THE GEORGE MASON UNIVERSITY TALENT ACQUISITION TOOLKIT

A guide to the search and onboarding process
The Job Search and Onboarding Process Matters

On behalf of Human Resources and Payroll, I would like to share a hiring toolkit produced by our Talent Acquisition Team.

The Talent Acquisition Team developed this toolkit as a way to combine institutional, state and federal recruitment and hiring guidelines as a way to provide clarity, structure and resources for advertising, hiring and onboarding new faculty and staff in one place. This toolkit will guide HR liaisons, search committee participants and hiring officials through the hiring process to help find and select the ideal candidates for Mason.

Mason’s location and proximity to the District of Columbia place us directly in one the most competitive job markets in the world. How well we conduct the search process will directly impact our opportunities and determine who chooses to begin or continue their career at Mason.

Please spend time reviewing this hiring toolkit and use it to strengthen your skills and commitment in hiring the best and brightest talent!

Linda Harber
Vice President
Human Resources/Payroll & Faculty/Staff Life
George Mason University
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The Talent Acquisition Team is here to help!

Phone: 703.993.2600
Email: jobs@gmu.edu

A great university is a great place to work.
It is important to hire the most qualified people you can find. Seek out individuals who are talented, above and beyond their skill set. Training can enhance an individual's skills, but talent cannot be taught. Take a moment to familiarize yourself with the various stages of the search process as a means to obtain top-tier talent.
Search Overview

It’s equally as important to consider the search from a broader perspective before getting started.

**Before the Search**
- Establish charge and discuss confidentiality
- Participate in Search Committee Training
- Consider Advertising Options and review Posting Guidelines.
- Review hiring processes: Faculty, Staff, and Wage

**During the Search**
- Upload interview questions (prior to the first interview)
- Interview viable candidates (Phone, In-person, Skype, etc)
- Recommend top candidate(s) to hiring authority
- Final interview

**After the Search**
- Select Finalist / Reference Checks
- Submit Offer / Job Offer and Welcome / Offer Letter
- Update eWork
- Submit recruitment notes
- On-boarding
BEFORE THE SEARCH, determine the opportunities that exist within your department/unit and review job descriptions to ensure they are accurate and up-to-date prior to posting the position. Consider including at least four to six characteristics the successful candidate for the position should possess.

When reviewing a job description, consider the following:

- What is the position's purpose and overall contribution to Mason?
- What are the essential and marginal functions of the position?

Also, consider identifying or describing the physical elements required for the position, equipment use and working conditions.

- Does the position require supervisory skills? If so, how many will report to this position?
- What education and/or experience are needed to successfully accomplish the essential functions of the job?
- How might military experience equate?
- What licenses or certifications, if any, are required?

Tip: We encourage job descriptions be reviewed annually to ensure they are accurate and true to Mason’s mission. For example, veteran candidates, who understand how their skills and experience can translate to the civilian workforce, are more likely to apply to our opportunities. In this spirit, please work with the Workforce Development Team regarding position creation, modification, and review prior to posting.

Setting the Charge & Maintaining Confidentiality

ADVERTISING

The recruitment process is very competitive nationally. Developing a strong list of candidates is an important step to finding the ‘best fit’ your department/unit and Mason. In addition to the resources below, you should also consider networks and organizations specific to the industry of the position. Clarify the most appropriate advertising outlets to use in order to attract the most qualified applicants and successfully hire the best candidate. Need help selling Mason? Visit, Reasons to Work at Mason.

Advertising Options

Resources for Enhancing Diversity

Ensuring that the applicant pool includes women and members of underrepresented groups is a major responsibility of the search committee. This section includes tips for working with organizations to identify and recruit stellar candidates from all backgrounds.

Advertising Options – Diversity Focus (List A)
Advertising Options – Diversity Focus (List B)

External Resources

Veteran Recruitment Resources
Individuals with Disabilities Recruitment Resources
Language for Ads and Announcements [Click to return to top of the toolkit]
Advertisements and job announcements make a difference in who applies for our positions. The language and appearance of our ads should be considered as carefully as the job description itself. For training on crafting the perfect advertisement, please contact the Talent Acquisition team jobs@gmu.edu. Also visit Posting Guidelines.

