Northcentral Technical College

Recruitment & Hiring Manual

2021

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INTRODUCTION

The information in the Recruitment & Hiring Manual will help define and clarify Northcentral Technical College's (NTC) (College) recruitment and hiring practices so that the best qualified individual is hired for a vacant position, in a timely manner, while adding consistency to the process. The guidance contained in this manual is meant to help managers stay in compliance with the legal requirements of selecting and hiring candidates.

Please see the attached "Recruiting Checklist for Hiring Supervisors" (Exhibit A) to assist you with this process. The checklist is a condensed version of this Manual, however you are encouraged to read the Manual for more details regarding each step.

1 REQUISITION PROCESS

There are a few important things a supervisor must know/do before the requisition approval process can begin and any advertising can occur for an open position. The "Requisition Process" (Exhibit B) can serve as a starting guide.

1. If the position is new, a job description needs to be created as the first step in the process. With a new position, it may take longer as Human Resources (HR) needs to review the position responsibilities to determine an appropriate job classification, qualifications and an equitable salary range.
2. If there is an existing job description for the position, the hiring supervisor should review it for accuracy and update it with any changes including the required minimum qualifications for the position, then place the review date on the job description. A precise job description attracts a qualified applicant pool, helps in accurately rating the applicants' credentials, and ensures a consistent process so the best person is hired for the job. The information in the job description is also used for the job posting.
3. Email the new/reviewed job description with the correct current date to HR, so the updated position description can be added in NEOGOV, our Applicant Tracking System (ATS), which is the electronic requisition and applicant hiring system.
4. Once the approved job description is active in the ATS, the supervisor will be notified via email to create the requisition for approvals. Please allow enough time for the requisition approval process since there are a number of individuals involved in approving the requisition before the position can be posted. This process could take up to a week based on their availability and schedules. Please refer to the instructions in "NEOGOV: Creating a Requisition" (Exhibit C) to help with the creation of the requisition.

2 ADVERTISING/POSITION POSTING

1. After the requisition receives final approval from the President, external or internal posting of the vacant position may vary depending on the job. HR may post the position on the NTC website, other applicable websites, and on rare occasions, advertising may also be in print publications. The hiring supervisor should notify the HR Manager of any profession specific groups, organizations or websites where the position could be posted in order to attract a larger pool and maximize recruitment efforts. A wide range of specialty and diverse websites are utilized to ensure the process creates equal opportunity for all qualified applicants.
2. When a position is actively posted, it is normally open for 14-16 days, which can include up to three full weekends. Generally, positions are advertised and posted internally (Microsoft Teams) and externally at the same time, however there is no requirement for posting or advertising a vacancy, nor a guarantee that any applicant, internal or external, will be granted an interview or that the vacancy will be filled. The timeframe for how long a position is posted may vary based on the position and deadlines associated with the advertising.
3. The hiring supervisor will receive an email from HR the day the posting is live and has been advertised on websites or in publications. Included in the email, is the "Recruiting Checklist for Hiring Supervisors," (Exhibit A) which will serve as a guide for the rest of the process. While the position is actively posted, the hiring supervisor should be working on the other steps in the checklist to keep the process moving along efficiently and timely.

3 INTERVIEW COMMITTEE SELECTION & RESPONSIBILITIES

In order to be a part of the interview committee, each committee member including the hiring supervisor must complete the required 'Beyond Bias: Recruiting and Selecting the Best Candidate' training through SumTotal, NTC's Learning Management System (LMS). Employees involved in the recruitment process are expected to complete this training at least once every 2 years.

The entire committee, including the administrative assistant or individual scheduling the interviews, MUST maintain absolute CONFIDENTIALITY in all aspects of the review and interviewing process and will be required to complete the "Confidentiality Agreement for Recruitment" (Exhibit D) prior to accessing any recruitment materials. An interview committee member may not respond to questions from anyone not officially responsible in the hiring process regarding names, backgrounds, geographic locations, applicant review and/or the interview process.

If a member of the committee breaks confidentiality in any way, disciplinary action will occur, up to or including termination. Revealing information about applicants or the hiring process could subject a committee member or the College to legal action.

The interview committee will consist of the hiring supervisor and no more than 3-4 other employees (including a representative from HR for faculty and leader recruitment), whom are recommended and pre-approved by HR. The members should be from external departments that work and interact with the position and/or department within the College to provide an outside perspective and a well-rounded committee. Most importantly the interview committee members should include individuals who know and understand the position and who may work with the individual who fills the position. To achieve a variety of committee members, it may not be possible for all department team members to be part of the initial interview; however, a second interview with additional department members and the top 1-2 candidates can be conducted as long as it is done in a timely manner. You may also include another department representative to give tours to the top candidates.

