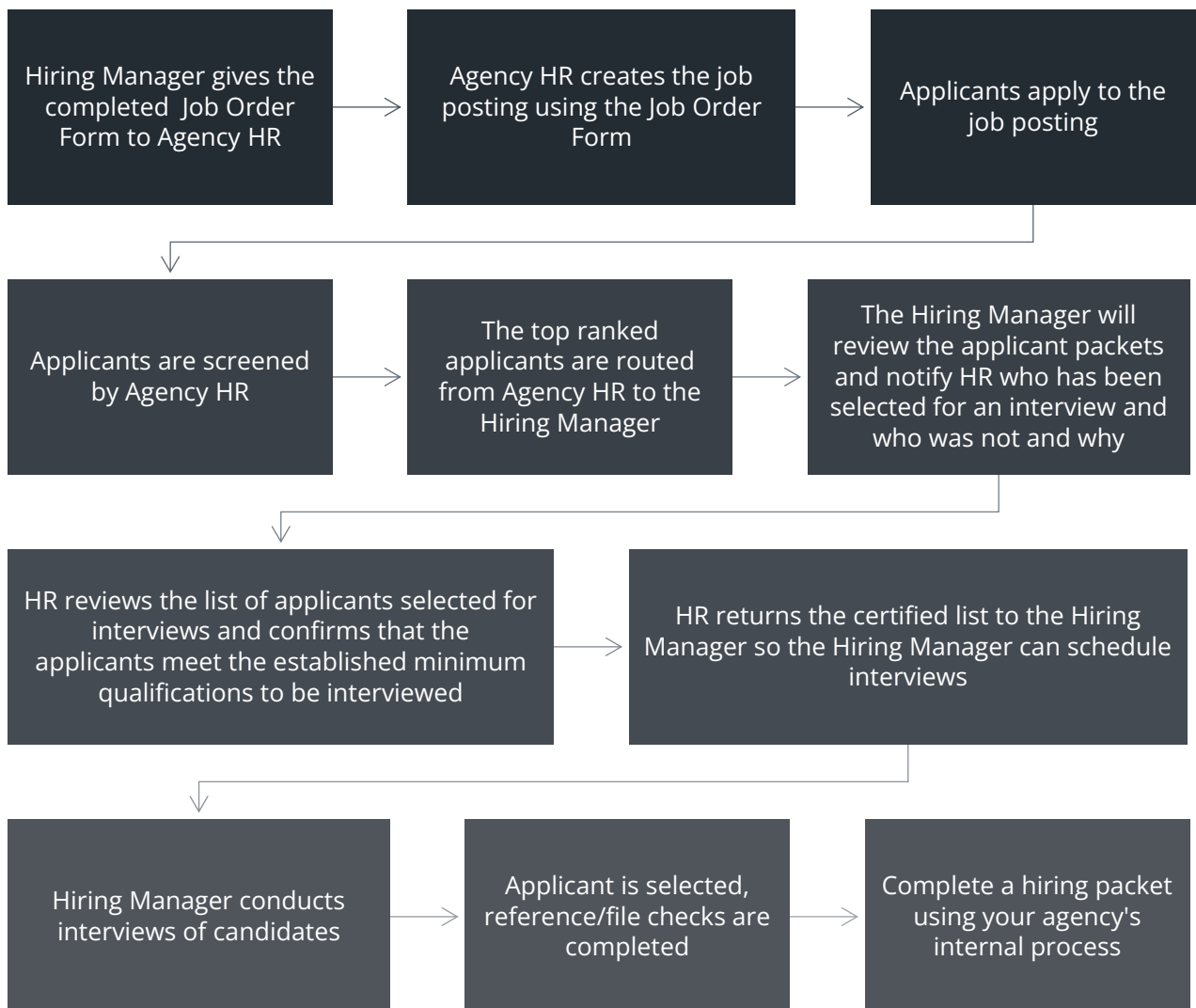
Recruitment

Overview

This guide consists of actionable steps and strategies to help ensure that your department can attract quality candidates. The Hiring Manager will work together with their Agency HR to help support the recruitment and selection plan. A partnership between the Hiring Manager and Agency HR is essential to help facilitate a successful recruitment and positive candidate experience.