Tip: When using external ads, consider using a teaser ad to draw applicants back to the official posting on jobs.gmu.edu

ADVERTISEMENT FORMULA: 5 CRUCIAL ELEMENTS TO INCLUDE

1. **Position Title**

2. **Introductory Paragraph** w/ brief description of department
   The George Mason University, (Department) is looking for an enthusiastic and energetic person for a....

3. **Position Summary**
   This position is responsible for.... and will report to...

4. **Required Qualifications** (Knowledge, Skills and Abilities)
   Applicants must have the ability.... .... or equivalent combination of education and experience

5. **Preferred Qualifications**
   The following education and/or skill sets are preferred....

Note: When appropriate, faculty positions should be advertised nationally. Electronic postings outside of *The Chronicle of Higher Education* are excellent supplements, but are not considered as a substitute for ads in national print journals.
SCREENING  (Click to return to top of the toolkit)

DURING THE SEARCH, it is crucial that the committee review each online application as well as the supplemental materials for that particular search. If candidates have not met the posting criteria or fail to attach the required materials, the committee reserves the right to not consider the applicant. This method must be applied to all applicants consistently.

Determining Viable Candidates
The search committee will screen candidates objectively using a matrix based on the required and preferred qualifications listed in the job announcement.

Sample Matrix 1
Sample Matrix 2

Tip: Creating a system for reviewing applications and resumes will help you improve your chances of including the most relevant candidates in your interview pool, including uncovering some hidden gems. See Search Schedule Sample.

Once the search committee has selected candidates who meet the minimum requirements, determine if preference to those who are state layoff employees or veterans is applicable.

A member from the search must review the Applicant List report to determine if a Layoff or Veteran Candidate is in the applicant pool. Contact Human Resources and Payroll if you have any questions regarding the review and consideration of such.

Top CANDIDATE Characteristics
- Organized and concise
- Punctual and responsive
- Prepared for interview
- Speaks well
- Enthusiastic
- Interested in Mason
- Poised and confident

Top EMPLOYEE Characteristics
- Learns Quickly
- Committed
- Strong Team Player
- Highly Motivated to Work
- Anticipates Problems
- Solves Problems
- Takes Initiative
- Competent
- Does Not Make Excuses
STATE LAYOFF EMPLOYEES EXPLANATION: Classified Staff Only

Yellow Card

Issued prior to individual being laid off
The candidate will be given preference for other classified vacancies in state agencies that are in the same or lower Pay Band as their current positions for which they are minimally qualified as determined by the hiring matrix.

If they are minimally qualified, then the candidate is given preference over any external applicant who applies for the position, not including wage employees. If they are deemed not minimally qualified, then a justification must be crafted as to why and sent to Human Resources and Payroll.

Blue Card

Issued to individuals a day before actual layoff date prior to going on LWOP-layoff
The candidate is given preference to classified vacancies in other state agencies that are in the same role as their former position and for which they are minimally qualified as determined by the hiring matrix.

If they are minimally qualified, then the candidate receives preference over any applicant. If they are deemed not minimally qualified, then a justification must be crafted as to why. The justification should then be sent to Human Resources and Payroll.

Tip: Please contact the Workforce Development Team if you have any questions.
Updating Applicant Statuses
Candidates who are no longer being considered should have a status of "Not Hired" at which point a Reason for Non Selection should be selected. As mentioned, these status changes should happen prior to moving forward with an offer. Applicant statuses should be updated as the search progresses especially for applicants that were interviewed in-person.

Language for Setting Up the Interview and Sample E-Mails

Interviewing Questions — Know What You Can and Cannot Ask During an Interview
It is required that committee members ask the same initial questions of all candidates, without exception. Follow up questions are permissible. Please also refer to our Search Committee Training. Interview questions must be written prior to the commencement of the interview process.