As a guideline for selecting committee members, supervisors should aim for diverse representation, including the following:

- Mix of genders
- Representation from another department, other than where the vacancy occurs, perhaps by an employee who may work with the individual filling the vacant position
- Minority and/or disabled individuals
- Cross-section of ages
- NTC employment service length

Certain individuals should not be selected to be on the committee:

- Hourly employees – Due to limited availability and time at work
- No more than two members, including the hiring supervisor, from the same department with the vacancy
- Co-workers or employees who have a direct reporting relationship with the individual filling the vacant position (However, a co-worker/direct report could be involved in a tour or several co-workers/direct reports could be considered for a forum interview depending on the position.)
- **Individuals outside of NTC should not be selected to serve on an interview committee without prior approval from HR.**

Within three days of posting the position, the hiring supervisor should email his/her recommendations for the committee members to HR for approval.

1. HR will work with the hiring supervisor to finalize the committee or make other recommendations regarding the membership.
2. Upon approval, the hiring supervisor/administrative assistant should contact the proposed committee members to invite them and confirm participation on the interview committee.
3. As soon as the committee members agree to participate, an invitation should be emailed to block time on the members' calendars to hold the dates/times for 4-5 interviews so it will be easy to schedule the interviews once the candidates are selected from the applicant pool (more than 5 interviews would be rare). If interviews will be held in-person, a room should also be reserved at this time.
4. Follow the recommended "Recruitment Process Timeline" (found at S:NTCSHARE/Human Resources/Recruitment Resources/Recruitment Process Timeline) as many steps in the process can happen simultaneously to expedite the process. (Remember that if you are considering out-of-town candidates, you need to give them time to make travel arrangements, the College does not reimburse for travel expenses.)
5. Upon confirmation of serving on the interview committee, the hiring supervisor or administrative assistant must issue and collect all the signed "Confidentiality Agreement for Recruitment" (Exhibit D) forms from committee members and anyone else who may see the applicants' names/applications (scheduling interviews/preparing interview materials), prior to the release of any interviewee names, applications or scheduling of interviews. All signed and completed forms should be returned to HR, preferably in an electronic/scanned version and emailed to hr@ntc.edu.

Note: When committee members view the applicants' names, if they realize there is an applicant they know professionally, personally, is a relative, or may have another potential conflict of interest, HR must be consulted to discuss whether the committee member should continue in the process or be replaced by another individual.

4 APPLICATION REVIEW PROCESS

1. The "Application Rating Rubric" (Exhibit E) is to be developed and utilized by the hiring supervisor to document the analysis of the application materials to ensure the most qualified candidates are chosen to interview from the applicant pool. The job description should serve as a reference to include the required and preferred qualifications and experience, required certifications/licenses, physical requirements of the position, etc., as explained in the "Screening Criteria" (Exhibit F). This document will create consistency during the application review and will serve as a tool to rank all applicants.
2. The hiring supervisor automatically receives an email notification from NEOGOV every time a new candidate applies for the open position. Applications should be reviewed as they are received to keep the process moving efficiently, rather than waiting until the position closing date to review the applications.

5 SELECTING CANDIDATES TO INTERVIEW

1. The hiring supervisor should select the top ranking 4-5 candidates from the "Application Rating Rubric" (Exhibit E), which should result in the most qualified candidates and will provide a successful interview pool. It is recommended that not more than 5 applicants are interviewed because it extends the time commitment for committee members and in most cases the top 4-5 candidates will produce a candidate acceptable for hire. If the initial pool of 4-5 candidates does not prove successful after the interview process, a few more candidates may be chosen to interview or there is the option of re-posting the position. Note: If a candidate meets the requirements, but may have indicated a salary on the application that is out of the expected hiring range, consult with HR regarding a conversation with the candidate and their salary requirements. In many cases, the applicant is open to continue in the recruitment process and may be flexible regarding compensation.

2. A list of the top candidates and the “Application Rating Rubric” (Exhibit E) should be emailed to Human Resources for approval BEFORE contacting any candidates or scheduling the interviews. HR will review the applications of the selected candidates for interviews and respond with comments/recommendations to the hiring supervisor, typically within 24 hours. In review of faculty applications, Human Resources will determine if applicants qualify based on the WTCS, state, and Higher Learning Commission requirements for each instructional area.
3. If there are any internal, regular employees (not adjunct) who applied for the position and weren’t chosen for an interview, the hiring supervisor must personally contact that employee prior to scheduling any interviews. Prior to contacting them, the hiring supervisor must consult with HR to prepare for the discussion. Human Resources will notify any external applicants that are not selected for an interview with an email generated from NEOGOV. If there are any back-up candidates, in the event any of the top 4-5 are not able to interview, the hiring supervisor should indicate this to HR, so email notifications can be delayed to those particular candidates.

