

RECRUITMENT & HIRING GUIDE 2009

Office of Human Resources

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Recruitment Process Overview

1. The Hiring Manager should initiate the recruitment process by contacting the Recruitment Manager to fill a newly created position or a vacant existing position.
2. The Hiring Manager must complete a *Position Information Form* (full or part time) to indicate the type of position that will be filled and obtain the following signatures:

For new positions - the vice president the hiring manager reports to, department head, and dean if the position reports to one of the three schools

For existing positions – department head, hiring manager, and dean if the position reports to one of the three schools

3. The Hiring Manager should create, or update, a *job description* and attach it to the Position Information Form. Hiring Managers have a choice of either using the Job Description Questionnaire template or creating one as long as it includes all the basic elements outlined in the template.
4. The Hiring Manager will work with the Recruitment Manager to develop a recruitment plan that will include:

- Defining the role of the hiring manager and Recruitment Manager
- Recruitment timeline
- Advertising sources
- Drafting the job posting and advertising text
- Discussion of salary and skill requirements
- Process for screening resumes
- Interview schedule

5. Committees and Search Resources
 - Creating a search site on IRIS
 - Using a search committee
 - Setting up an email for resumes to be sent to by applicants
6. Interviews
 - Telephone Screenings
 - On campus Interviews
7. Candidate Expenses
 - Travel arrangements
 - Lodging arrangements
 - Transportation to and from the College
 - Meals
8. Employment Applications
 - All applicants/candidates that are interviewed must complete and sign one
9. Complete Candidate Hire Log

10. Foreign National Policy
Hiring non-US citizens
11. Relocation Expenses
Who is covered
How much is covered
How to submit expenses for reimbursement
12. Contact Recruitment Manager when interviews have been concluded and you are ready to make an offer
13. Recruitment Manager will conduct reference and background checks on your finalist upon request. Background checks are required for individuals who will have contact with minors, handle significant access to financial systems, cash, and proprietary information. Offers of employment should not be made until the Recruitment Assistant provides the results of the background check.
14. Making an offer of employment.
15. The Hiring Manager will notify the Recruitment Manager once the candidate has accepted the job offer.
16. The Hiring Manager must complete an *Employee Information Form* that includes the start date and other employment details of the new hire so that an offer letter can be sent to the new hire by the Office of Human Resources.
17. The Hiring Manager will submit all recruitment documentation such as employment applications, resumes, references, candidate flow log, etc. for all applicants and your new hire to the Recruitment Manager.
18. The Recruitment Manager will remove the posting on the CCC Job Site and will send regret letters to all candidates who were interviewed as notification that the position has been filled.
19. The Hiring Manager should inform the new hire that they must register for new employee orientation online at IRIS.
20. The Hiring Manager should arrange for a departmental orientation for the new employee.

Initiating the Recruitment Process

To initiate the recruitment process for full or part time positions, the Hiring Manger must complete a Position Information Form. This form, and all other recruitment forms, can be found on the Human Resources website under Recruitment & Relocation.

If the Hiring Manager is filling a *newly* created position, the following needs to be submitted to the Recruitment Manager before the recruitment process can begin:

Position Information Form - Signed off by the vice president that the position reports to, the dean if the position reports to one of three schools, and the Vice President of Finance/CFO. If the form does not have the required signatures it will be returned to the Hiring Manager delaying the posting and advertising steps.

Job Description - Create and submit to the Recruitment Manager along with the Position Information Form. The Hiring Manager may use the Job Description Questionnaire, or create one, as long as it includes the same elements of the template

Once the Recruitment Manager receives the above mentioned documentation, the Position Information Form will be forwarded to:

Director of Human Resources – all new, or replacement positions vacant for at least two years, must be evaluated and classified in accordance with the College's compensation system

Payroll Director – creates position numbers for new positions

If the Hiring Manager is filling an *existing* vacant position the following needs to be submitted to the Recruitment Manager before the recruitment process can be begin:

Position Information Form – Signed off by the Hiring Manager, Department Head, and Dean if the position reports to one of the three schools.

Job Description – Update or modify the existing job description and submit it to the Recruitment Manager with the Position Information Form. The Hiring Manager may use the Job Description Questionnaire, or create one, as long as it includes the same elements of the template.

Position Number – Existing full-time faculty or staff positions already have been assigned a position number. That number should be included in the Position Information Form. If the Hiring Manager is unsure of the position number this information is provided in the department's annual budget information or the Recruitment Manager can provide it. Part-time positions are not assigned a position number therefore this is not required.

Job Descriptions

When recruiting for a new position, Hiring Managers will need to create a job description by completing the Job Description Questionnaire template found on the Human Resources website under Recruitment & Relocation.