Interviewing Questions - Diversity Focus
Interviewing Questions - Staff
Interview Questions - Faculty
Interviewing Questions - General

First- and second-round interview questions must be uploaded using the online applicant tracking system, eWork. The method of interviewing must be consistent for each applicant. Each candidate must be afforded the same opportunity to interview. Search committees should consider alternate methods of interviewing (phone, Skype, video, etc.).

Oral Interview Evaluation Form Continuation Sheet
Evaluation Form
Notes

INTERVIEWING VETERANS
Interviewing a veteran or wounded warrior is no different than interviewing any other candidate. Questions relevant to experience or training received while in the military, or to determine eligibility for any veteran's preference required by law, are acceptable. However, some questions to avoid include:

- "I notice that you're in the National Guard...are you going to be called up for duty anytime soon?" It is unlawful to discriminate against someone because of membership in the National Guard or Reserves, a state defense force, or another state or federal reserve unit.

Verification Form
INTERVIEWING LAYOFF EMPLOYEES: Classified Staff Only

State Classified Layoff Employees Explanation

Issued Prior to Individual Being Laid Off
If they are minimally qualified, then the candidate is given preference over any external applicant who applies for the position, not including wage employees. If they are deemed not minimally qualified, then a justification must be crafted as to why and sent to Human Resources & Payroll. **An interview is not required.**

Issued to Individuals a Day Before Actual Layoff Date Prior to Going on LWOP-Layoff
If they are minimally qualified, then the candidate receives preference over any applicant of the agency. **At this point the individual must be interviewed. If after the interview** they are deemed not minimally qualified, then a justification must be crafted as to why. The justification should then be sent to Human Resources and Payroll.

Interviewed – Not Selected
Applicants that were interviewed in-person but not selected should be contacted by the hiring department once the offer has been accepted. **The hiring department must update all remaining candidates using the Reasons for Not Selecting.** Materials for all applicants who were interviewed, but not selected, must be included with the packet sent to HR.

Finalists
The final interviews should be conducted in-person and are usually hosted by the Hiring Authority. The desired candidate for the position should have a status of “Finalist” prior to sending proposed offers to Human Resources and Payroll.

Reference Checks
Once the top candidate has been selected, reference checks must be completed prior to moving forward with recommendations for an offer. Departments should use the reference check form when completing reference checks. Three reference checks, including one from the most recent supervisor, are required prior to a job offer being extended. Completed reference checks should be maintained in the recruitment file.

Reference Check Form – General
Reference Check Form – Advanced
ONBOARDING  [click to return to top of the toolkit]

AFTER THE SEARCH, create the Hiring Proposal in eWork. For classified positions, departments must notify Human Resources & Payroll of the selected candidate using the online system and send paper copies of the screening matrix, interview notes, and reference checks to Human Resources & Payroll. All search materials should be sent to Human Resources and Payroll, MS 3C3; ATTN: Talent Acquisition.

- Staff Hiring Process
- Faculty Hiring Process

Criminal Background Check
New faculty and staff in selected positions or departments are required to undergo a criminal background check, which may include a credit check. Please refer to University Policy Number 2221 for more information.

Finalizing the Hiring Process – New Employee Welcome Center
New employees hired into benefit-eligible positions must complete required paperwork including but not limited to: W-4/VA-4, Form I-9, benefit forms, selective service, etc. This is done in the New Employee Welcome (NEW) Center located in the Human Resources & Payroll Office in Suite 4100 of Merten Hall.

New Wage, Student Wage, Adjunct, Graduate Assistant, Research Assistant, or other pooled employees will complete the Form I-9 within the hiring department. Please see Decentralized Hiring Procedures for more information on Form I-9 completion and hiring hourly employees.