6 SCHEDULING INTERVIEWS

1. After the candidates are approved by Human Resources, interviews can be scheduled by the hiring supervisor/administrative assistant. As a reminder, if the department or division administrative assistant/learning coordinator is scheduling interviews, printing/viewing applications, he or she should also sign the “Confidentiality Agreement for Recruitment,” (Exhibit D) if the individual has not already done so.
2. Interviews should be scheduled with 15 minute breaks between interviews so the committee has time to discuss applicants, take a short break, while keeping interviews on schedule.
3. For faculty interviews, additional time should be allotted for a 10 minute teaching demonstration. The Dean should decide on a relevant topic for the presentation before any calls are made to schedule interviews, so this information can be shared with the applicants to allow for proper preparation.
4. If interviews are scheduled virtual or via Zoom, please refer to the “Virtual Interview Etiquette” (Exhibit G) information.
5. The “Confirmation Email Template” (Exhibit H) should be sent to candidates by the individual scheduling the interviews, with directions, parking lot information, what door to enter, where to go (room #), time to report, etc., including the background screening link so the candidates can complete it *before* the interview. All interaction with external candidates should be timely and professional, as this is their first impression of NTC before attending the interview. The email asks the candidate to respond with acceptance of receipt, if an applicant requests an accommodation (i.e., interpreter, physical assistance, etc.) the person setting up the interview must immediately consult with Human Resources to work through the accommodation request.
6. Calendar invitations should be sent to the committee members for the interviews. The meeting invitation must be marked *‘private’* so others cannot access the interview information. The candidate’s full name should not be included on the invitation, only the initials or the first name and last initial (MJ, Mary J.). If a virtual or Zoom meeting is scheduled, the applicants’ materials should not be attached to the invite, as the applicant receives the same invitation. Application packets and interview questions can be sent in a separate email marked *‘confidential’* to the committee members for their reference.
7. The final applicant interview schedule (as shown in Exhibit J) with location, committee members’ names, including the date and times should be emailed to Human Resources.

7 DEVELOPING INTERVIEW QUESTIONS

Interview questions should be developed using the guidelines below (7.1 - 7.4) to ensure the interview questions are job-related, legal and behavior-based. In addition, 1-2 diversity questions must be included in the questions, examples are provided in 7.4. Once the interview questions are created, the "Interview Question Rating" (Exhibit I) form is to be used for the interview process. Upon request, HR can provide some prior examples of interview questions.

The "Interview Question Rating" (Exhibit I) form with the list of individually numbered interview questions must be emailed to Human Resources for approval <u>no later than one week before any interviews are conducted</u>, in the event revisions are needed. Once approved by HR, the same questions should be asked of all candidates by the same interviewer (each assigned specific question numbers) during the interview to provide consistency in the process. In the event any additional testing, demonstrations, or presentations are being considered as part of the interview process, they must first be discussed and approved by HR.

7.1 Job-related Questions

The job description and job posting should be a reference for developing job specific questions. Interview questions should be directly related to the duties and responsibilities of the job in order to determine how closely the applicant meets the qualifications. Questions do not need to be created from each particular duty, but rather those that capture the overall vision for the position. To provide an example of how to create job-related questions, below is an excerpt from the job description of a generic Human Resource Manager. The questions created below also appear on the example of the "Interview Question Rating" form (Exhibit I).

<u>Example:</u> Human Resource Manager Job Duties/Responsibilities

1. Day to day responsibilities for designing/recommending/implementing technology and efficiencies for College-wide HR programs.
    a. *<u>QUESTION:</u> Please tell us about a time you recommended new technology or a more efficient way to use technology to create better efficiency within an HR department.*
2. Conducts applicable research/analysis, retrieve data and gather information for special projects, department reports, new programs, metrics/dashboards, and strategies in collaboration with the Executive Leadership Team.
    a. *<u>QUESTION:</u> Give an example of a large project which involved research and analysis which gained exposure at a higher level of the organization.*
3. Implements, documents and maintains a calendar for Human Resources projects, deadlines, reports, budgeting, staffing changes, communication regarding guidelines, handbook revisions, etc.
    a. *<u>QUESTION:</u> Explain how you managed multiple projects or assignments with competing deadlines and provide some examples.*
4. Ensures newly hired employees or those in new positions are provided accurate and timely HR information, including orientation services; ensures data is entered into the HR system, assists hiring managers/ELT members with their HR needs, ensures HR's presence on cross-functional activities/committees, etc.
    a. *<u>QUESTION:</u> Please provide an example of a process that you had complete lifecycle involvement with from start to finish, and how you successfully executed it organization-wide.*

