



HARVARD HUMAN RESOURCES

Understanding Your Role as a Hiring Manager

HIRING IS AN IMPORTANT PART OF YOUR JOB AND THE RECRUITER'S

- *When we make the wrong hiring decisions, we suffer decreased new hire performance, and the new hire will be less engaged and less likely to stay*

HIRING DECISIONS ARE YOURS AND THE CANDIDATES'

- *Only 50% of selection decisions are win-win for both you and the new hire*

CALIBRATE LOGISTICAL AND COMMUNICATION EXPECTATIONS WITH YOUR RECRUITER

- *Get on the same page with recruiters regarding likely applicant quality and recruiter timelines*
- *Does the recruiter have a solid understanding of the job, and can screen thoroughly and send only qualified applicants?*
- *Remember to give careful consideration to internal candidates and Harvard lay-off candidates*
- *Understand that Harvard is a government contractor and has to comply with Affirmative Action/Equal Opportunity protocols*

Assessment

PROVIDE ACCURATE INFORMATION DURING THE INTERVIEW

- *Use your interactions with candidates to ensure they have accurate, complete information about the job and organization*
- *Ask relevant, legal, and behavioral interview questions*
- **Example:** *Create a list of best and worst aspects of the jobs you are hiring for using information from current employees in role to sharpen your conversations with candidates*

CONSIDER THE CANDIDATE'S SKILLS AND ABILITY BUT ALSO 'NETWORK FIT'

(How well the new hire fits with the way colleagues work and their competencies & values)

- **Example:** *The degree to which a new hire's skills make up for peers' lack of skills in certain areas*

RESPECT THE CANDIDATE'S TIME THROUGHOUT THE PROCESS

For all candidates—but particularly executive hires—respecting the candidate's time is a critical driver of quality of hire.

Tips on interviewing process for hiring managers:

- Set a reasonable limit to the number of interviews
- Be sure to invite people to participate in your interview panel and provide some background on the role and if there is a particular area the interviewer should cover to avoid redundancy

- Provide feedback on the candidate to the recruiter so that the recruiter can provide the candidate with a realistic timeline for follow-up
- Emphasize to the interview team the importance of starting and ending the interviews on time

Making the Hiring Decision

REACH A DECISION ON WHOM TO EXTEND THE OFFER TO IN A TIMELY FASHION

- *With every day that you wait to extend the offer, quality of hire declines as the best candidates remove themselves from consideration*

Onboarding

SEND A CONGRATULATORY NOTE/EMAIL TO THE NEW HIRE AND PROVIDE ADDITIONAL INFORMATION ABOUT THE JOB BEFORE THE NEW HIRE'S START DATE

- *Providing specific information about the job during the pre-start period can increase the engagement of your new hires*

WORK CLOSELY WITH YOUR RECRUITER AND HR CONSULTANT TO ENSURE ALL NEW HIRE QUESTIONS/CONCERNS ARE ADDRESSED DURING THE ONBOARDING PERIOD

- *When new hires feel they can communicate their concerns to you openly and get resolution, their performance level increases significantly*