A great university is a launching pad for dreams.
### Before Day 1

- If relocating for the position, arrange for household goods/relocation assistance; particularly important if relocating during the summer when the moving industry is at peak capacity
- NEW Center
  - Complete I-9
  - Direct Deposit
  - Employee ID
  - Parking
  - Mason ID
- Patriot web
  - Vet Status
  - Emergency Contact
- Sign Contract

### 1st day/week/month

- Orientation
- Check payroll stub
- Review Policies
- Choose Benefits
- Sign up for Mason Alert
- Understand Mason Website/activities
  - People Finder
  - Sign in / today@mason
- Decide
  - How to get to work; see the Parking and Transportation Web site for information on car pools, van pools, Mason shuttles, bike-to-work program, and public transportation program (Commonwealth Commuter Choice)
  - Where to eat; see Mason Dining for locations and the Mason Card Office for faculty/staff meal plans
- Complete Timesheet

### By 3rd month

- Mason 101 Training
- Complete Trainings online
  - Sexual Harassment Training
  - Active Shooter
  - Terrorism and Security
  - Workplace violence and prevention
- Job Skills training (if applicable)
  - Fiscal Services
  - ITU
  - HR/Payroll
  - Banner
  - EHS
- If a new supervisor, start New SUPERvisor training

### 6 months

- Attend a Staff or Faculty Senate meeting
- Attend arts, sports, or lecture event on campus

Notes:

_____________________________
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### Before Day 1
- Welcome letter
- If new employee is relocating for the position, encourage them to visit the [relocations website](#) and/or connect with the Life/Work Connections team. It is best to initiate discussions about household goods/relocation as soon as possible, particularly if the employee is relocating during the summer when the moving industry is at peak capacity.
- Set up:
  - workspace
  - e-mail
  - computer
  - keys
  - mailbox
- Staff directory
- Office/campus map
- Send e-mail to department about new hire
- Assign a mentor
- Role audit
- Create a stakeholder map

### 1st day/week
- Review EWP / position description
- If not completed before Day 1, assign a mentor
- Schedule training
- Discuss supervisor expectations/goal setting:
  - Policies, leave, comp. time, dress, etc.
  - Review how the Mason vision/mission/values are reflected in the employee’s job
- Give a tour of the office/restrooms/kitchen/campus
- Introduce to staff/faculty
- Have lunch with new hire
- Supplies
- Order business cards
- Explain time sheets
- Check in at the end of the first day

### By 3rd month
- Check in meeting
  - Review EWP / position description – discuss
  - Review performance
  - How can I help?
- Make sure new hire took required trainings

Notes:

### 6 months
- 6-month review
- Have a “stay” interview.

Notes:

### 11 months
- End of probation period discussion

Notes:
When it comes to providing qualified temporary staff, Mason’s Talent Acquisition Team — through its Temporary Services area — can do much more than fill your immediate need, we can save you time and money.

**Requesting a Temp**

_A great university is a place of many perspectives._
Senior-Level Administrators and Faculty

Human Resources & Payroll can help with the negotiation with your senior-level candidate(s) by providing:

1. **External comparables**: Salary ranges from Mason’s peer institutions, Va. doctoral universities, D.C. region or by tailored group as needed.
2. **Internal comparables**: Internal equity salary ranges university-wide, department specific, or by tailored group.
3. **Cost-of-living**: Cost-of-living data comparisons for candidates living in other cities.
4. **Candidate specifics**: We can make confidential inquiries to try to confirm your top candidate’s previous salary.
5. **Other negotiation tools**:
   - **Cash outlays**: Recruitment bonus, relocation assistance/bonus, additional annual leave, perks (memberships in professional associations, gym membership, country clubs, etc.).
   - **Non-cash outlays**: Flexible work schedule, Masonvale preference, relocation assistance, training/travel opportunities, dual career support for spouse/partner.
6. **Final negotiation tips**: Be able to explain the impact on internal/external equity. Know what options you are willing to offer, and if you have a top offer, be frank about it.