7.2 Legal Questions

<u>Questions must be relevant to the job</u>. State and Federal Laws prohibit any inquiry which is designed to obtain information regarding the following subjects:

- Age
- Race
- Religion (Creed)
- Color

- National origin or ancestry
- Sex or Gender status
- Sexual orientation
- Disability
- Marital status or family (children) status/pregnancy
- Childcare questions
- Arrest or conviction record
- Military status or discharge
- Political affiliation
- Hobbies or interests outside of work
- If they need health insurance benefits

If you feel one of these areas needs to be addressed during the interview for a particular job-related reason, you are required to contact HR for assistance prior to any interviews.

7.3 Behavioral-Based Questions

Behavior-based interviewing focuses the interview process on essential knowledge and behaviors to help determine whether the applicant has the competencies to do the job by providing past real life examples. If you need assistance developing the questions, please contact HR.

Behavior based interview question example:
"Please describe some successful strategies or techniques that you have implemented in the past to promote active learning in the classroom." "Please provide specific examples."

Ask questions that are situational like:
- "Tell us about a specific time when you...."
- "Give us an example of when…."
- "Think of a time when______ happened and how you handled it"
- "Describe a situation when…."

7.4 Diversity-Focused Questions

In support of the College's diversity efforts, 1-2 diversity questions must be added to the list of interview questions. You can choose questions from the below examples, or use your own question(s) that you have already developed.

1. When you think about your past interactions with diverse individuals, what did you learn that you were able to apply in future experiences?
2. Working with people from different backgrounds or cultures than yours may necessitate changing your communication style to be more effective. Can you describe a time where this happened and how you handled the situation?
3. Tell me about a time when you worked with a (student/co-worker) with a different background/culture than yours. What did you do to ensure that you were inclusive of their identity during your interaction?
4. Please describe ways you have promoted diversity, equity, or inclusion in your current or previous position.
5. Please share an example that demonstrates your respect for people and their differences, and how you have worked to understand the perspectives of others?

8 BEFORE INTERVIEWS

1. The committee should meet about 15-20 minutes before the first candidate arrives to go over the process, including the interview questions. The hiring supervisor will assign interview question numbers to the committee members who will ask the same questions to each candidate. Although discussion can occur regarding the candidate, it should be limited so individual opinions do not influence or bias the other committee members. Example: "Jo is the only one who has prior work history in an educational setting." The interview committee members are to form their own opinions about the candidates, free from any initial influence prior to the interviews.
2. The hiring supervisor or administrative assistant should create the interview packets for the committee (Exhibit J) and provide them to each interview member which includes the interviewee's application, resume and cover letter, job description for the position, and the "Interview Question Rating" (Exhibit I) form for each candidate. These documents can be emailed electronically to the interview committee in lieu of hard copies. The email must be marked '*confidential*' and should not be forwarded to anyone outside the interview committee.
3. Questions should be individually numbered and single questions (not entire sections) should be asked in a circular fashion equally involving all the committee members. A follow-up/clarifying question may be asked if the applicant doesn't understand or incompletely answers the question, gets off on a tangent, etc. If HR is present during the interview he/she will ask the follow-up/clarifying question, or the hiring supervisor.
4. It is required that the interview committee remain the same and all members are present for each interview, unless unforeseeable circumstances arise. If that happens, contact HR immediately.