The Recruitment Process

The below flowchart is the general outline. Please continue to follow any agency specific recruitment processes.





Hiring Manager Guide

Recruitment

What is my role as a Hiring Manager?

Hiring Managers are responsible for hiring an employee and filling open positions in their department. Hiring Managers work in coordination with their HR team and other applicable team members to hire the most qualified candidate for a given position.

Hiring Managers can make key contributions to the recruitment process in the following ways:

- Establishing recruitment objectives for your department/unit that line up with the strategic objectives of your department/unit.
- When completing the job order form, thoughtfully review the following questions when providing essential position and ideal candidate information:
 - Should the vacancy be filled at the same level?
 - Have any of the duties and responsibilities of the position changed since you last recruited for this position?
 - What are the key competencies and soft skills needed by the candidate to be successful in this position?
- Ensuring candidates have a quick and positive interview and selection process

Recruitment Process Checklist

Step One: Planning & Preparation

The Hiring Manager and Recruiter can work together to create or share best practices to help map out your department's recruitment needs. The hiring manager will fill out the Job Order Form so that the Recruiter can create the job posting.

Job Order Form Checklist

- Review the working title (keep in mind that external applicants won't know what Line II or Staff means, so please try to be specific in your working title)
- Review position location
- Review the hours (are the business hours for this position outside of typical business hours)
- Determine the posting duration
- [Review the Classification Descriptor](#)
- Review the minimum qualifications (on the Classification Descriptor)
- Select 3-5 Screening Questions



Hiring Manager Guide

Recruitment

- Write the job description: Use behavioral & competency-based verbiage. As a Hiring Manager, ask yourself the following questions so you can draft an impactful job announcement.
 - What about this position is exciting or interesting?
 - What about this position is challenging?
 - What meaningful impact does this position have?
 - What opportunities for growth can this position provide? What are the key competencies for this position?
 - For the ideal candidate section, what skills do you want the candidate to possess?

Step 2: Attracting Quality Candidates

Once the job has been posted in SHARE Recruitment, the focus shifts to attracting quality candidates to apply. There are a few ways you can gather candidates:

Internal Sourcing

- Is there someone internally who could step in the position today?
- Is there a high potential individual that could step in your agency/department who could be trained for this position in 3-6 months?

External Sourcing

- Do you have external professional networks you can share this job with?
- Do you know someone who works in the private sector in a role similar to the one advertised that may be interested in the position? Or maybe they might know someone who would be interested in the position?
- If you have a professional social media account, such as LinkedIn, would you be willing to share the position there?
- Partner with your agency's PIO to share the position on your agency's social media, in the Newspapers, or in Round the Roundhouse.
- Request for SPO to post the position on their social media, using [this form](#).
- Is there someone you have interviewed in the past who was a great candidate and that you would be able to reconnect with? Try keeping a log of prior candidates who were second or third choices for future openings.



Hiring Manager Guide

Recruitment

Step 3: Conducting Interviews/Making Hiring Decision

Selection/Hiring Checklist

- Hiring Manager reviews ranked list of candidates
- Schedule call/communicate with HR to decide on finalist(s)
- Establish a diverse interview panel
- Schedule interview dates and coordinate with interview panelists
- Determine where the structured interview will take place
- Establish interview questions prior to interviews
 - Some helpful resources for establishing interview questions include:
 - [Basics of Effective Interview Questions](#)
 - [Legal vs. Illegal Interview Questions Behavioral Competency Questions](#)
 - [Interview Questions \(Competencies, Knowledge, Skills & Abilities KSAO's\)](#)
- Complete interviews
- Complete reference check
- Select candidate for hire
- Target offer date
- Prepare Position Action Request Form (PARF)
- Complete offer letter
- HR sends notifications to candidates not selected via SHARE Recruitment