For customized data within five business days, please contact:

- **Michelle Lim**  
  HR Faculty Initiatives Manager  
  Phone: (703) 993-3665  
  Fax: (703) 993-2601  
  E-mail: mlim1@gmu.edu

- **Sharon Thomas**  
  Workforce Planning Manager  
  Phone: (703) 993-2662  
  Fax: (703) 993-2601  
  E-mail: stthomasr@gmu.edu
When meetings with a candidate extend through a meal time, Mason may reimburse the host, usually the search committee chair, for the cost of a business meal in accordance with University Policy 2102, Food and Beverage Expenditures. The business meal will include the candidate, search committee chair, and a limited number of search committee members. It is not appropriate for the entire search committee to join the candidate for a business meal. A completed Food and Beverage Authorization should be signed by the approving official for the fund or org and the appropriate senior approving official before the scheduled meal.

For reimbursement, the host should submit an original itemized receipt and a list of the names and organization affiliations of all attendees with the properly signed Food and Beverage Authorization. Mason will not reimburse for alcoholic beverages; other food and beverage regulations, including maximum per person amounts, are applicable and detailed in the Food and Beverage Procedures.
<table>
<thead>
<tr>
<th>Date: (week of) Wednesday, June 5&lt;sup&gt;th&lt;/sup&gt;</th>
<th>Tentative Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date: (week of) June 5&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Time TBD</td>
</tr>
<tr>
<td>Date: (week of) July 29&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Time TBD</td>
</tr>
<tr>
<td>Date: Monday, July 29&lt;sup&gt;th&lt;/sup&gt; – Friday, August 9&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Round-One of Interviews (Video Conference):</td>
</tr>
<tr>
<td>Date: (week of) August 12&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Search Committee Discussion / Recommendations</td>
</tr>
<tr>
<td>Date: Monday, August 19&lt;sup&gt;th&lt;/sup&gt; – Friday, August 30&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Round-Two of Interviews (TBD):</td>
</tr>
<tr>
<td>Date: Monday, September 2&lt;sup&gt;th&lt;/sup&gt; – Friday, September 13&lt;sup&gt;th&lt;/sup&gt;</td>
<td>Search Committee Discussion / Recommendations</td>
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<td>May need to flex here</td>
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<tr>
<td>Date: TBD</td>
<td>Appointment</td>
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<tr>
<td>Date: ________________, 2013</td>
<td>Start Date</td>
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<tr>
<td>Inquiry Area</td>
<td>Illegal Inquiries</td>
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<td>------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Marital / Family status</td>
<td>What is your marital status? Who do you live with? Do you plan to have a family? When? How many kids do you have? What are your child care arrangements?</td>
</tr>
<tr>
<td>Affiliations</td>
<td>What clubs of social organizations do you belong to? What are your political and religious beliefs?</td>
</tr>
<tr>
<td>Disabilities</td>
<td>Do you have any disabilities? Any question on general medical condition.</td>
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<tr>
<td>Military</td>
<td>Were you honorably discharged from the military?</td>
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<tr>
<td>Race or Color</td>
<td>Complexion, color of skin, or other questions directly or indirectly indicating race or color.</td>
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<tr>
<td>Sex</td>
<td>Any question related to sexual orientation if it is not based on a bona fide occupational qualification</td>
</tr>
<tr>
<td>Age</td>
<td>Any questions related to age. When did you graduate from high school? College? How long do you plan to work until you retire? Your boss will be younger than you. Is that a problem? “How old are your children?” “Are you a veteran of the Vietnam War?”</td>
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Candidate Name: ________________________________________________________________

Strengths:  
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Areas of Questions:  
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Additional Notes:  
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Reviewer Name (optional): ____________________________________________________________________________
Procedures:
Advertising Options
eWork Hiring – Wage
eWork Hiring – Staff
eWork Hiring – Faculty
Instructional / Research Faculty (Appointments)
Posting Guidelines
Hiring Policy
Hiring Procedures
Hiring Procedures – Decentralized
Employment Posters
E-Verify
Employment Related Forms

Quick Guides:
Applying at Mason
eWork Training
Interview Questions (sample)
Creating a Posting
Approving a Job Posting
Guest Users
Viewing/updating Applicant States
Creating and Approving a Hiring Proposal
Creating and Approving a Hiring Proposal – Faculty
Criminal Background Check
Reasons for Not Selecting Candidates
LinkedIn
- HR recently began announcing job listings to our 14,000+ followers. This effort will help to increase application pools at no cost.
- In addition, HR can post specific jobs to the LinkedIn career site for those positions that are particularly difficult to fill. The cost for the LinkedIn career site is $395 for a 30-day listing. Please e-mail us at jobs@gmu.edu to find out how.