It is important that the job description be thorough and accurately reflects the full scope of the position because it will be used to evaluate the position and to classify it according to the College's compensation system.

When recruiting for an existing position, take the opportunity to review the current description and update it so that it accurately reflects all the tasks that the new hire will be expected to perform. Job descriptions must be updated if they are more than two years old. Now is also the time to evaluate the position and change the scope of it if the needs of the department have changed.

Keep in mind that the title of the position must be consistent throughout the job search to avoid any confusion. To change the title at any point during the search, notify the Recruitment Manager so that recruitment records reflect the most updated information.

Developing a Recruitment Plan

Upon being notified of a vacancy, the Recruitment Manager will contact the Hiring Manager to set up a meeting to develop the recruitment plan for the open position. Hiring Managers in academic departments must contact the appropriate Assistant Dean to initiate a job search. The Assistant Dean will work directly with the Recruitment Manager. The recruitment plan will provide a timeline of how things will proceed and define the role of the Hiring Manager and that of the Recruitment Manager.

The Hiring Manager may decide to be responsible for much of the search but is encouraged to work closely with the Recruitment Manager who can provide additional resources and assistance to ensure that the search runs smoothly.

The following details will be discussed and agreed upon:

- **Start Date** – agree upon the desired start date for the new hire
- **Salary Requirements** – the Recruitment Manager will advise the Hiring Manager regarding the position's classification, salary grade, and association member status. All salaries must fall within the College's ranges based on the type of position.
- **Search Budget** – the Recruitment Manager will provide the Hiring Manager with information regarding reasonable spending for advertising, travel, lodging and dining expenses when applicable.
- **Identify Advertising Sources** – the Hiring Manager can request specific publications and/or the Recruitment Manager can make suggestions
- **Job Posting** – the Recruitment Manager will prepare the job posting based on the job description
- **Advertising Text** – the Hiring Manager can work with the Recruitment Manager to draft the text and the Recruitment Manager will be prepare the draft for review and approval by the Hiring Manager
- **Screening Resumes** – the Hiring Manager may choose to screen the resumes or request that the Recruitment Manager assist with this task
- **Interview Schedule** – the Hiring Manager can conduct interviews or choose to work with, or delegate, initial interviews to the Recruitment Manager
- **Committee Assistance** – the Recruitment Manager will be present at the first committee meeting to provide information on interview techniques and legal implications of interview questions, and to provide an overview of the search process to committee members

Search Budget

Each open position is subject to a reasonable budget. This budget includes travel and accommodation arrangements, advertising, and search committee expenses when dining with the candidate(s). These expenses are charged to the Office of Human Resources therefore the Recruitment Manager will work closely with the Hiring Manager to ensure that the recruitment needs are met but within the reasonable budgetary limits.

The Recruitment Manager will work with the Hiring Manager to plan and monitor the expenses incurred and advise when the expenses are not reasonable. Expenses incurred without the approval of the Recruitment Manager, or that are not reasonable, will be charged the hiring department.

Important details regarding dining expenses:

- Committee meetings should be scheduled around non-meal times
- In the event that this is not feasible, the Hiring Manager must submit in writing to the Recruitment Manager why the meeting must be held during a meal time and include details such as cost of food, number of attendees, and location of meeting
- Meal time meetings must be catered by Sugar Plum in accordance with the College's contract
- Committee dinners at restaurants are strongly discouraged but if this is the only option it must be preapproved by the Recruitment Manager prior to taking place. Failure to do so will result in the hiring department being responsible for the entire cost of the dinner.
- Alcoholic beverages are not reimbursable
- Meals for individuals who are not part of the committee are not reimbursable
- Gratuities are subject to limits set by the Controller's Office which is currently at 20%. Gratuities over this limit will be the responsibility of the hiring department.

Air travel – flight arrangements should be limited to no more than three candidates per search and coach tickets. Arrangements are to be made by the hiring department through Windward Travel, the College's preferred vendor.

Car travel and Car Rental – candidates may choose to travel by car. The candidate will be reimbursed based on the current mileage as dictated by the IRS. Candidates renting a car must submit detailed receipts for reimbursement to the Recruitment Manager.

Lodging – the College has partnered with Club Quarters for candidate lodging and valet parking. The College will cover the room expenses for one overnight stay. Movie rentals, spa services, and/or any other service will not be reimbursed and will be the responsibility of the candidate.

Meals – candidates will be reimbursed for meals during an on-campus visit for up to two days when meals are not provided by the College. The maximum reimbursement is \$65 per day.