Step 4: Create and Shape a Positive Onboarding/ Orientation Experience

- Onboarding Checklist
- Provide a snapshot to your new hire regarding what their first day will look like.
- As the Hiring Manager, make sure you're the one to welcome your new hire. If you are unable to do this in person, consider placing a welcome note on their desk, sending a welcome email or scheduling a virtual welcome.
- Introduce your new hire to your department's team members.
- Make sure your new hire receives a tour of the building, the office, essential facilities.
- Provide your new hire with a staff contact list that contains the staff's names, title and contact information.
- Ask your current team members if any of them are willing to contact your new hire and welcome the new member of the team.



Job Order Form

Hiring Managers: Please complete this form and return to your Human Resources Department.

Agency Name

Department/Bureau Name

Date of Request

Position Number

What is the working title? Please ensure you are specific and descriptive. Do not use abbreviations; i.e. spell out Advanced, do not leave it as A. Example: Security Guard - Advanced (DCA #1234).

Posting Duration, Routing, and Interview Details

Posting Duration: Please select one.

Standard: Applicant screening will not be run until after the posting has closed.

Union Covered:	10 days (CWA)	14 days (AFSCME)		
Not Union Covered:	5 days	7 days	10 days	14 days

Continuous: The first applicant screening will be run 5 days after the posting opens (if non-covered) or after CBA terms have been met (if covered). Subsequent lists will be run after interviews are conducted from the first list. Subsequent lists will run be no later than every 14 days.

All positions:	21 days	30 days
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Routing Options: Please select one (if a hire is not made from the first list, the selected process will repeat).

HR will forward up to the top 30 ranked applicants to the Hiring Manager. The Hiring Manager will select who they would like to interview and return the list to HR. HR will certify the minimum qualifications for only the applicants the Hiring Manager selected. HR will notify the Hiring Manager of who they may interview. The Hiring Manager conducts interviews.

HR will certify the minimum qualifications in ranked order until they have _____ applicants who qualify. HR will send the list to the Hiring Manager. The Hiring Manager may then conduct interviews with anyone on the list.

What dates do you plan to conduct interviews?



Job Order Form

Job Posting Information

Please briefly describe your agency & department/bureau. (*HR:* Please include this after the Standard/Continuous/Multiple Positions language in the "Posting Details" section)

Why does this position exist? (*HR:* Please put this in the "Why does this position exist?" section)

What are the key responsibilities? (Do not cut & paste the PARF. *HR:* Please put this in the "How does it get done?" section)

Who is the job done for? (*HR:* Please put this in the "Who are the customers?" section)



Job Order Form

Job Posting Information (continued)

Please describe your ideal candidate. (Do not include the minimum qualifications. Focus on the skills needed for this position. This section will help HR determine what screening questions to include to rank the candidates. **HR:** Please put this in the "Ideal Candidate" section AND refer to this when choosing supplemental questions)

What are the working conditions? (Example: Work is performed in an office setting with exposure to Visual/Video Display Terminal (VDT) and extensive personal computer and phone usage. **HR:** Please put this in the "Working Conditions" section)

What are the employment requirements? (**HR:** Please put list the selections below in the "Employment Requirements" section. Example: Required)

Driver's License

Defensive Driving Certificate

Background Investigation

Other (please describe below):

Does this position require supervision of employees?

Yes

No



Job Order Form

Agency Contact Information

This information will be listed in the "Supplemental Information" section of the job posting for applicants with questions regarding the position/posting.

Contact Name

Contact Work Phone Number

Contact E-mail Address

Agency Approval Signatures

Approval signatures are required prior to submitting this form to HR.

Hiring Manager Name

Hiring Manager Signature

Date

Hiring Manager Work Phone Number

Director/Designee Name

Director/Designee Signature

Date

Director/Designee Phone Number

CFO/Budget Name

CFO/Budget Signature

Date

CFO/Budget Phone Number