9 CONDUCTING THE INTERVIEW

1. To show respect for the candidate and committee members, the hiring supervisor must start the interview at the scheduled time.
2. A bottle of water should be provided for the candidate during the interview.
3. After the hiring supervisor introduces him/herself, the interview committee members should introduce themselves, including title and purpose of their involvement in the interview process. For in-person interviews it is recommended to use place cards so candidates can familiarize themselves with members' names/titles.
4. The hiring supervisor should explain the process to each candidate including an overview of the position, reporting structure, timeframe/schedule at the start of the interview. Explain time allocation and give candidate a half way indicator of the time. Example: "We have 45 minutes set aside for the interview and have 12 questions, so if we take about 3 minutes for each question, there will be time for your questions at the end. We will let you know halfway through so we remain on schedule."
5. The hiring supervisor will explain to the candidate that the committee will be taking notes during the interview. Do NOT write anything down unrelated to the job such as race, personality traits, any personal/family information given by the candidate, etc. The interview documents are required to be kept after the interviews and may be subject to an open records request.
6. Every committee member must commit to maintaining an open mind throughout the process and to focus their evaluation on the requirements and proper criteria for the position.
7. When a candidate goes off on a tangent, do not immediately stop them, unless it's irrelevant information that is not needed to assess their credentials or leads to topics that are illegal. It can be an important indication of their communication skills, but after a few minutes, it is best to bring the discussion back to the main point to remain on schedule. Redirect or stop any answers that share or attempt to share personal or family information unrelated to the interview. The hiring supervisor should be comfortable ensuring that the applicant stays on point to ensure there is enough time to answer the questions. This also allows the committee to obtain useful information for evaluation.

8. Every interview should conclude by asking the candidate if they wish to provide additional information regarding credentials or qualifications that were not shared during the interview. Allow time for candidates to ask questions at the end. Remember, the candidate is also interviewing the College as a suitable employer.
9. Wrap up the interview on time, confirming the candidate completed the background check information provided in the confirmation email, whether the position requires testing (for support positions), or a possible second interview. Second interviews should be conducted in a timely manner and may be necessary for Faculty or anyone who may report directly to an ELT member, or to meet other members of the team not included in the initial interview. Remind the candidate that any additional steps may extend the overall deadline. A good rule of thumb is to indicate that the candidate should hear back in about two weeks after the conclusion of all interviews.

9.1 Potential Pitfalls in the Interview Process

The goal is to keep the interview process as fair and objective as possible so that all candidates are given the same chance to express their qualifications for a position. There are certain things to watch for as you interview.

- **Asking Inconsistent Questions:** Questions must be asked from the prepared interview list to remain consistent for all candidates, unless a follow-up question is needed to clarify or better understand the candidate's answer. This would be rare.
- **First Impression:** Although there is tendency to get a "gut" feeling when first meeting a candidate, try not to form an initial bias. Most applicants are nervous and your initial opinion may change during the interview process.
- **Bias:** One specific trait or characteristic should not influence the overall evaluation of a candidate. Common areas of unconscious bias include sex, age, race, physical handicap, physical characteristics (weight, height, etc.) and dress. Each candidate's talents and qualifications should be considered as objectively as possible without seeing that person as a member of a certain group.
- **The Halo or Horn Effect:** This is a situation where the interview allows one strong or weak point to overshadow all information obtained during the interview. Interviewers should consider all information gained in the interview process.
- **Politically Correct Answer:** It is easy to get caught up in the excitement when the committee finds a candidate who seems to have all the right answers and talks a good game. Some people have well-developed interview or communication skills, are comfortable talking to people or in front of groups, and can think fast on their feet.
- **Contrast:** Strong candidates who interview after weak ones may appear even stronger and weak candidates who interview after strong ones may appear even weaker. It is difficult not to compare candidates, especially when they are being interviewed one right after another. Interviewers also tend to compare candidates to themselves, rating people who are different lower than people who are like themselves. Members should think about the vacant job and the ideal qualified candidate, not how much the candidate reminds them of themselves.
- **Mannerisms:** If an individual being interviewed has a particularly irritating mannerism, it may have a tendency to overshadow the interviewer's objectivity for the rest of the interview. If it is distracting to the interviewer, it may be difficult for the interviewer to focus on the qualifications described in the interview process. Members should try even harder to remain focused and objective.
- **Subjective vs. Objective:** It is almost impossible to remain completely objective in an interviewing situation since there is opportunity for subjectivity in the process. It is best to have <u>objective criteria</u> as the reason for hiring or not hiring someone, as subjective reasoning is difficult to justify.

- **Central Tendency:** This is the practice of rating all items at an "average" or "standard" level. This makes all applicants seem equally qualified because it's easy to rate that way. Raters need to be as realistic and objective as possible for each applicant.
- **Leniency:** The rater tends to rate people high in all areas because he or she doesn't want to cause hard feelings. All applicants look the same, just at a higher level than with central tendency. This is unrealistic and does not get the College the most qualified candidates.