Cab Fare– candidates will be reimbursed for cab rides to and from the airport and around the College for interviews. Candidates must submit receipts to the Recruitment Manager for reimbursement.

Search Resources

Search Site on IRIS - The Recruitment Manager will create a site on the Human Resources website that will facilitate sharing information between Human Resources and the hiring department and among committee members as well. The Hiring Manager must provide the names of the committee members, or anyone else that should have access, to the Recruitment Manager.

This site will house all the resumes that arrive so that the Hiring Manager, and committee members, can view and print them at their convenience. The site will also have the interview schedule and other useful information.

Email Address for Resumes – The Recruitment Manager will create an email address that will be included in the posting and advertising as to where to submit resumes for review. This way the Hiring Manager does not have to provide his or her own email address. When applicants send in a resume it will go directly to the folder in the site named “Resumes”. The Hiring Manager and committee members are responsible for checking this folder regularly during the search. This email address will remain active up to one year after the search has been concluded.

Job Postings

The Recruitment Manager will prepare a proof for the Hiring Manager to approve before posting the job on the CCC job site and external advertising. All faculty and staff positions must be posted on the CCC job site for a minimum of three business days.

Hiring Managers are encouraged to interview internal candidates who meet the minimum qualifications of the position. There is, however, no obligation to give a courtesy interview to candidates who do not meet the minimum requirements of the position.

If the Hiring Manager believes that posting the position internally will be sufficient to fill the position, it is not necessary to advertise externally. Once the Hiring Manager receives enough resumes to begin the interviewing process the Recruitment Manager should be notified so that the posting can be removed.

Advertisement Strategy

The Hiring Manager should provide the Recruitment Manager with a list of appropriate external publications to advertise the open position successfully.

If the Hiring Manager determines that the advertisement is not resulting in the desired applicant pool the Recruitment Manager should be informed. The Recruitment Manager will modify the advertisement strategy as per the Hiring Manager’s request.

Once the Hiring Manager has received sufficient resumes to review, the Recruitment Manager should be notified so that advertising efforts stop.

In order to adhere to reasonable budgetary limits the cost of advertising is covered by the Office of Human Resources, therefore, the Recruitment Manager will advise the Hiring Manager regarding the overall cost of the advertising strategy. The Recruitment Manager will make recommendations regarding cost-effective advertising options.

Interviews

Telephone Screenings – It is recommended that initial contact with a potential candidate be done via phone. The Hiring Manager is welcome to conduct telephone screenings to determine which candidates are of interest based on their qualifications before inviting them to an on-campus interview. If the Hiring Manager prefers, the Recruitment Manager is available to conduct initial screenings. On-campus interviews may be conducted by either the Hiring Manager or the Recruitment Manager. The Recruitment Manager is available to conduct a maximum of six to eight telephone screenings.

On-Campus Interviews – At the discretion of the Hiring Manager, and/or the search committee, the Recruitment Manager can schedule on-campus interviews for those determined to be a possible good fit after a telephone screening. The Recruitment Manager must be given access to calendars in order to coordinate schedules. The Recruitment Manager will be present at the first committee meeting to explain the process, forms, tips, do's and don'ts of interviewing.

Arranging for On-Campus Interviews

The College has partnered with various vendors to facilitate efficient and cost-effective service to candidates who are invited for an on campus interview. The cost is charged to Human Resources therefore the Recruitment Manager must be consulted when a preferred vendor cannot accommodate the hiring department's needs or schedule.

The Hiring Manager makes the following arrangements by contacting the vendors directly:

- **Travel Arrangements** – The College has partnered with Windward Travel for all air travel. The Hiring Manager should submit an itinerary to the Recruitment Assistant as soon as arrangements are made.
- **Lodging Arrangements** – The College has partnered with Club Quarters for candidate lodging. The College will cover the room expenses and valet parking for one overnight stay. Movie rentals and other services offered by the hotel are not reimbursable and will be the responsibility of the candidate. In the event that Club Quarters does not have any availability, the Hiring Manager must contact the Recruitment Manager for approval to use another vendor.
- **Local Transportation**- Cab fare to and from the airport and around campus will be reimbursed to the candidate as long as original receipts are submitted. For example, cab fares are reimbursable, renting a limo or some other form of transportation is not a reimbursable expense.
- **Meals** – Candidates may be reimbursed up to \$65 per day when meals are not provided by the College. Alcoholic beverages are not a reimbursable expense and will be the responsibility of the candidate if incurred.

Applicants vs. Candidates

An applicant is defined as someone who submits written interest for a specific posted position. Unsolicited resumes are discarded.

A candidate is someone who has been invited for an interview and must submit a resume and/or complete an employment application to be considered.