Twitter
HR has reached out to various vendors over the past couple of weeks in order to gain followers and awareness of the opportunities available Mason. Our Twitter followers have increased from 66 to over 200 in the last 60 days. Some of the most notable new followers include Hire Our Heroes, Beta Gamma Sigma Honor Society, and the Alexandria Gazette. Let’s put the focus on results! Follow us on Twitter @MasonJobs

A SPECIAL KIND OF OUTREACH: FREE OUTREACH
In addition to free online advertising opportunities with the Washington Post, Higher Education Recruitment Consortium, and HigherEdJobs.com/, we can also post Mason’s job listings at:

Military Spouse Employment Program
- MSEP accepts both faculty and staff positions. Request MSEP listings through eWork under Free Media Advertising.

Southern Regional Education Board
- SREB accepts faculty positions only. Request SREB listings through eWork under Free Media Advertising.

The National Registry of Diverse and Strategic Faculty
- The Registry accepts faculty positions only. Request Registry listings through eWork under Free Media Advertising.

Arlington Employment Center
- AEC accepts both faculty and staff positions. Request AEC listings through eWork under Desired Media Advertising.

SkillSource Employment Centers (Alexandria, Annandale, Reston, Woodbridge, Leesburg, Manassas)
- SkillSource accepts both faculty and staff positions. Request SkillSource listings through eWork under Desired Media Advertising.
## Search Committee Roles

### What is the role of the hiring authority?
- Getting started
- Prepare EWP or Position Description for eWork
- Help from Coordinator
- Advertising - criteria
- Select Search Committee
- Define criteria

**Note:** The hiring authority is NOT on the search committee

### Search Committee Members
- Chair Person
- Participant
- Coordinator – not on the committee

### What is the role of the Chair person?
- Managing the search committee interview process
- Scheduling the meetings
  - With committee
  - With Hiring authority
- Communicating
  - With Committee
  - With Coordinator
  - With Hiring Authority
- Maintain confidentiality

### What is the role of the Participant?
- Selecting candidates to interview
- Interviewing candidates
- Discussing candidates with committee members
- Recommend top candidate(s) to hiring authority
- Maintain confidentiality

### What is the role of the Coordinator?
- Documenting the interview process in eWork
- Coordinating paperwork
- Contact person for candidates
- Call candidates
- Give directions
- Maintain confidentiality
Suggestions Regarding Applicant Contact

- Coordinator should not be a member of the search committee
- Any general questions from the candidates about search process should be directed to the coordinator
- Coordinator should not share candidate information with the search committee

Have the search committee coordinator who is scheduling appointments follow up with email confirming details. Include following language:

“It is the policy of George Mason University to provide reasonable accommodations for qualified persons with disabilities who are employees or applicants for employment. If you need assistance or accommodations please contact the search committee coordinator for assistance. 703-993-8730 (voice) 703 993-8787 (TTY)”

- Follow up with same language when sending letter or email informing candidate of the on-campus invite.
THE HIRING PROCESS – CLASSIFIED STAFF POSITIONS

Additional Resources
University Policy Number 2224 - Recruitment and Hiring of University Employees
Procedures for Policy 2224

(1) Before beginning the recruitment process, make sure the Employee Work Profile (EWP) is up-to-date and submit Position Maintenance Form to the budget office if this is a new position. Complete the request to recruit, via eWork, and add the search committee members, interview questions, and activate the guest user function if applicable.