10 AFTER THE INTERVIEWS

The hiring supervisor must keep in mind that many factors go into the selection decision. For example, hiring supervisors should carefully weigh all the following factors:

- Application materials free of errors and accurate completion
- Resume and cover letter quality (was the letter customized to the NTC position)
- Timeliness of communication
- First interview and attire (this is probably their best effort to present a professional image)
- Relevancy and quality of candidates' questions about the position
- Feedback from tours and other interaction with staff and HR
- Second interview
- References, background and any necessary computer skills testing or presentations (per position)

Often, hiring supervisors only focus on one 40-minute interview and not on all the many other factors that can play an important role in the decision-making process. The decision needs to be comprehensive and consider all available factors.

1. The committee should discuss and rank the candidates to reach a consensus regarding the top individual. If any applicants are not recommended for hire, those individuals do not need to be included in the ranking order. The recommended top candidate(s) (if applicable) in ranked order should be emailed to Human Resources.
2. Before leaving the room, <u>all interview notes and rating forms must be returned to the hiring supervisor upon completion of the interviews and then delivered to HR for their files.</u>
3. If there are not any acceptable candidates to recommend for hire after interviews are completed, the hiring supervisor and committee has the option of scheduling additional interviews or recommending re-posting the position. This must be discussed with HR.
4. If candidates have questions regarding their status (i.e. why they were not selected, etc.) they should be referred to HR.

11 PRE-OFFER

1. Pre-employment criminal background checks and professional references must be completed and favorable results returned to HR before an offer is extended by HR for a vacant position. The link to fill out the background check should have been emailed to the candidates, using the template provided from HR, by the administrative assistant/hiring supervisor when the interview was scheduled. After interviews are completed, HR will email the professional reference check information to the top 1-2 candidates. A financial background check will also be conducted for all positions in the Executive Leadership Team, Financial Services Department and those positions with budget authorization or cash handling.
2. Clerical/technical skills testing: The top 1-2 candidates for administrative support positions will be required to demonstrate minimum clerical/technical competencies, appropriate to the position, prior to receiving an offer for employment. Testing generally includes a typing test (speed/accuracy), Word and Excel. Although

acceptable scores may vary for each level of the position, generally typing is >40 wpm, and >70% for Word and Excel.

3. Health related clinical employees: The State of Wisconsin requires a caregiver criminal background check for all employees working at clinical sites. Any offers for employment at clinical sites must be contingent upon the applicant passing the caregiver criminal background check through the Department of Justice. HR must be notified when this additional background check is required.
4. If the final applicant is an NTC employee, the hiring supervisor should contact HR to discuss the applicant's previous documented performance and if any further background or financial checks are required for the position.
5. In some cases (for Faculty) an email or verbal approval from the ELT member must be received before the President will approve the hire. The approval(s) is/are needed before HR can make an offer.

12 MAKING THE OFFER

1. Once the President approves the hiring request in NEOGOV, HR will make the offer of employment to the top candidate after successful completion of an acceptable background and reference check or any other applicable testing. If discussion needs to occur regarding the salary offer, HR will collaborate with the VP/AVP or President when applicable.

13 ACCEPTED OFFER

1. Upon acceptance of an offer, HR will coordinate a start date with the new employee and the hiring supervisor/department.
2. The hiring supervisor must personally contact any internal candidates that were interviewed, but were not chosen for the job, and then notify HR when they have done so. HR can provide guidance regarding the discussion with internal candidates.
3. HR will notify any external candidates that interviewed for the position regarding the status of the job through an email notification generated from NEOGOV.
4. After the chosen applicant accepts the job offer, the hiring supervisor will receive an email from HR indicating start date and time, including times for new hire paperwork/benefits in HR, and other information.

14 FORMS & EXHIBITS (A – K)

Recruiting Checklist for Hiring Supervisors

NO Job offer will be made until Human Resources receives final approval from the President
ONLY Human Resources is authorized to extend offers of employment to final candidate

Steps before applications are reviewed in NEOGOV:

- ☐ Propose members for the interview committee and obtain approval from HR. Include HR Manager for leader and faculty positions. HR will work with hiring supervisor to finalize the committee that meets diversity goals.
- ☐ Once approved by HR, all committee members and the individual who will set up interviews must sign the "Confidentiality Agreement for Recruitment" (Recruitment & Hiring Manual, Exhibit D) prior to seeing any applicants' names or applications.
- ☐ Email proposed Interview Question Rating document to HR at least one week before interviews, to obtain approval of questions.
- ☐ Create "Application Rating Rubric" (Recruitment & Hiring Manual, Exhibit E).
- ☐ Identify interview dates, block off time on committee members calendars, and book a conference room for the interviews or Zoom.
  - Try to schedule interviews in one or two days back-to-back.
  - Allow 15 minutes between interviews for time for discussion, restroom breaks, etc., as it can be a long day.