It is the responsibility of the Hiring Manager to ensure that all information requested on the application is completed, a resume is submitted if necessary, and any work or references depending on the position. It is also the responsibility of the Hiring Manager, and committee members, to forward copies of any application documents that are submitted directly to them to the Recruitment Manager to be logged.

Candidate Hire Log

The Hiring Manager should keep a candidate hire log during the search. The log will provide the Office of Human Resources with important applicant tracking information and complies with EEOC requirements.

Hiring Foreign Nationals

The College sponsors only full time tenure track faculty for visas and permanent status. Staff and other faculty candidates must be authorized to work in the United States at the time of hire.

Reference and Background Checks

Once the Hiring Manager has selected a final candidate the candidate's references should be checked. The Recruitment Manager can assist with this by providing sample questions or can conduct the check if the Hiring Manager prefers.

The Recruitment Manager will conduct background checks for all positions involving contact with minors, handles significant access to financial systems, cash and proprietary information. The Recruitment Assistant will notify the Hiring Manager of the results. Hiring Managers should *not* make an offer of employment until the Recruitment Assistant provides the results of the background check.

Making an Offer of Employment

Once the Hiring Manager has been notified by the Recruitment Assistant that the reference and background checks were favorable, the Hiring Manager is welcome to contact the candidate to make an offer of employment.

The offer should confirm the start date, the salary agreed upon in the recruitment plan, and the title. The Hiring Manager should not confirm benefit information. If the candidate requests this information, the Hiring Manager should instruct the candidate to contact the Benefits Manager at 312.369.7468. The Hiring Manager should not change the salary without consulting the Recruitment Manager. Any benefits or compensation offered by the Hiring Manager that is not consistent with the College's policy will not be honored.

If the candidate accepts the offer of employment the Hiring Manager should notify the Recruitment Manager that the position has been filled. If the candidate does not accept the offer of employment, the Hiring Manager should notify the Recruitment Manager that the position remains open.

Relocation

The College will reimburse a new hire, and spouse/domestic partner, for one house hunting trip including a two night stay at Club Quarters. Meals will be reimbursed up to \$65 per day for the new hire only.

The College will provide relocation assistance up to a maximum of \$8,000 for faculty that move from his or her home in accordance with IRS guidelines. New hires have up to 12 months from the date of hire to relocate and submit receipts for reimbursement; however, receipts submitted after 60 days of incurring the expense(s) will be taxable in accordance with the IRS regulations.

If a new hire's spouse or domestic partner is hired by the College, then the College will provide relocation assistance of up to \$9,000 per household, not individual. If the spouse or domestic partner resides in a separate household, each new hire is eligible for relocation assistance of up to \$8,000.

Closing a Position

Once an offer has been accepted, the Hiring Manager should complete an **Employee Information Form**, full or part-time, and send it to the Recruitment Manager. This form can be found on the Human Resources website (IRIS) under Recruitment & Relocation.

This form notifies the Office of Human Resources that the position has been filled and provides the Benefit's team with the new hire's information so that a letter can be sent confirming the offer and providing instructions on how to register for new employee orientation.

The Hiring Manager should send to the Recruitment Manager the following recruitment documentation for all applicants, candidates, and new hire:

- **Employment Applications Completed by all Candidates**– this information will be used by the Recruitment Manager to generate regret letters to those that were interviewed but not hired to notify them that the position has been filled
- **Resumes of all applicants** – this information must be kept on file by the Office of Human Resources for one year
- **Candidate Hire Log** – this information must be kept on file by the Office of Human Resources for one year

The Recruitment Manager will take down the posting and stop all advertising.

Recruitment Process Survey

Once the position is closed, the Hiring Manager will be asked to complete an on-line survey to evaluate the services provided by the Office of Human Resources throughout the search process. The survey will also ask for suggestions on how the services can be improved in the future to simplify the process. The input of the Hiring Manager is important because it ensures that the department's needs are met and that the Office of Human Resources is providing sufficient tools and resources.

Pre Arrival Preparation

The Hiring Manager must complete the **New Hire Workflow** found the Human Resources website to request email and software access, telephone access and add the new hire to the College's directory prior to the new hire's first day.

New Employee Orientation

Human Resources – New employee orientation for full-time employees is every Tuesday from 9 am. – 12 p.m. at 218 S. Wabash, Room 806. The new hire is responsible for registering online for the session closest to their start date. Orientation for part-time staff is every Thursday from 9 a.m. – 12 p.m. at 218 S. Wabash, 9th floor.

Departmental – The Hiring Manager should organize a department orientation that will introduce the new hire to the team and feel welcome.