(2) The Department Approver will then submit the job posting to Human Resources for posting approval.

(3) Human Resources and Payroll approves the job posting and posts it on eWork.

Note: Classified positions are posted on eWork for at least 5 business days for internal postings and 10 business days for external postings. All ads are automatically posted on the Washington Post, HigherEdJobs, and the Mid-Atlantic Higher Education Recruitment Consortium jobs website. Any additional outside advertising requested by the department is placed by Human Resources and Payroll. Hiring departments are responsible for the cost of any outside advertisements.

(4) Applicants apply.

(5) Search committee members review applications. At least one member of the search committee attends training offered jointly by Human Resources and Payroll and the Office of Equity and Diversity Services. Hiring Authority changes applicant statuses as appropriate (not hired, selecting the applicable Reasons for Not Selecting, interview pending, interviewed, or finalist). Interview questions are finalized and added to eWork, if not previously done.

(6) Search committee contacts candidates, conducts interviews and selects finalists. Hiring Authority updates the status of finalists in eWork.

(7) Once a candidate is agreed upon, complete the Classified Hiring Proposal.
Note: Be sure to physically send the hiring matrix, interview questions (and answers), and reference checks around the same time as the offer being submitted. Please use the search completion form as a cover letter for the materials. These items need to be sent to Human Resources & Payroll, Attn: Talent Acquisition Team, MSN 3C3, at or by the conclusion of the process:

A. Hiring Matrix: a document that indicates how the review of applicants was handled with respect to the position. A sample of a hiring matrix can be found at here.

B. Interview Notes: includes phone/in-person interview notes from search committee members, hiring authorities, or anyone else involved in the search and interview process.

C. Reference Checks: a reference check with the current and at least one former supervisor of the finalist should be completed prior to submitting the offer for HR approval.

(8) Hiring department notifies unsuccessful candidates of non-selection.

(9) Human Resources and Payroll maintains recruitment file for three years.

Note: For hourly wage positions, these items are not required however we do encourage that reference checks be completed and housed in the hiring department.
Additional Resources
University Policy Number 2224 - Recruitment and Hiring of University Employees
Procedures for Policy 2224

Before beginning the recruitment process, please be sure the Position Description (PD) is up-to-date. If this is a new position, please submit a Position Maintenance Form along with a complete PD to Human Resources for review and prior to submitting a request to recruit.

(1) Complete the request to recruit, via eWork, and add search committee members, interview questions, and activate the guest user function if applicable.

(2) Submit the job posting for Department Approver.

(3) Department Approver will then review and submit job posting to Human Resources for posting approval.

(4) Human Resources and Payroll approves the job posting and posts it on eWork.

Note: Faculty searches are required to be posted on eWork for at least 20 business days. All ads are automatically posted on the Washington Post, HigherEdJobs, and the Mid-Atlantic Higher Education Recruitment Consortium jobs website. Any additional outside advertising requested by the department is placed by Human Resources and Payroll. Hiring departments are responsible for the cost of any outside advertisements.

Note: At least one member of the search committee attends training offered jointly by Human Resources and Payroll and the Office of Equity and Diversity Services if not done so within the last 3 years.

(5) Applicants apply.
(6) Search committee members will:
- Review all applications/vita/resumes;
- Screen out non-viable candidates following all applicable state, federal and university rules;
- Produce a strong pool of qualified and diverse applicants through consensus;
- Ensure all recommended candidates meet or exceed minimum qualifications; and
- Recommend 2 to 6 candidates for the next steps of the search where the hiring authority will make the final hiring decision. The role of the committee has been fulfilled at this point.

(7) Hiring Authority interviews final prospects and selects a finalist.

Note: A reference check with the current and at least one former supervisor of the finalist should be completed prior to submitting hiring paperwork or proposal.

(8) For Administrative Faculty positions The Hiring Authority should work with the eWork Initiator to submit an offer for Human Resources Review via eWork.