Steps to properly screen applicants and prepare for interviews:

- ☐ Review applications in NEOGOV as they are submitted, do not wait until the closing deadline to review applications.
- ☐ Select the top 4-5 applicants to interview and email the names to the HR Manager working on the position's recruitment prior to scheduling interviews. HR will review selected candidates and provide feedback.
- ☐ Hiring supervisor must personally call internal employees who applied but are not selected for an interview (other than adjunct employees outside your department).
- ☐ After the HR Manager approves selected applicants for an interview, HR will email the remaining external candidates (unless there is any alternate/back-up candidate(s)) a notice that they were not selected for an interview.
- ☐ Set up interviews with selected candidates in person or via Zoom. Use the "Confirmation Email Template" (Recruitment & Hiring Manual, Exhibit H) to provide each candidate confirmation including the date and time of interview, where to report, parking information and the criminal background link.
- ☐ Email the committee and HR the final interview schedule including dates/times, location/via Zoom, and interview committee members' names.
- ☐ Create interview packets with the appropriate materials (Recruitment & Hiring Manual, Exhibit J).

Steps for Interview Day:

- ☐ Notify your administrative assistant or designated team member when and where interviews will be held to direct the interviewees when they arrive on Campus. (Make sure you are prepared for candidates who arrive early.)
- ☐ Schedule time with committee prior to the first interview, to review the interview process and assign questions to each member. Review the job description and other relevant information so the committee knows what credentials make a successful applicant.
- ☐ Conduct interviews and provide applicant with a bottle of water.
- ☐ Offer campus tour if you feel it's necessary and have a staff member from the department with the vacancy prepared for this role.
- ☐ Discuss applicants with interview committee after interview, and rank the candidates to reach a consensus on the best applicant to move forward in the recruitment process.

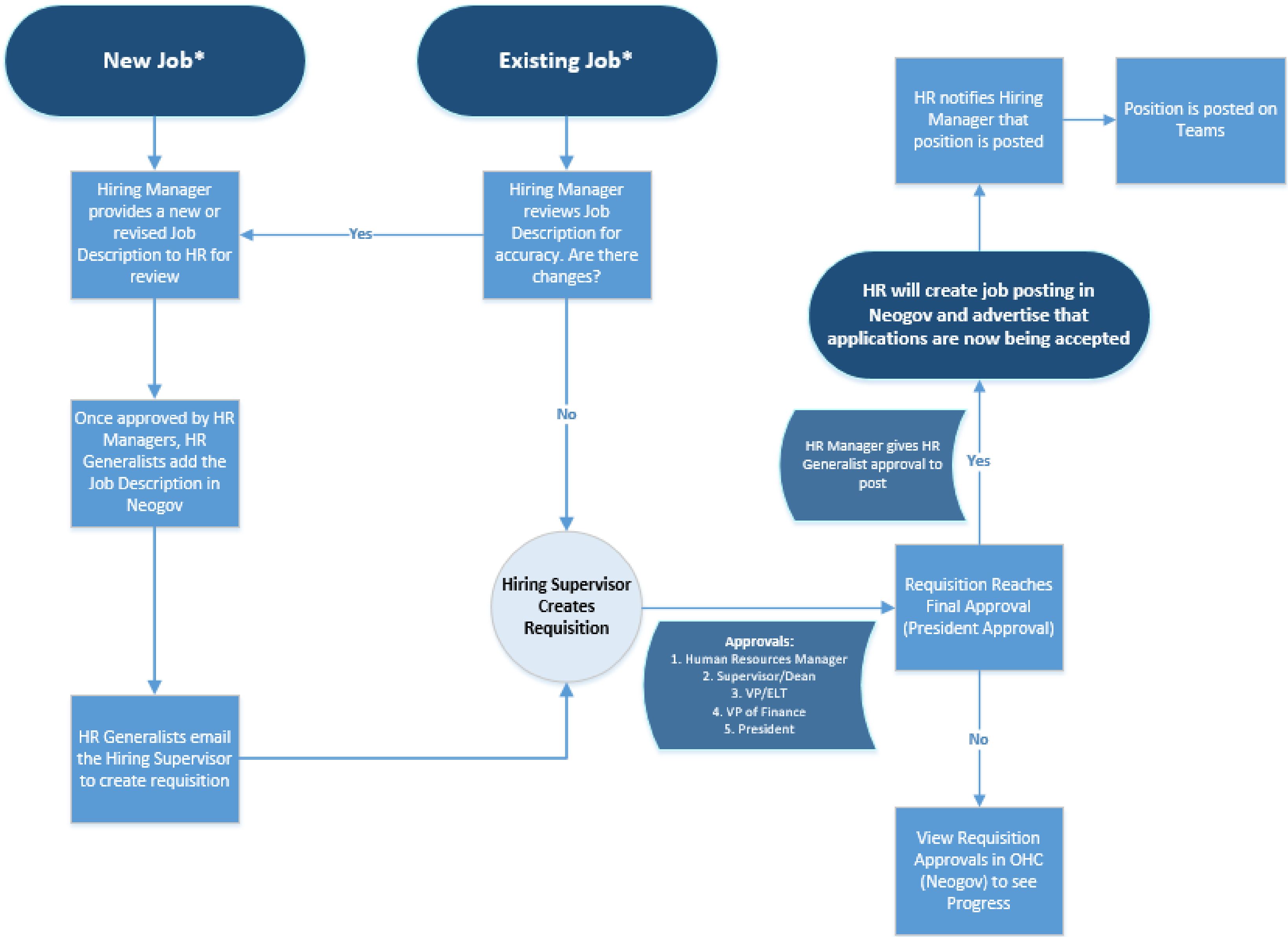
- ☐ Identify any secondary candidates for consideration in the event the top candidate turns down the position offer.
- ☐ Return all copies of "Interview Question Rating" documents, and other interview materials to HR, **do not** throw away any notes.