Steps in eWork include:
- A. Start and Complete hiring proposal;
- B. Upload department approved/signed offer letter draft in ‘Documents’ section; and
- C. Review summary and submit to next level approver.

Please also refer to the Administrative Hiring Proposal Workflow chart at the end of this section.

For all other Faculty positions, please follow the instructions as outlined in the Faculty Hiring Process Checklist and fill out required paperwork required by the Provost Office.

(9) After proper approvals from Human Resources, Provost or appropriate Vice President, and the Office of Equity, Diversity, and Compliance, hiring department can extend final job offer and notify unsuccessful candidates of non-selection. The Office of the Provost will scan and upload a .pdf of the approved offer letter into the eWork system. The approved offer letter can then be forwarded to the candidate by either email or printed out by the hiring department for forward via courier mail.
(10) Once the candidate has made a decision regarding the offer, notify Human Resources using eWork by either selecting “Offer Accepted” or “Offer Declined” to have the job posting updated. If the details of the offer change, i.e salary negotiations please select “Offer Changed” and be sure to inactivate all other candidates by selecting not hired and the applicable Reasons for Not Selecting code prior to contacting Human Resources.

**Note:** If details of offer have changed, i.e counter offer, the offer should be changed to an “Offer Changed”. Once approved, the department may continue with offer negations, and so on. eWork Initiator will update applicant statuses as appropriate (not hired, selecting the applicable Reasons for Not Selecting, interview pending, interviewed, or finalist).

(11) Please send recruitment files to Humans Resources.

**Note:** The recruitment file should contain the following items:

D. Hiring Matrix: a document that indicates how the review of applicants was handled with respect to the position. A sample of a hiring matrix can be found [here](#).

E. Interview Notes: includes phone/in-person interview notes from search committee members, hiring authorities, or anyone else involved in the search and interview process.

F. Reference Checks: a reference check with the current and at least one former supervisor of the finalist should be completed prior to submitting the offer for HR approval.

**Note:** For Adjunct, Graduate Research/Teaching positions, these items are not required however we do encourage that reference checks be completed and housed in the hiring department.
Administrative Hiring Proposal Workflow

Initiator
Upload approved draft offer letter

Final Review
Offer approved & department can extend job offer

Offer Accepted
Offer Declined
Offer Changed

Department Approver Review

Equity Review

Provost Review

Human Resources Review

Search Complete / Proposal Cancelled
Job posting updated to a filled status & background check initiated.

Key
Initiator Led Action
Central Office Led Actions

Non Academic Positions
REASONABLE ACCOMMODATIONS IN THE INTERVIEW PROCESS

Before contacting the applicants:

- Insure that the interview location and nearby restrooms are accessible to persons with physical disabilities.
- Review the interview agenda and itinerary. Determine if aspects of the interview process, such as a test or demonstration, might require accommodation. If uncertain, contact the ADA Coordinator in the Office of Equity and Diversity Services for assistance.
- Identify a contact person for questions who is not a member of the search committee. (This would usually be the person providing staff support to the committee.)

When contacting the applicants:

- When contacting an applicant by phone, briefly explain what the visit and interview will entail and inform each applicant that George Mason University provides reasonable accommodations, if needed, for the interview process. If the applicant believes they will need an accommodation, they should request one from the contact person.
- When confirming the interview in writing, include the day’s itinerary and agenda. Include the statement that:
  - “It is the policy of George Mason University to provide reasonable accommodations for qualified persons with disabilities who are employees or applicants for employment. If you need assistance or accommodations to fully participate in the interview process, please contact (name, phone number (TTY if available) of person responsible). Employment opportunities will not be denied to anyone because of the need to make reasonable accommodations for a person’s disability.

If you receive a request for an accommodation, contact the ADA Coordinator in the Office Compliance, Diversity, and Ethics for assistance. 703-993-8730 (voice), 703-993-8787 (TTY).


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THE GEORGE MASON UNIVERSITY TALENT ACQUISITION TOOLKIT
A guide to the search and on-boarding process