Post-interview Responsibilities and Steps:

- ☐ Inform HR of your recommended top candidate for the position – HR will start the criminal background and reference check process. Some specific positions, may require computer testing (excel, word, and typing) which will be sent by HR to the top 1-2 candidates.
- ☐ Faculty position – please discuss salary with HR Manager regarding an offer to the candidate.
- ☐ Identify a potential start date, to ensure hiring supervisor is present on first day, preferable on a Monday at the beginning of a payroll week.
- ☐ **HR will make the job offer**, AFTER receiving completed and favorable background and reference check results, and final approval to hire from the President.
  Faculty position – candidate(s) will need to meet with the VP for Learning prior to the offer.
  Leader position – if a new employee will report directly to a member of ELT, the President may need to meet with the final candidate for approval before an offer is extended. Please work directly with the Executive Assistant to schedule this meeting.
- ☐ Once an offer is accepted, HR will notify any external candidates that were interviewed regarding the status of the position. The hiring supervisor must personally call internal applicants that were interviewed, but not hired.

Approved 5.24.2021

Requisition Process



*If total amount for job is under $5,000 threshold, then no requisition is required.

NEOGOV: Creating A Requisition

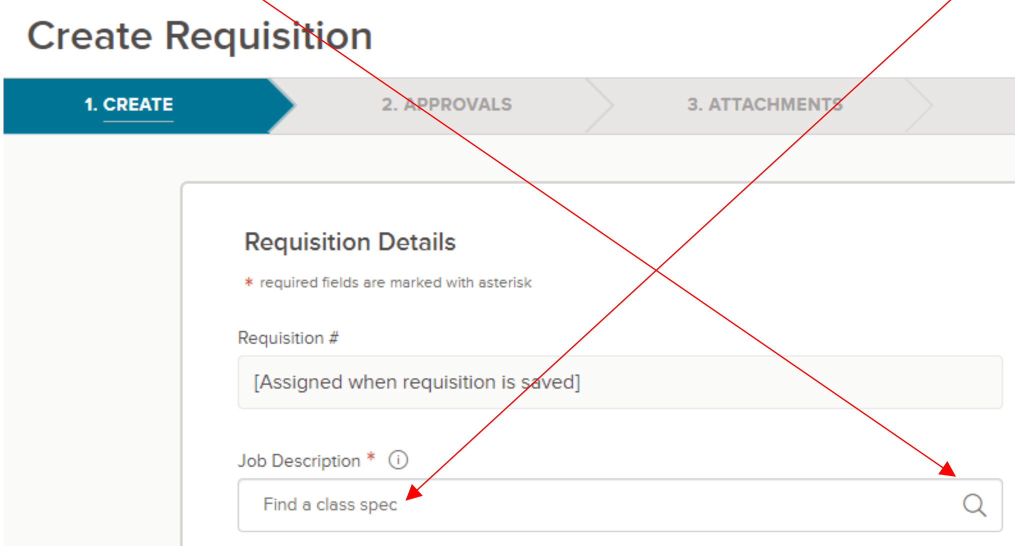
Website and Log-in:

The website to access NEOGOV is: https://secure.neogov.com/insight/login.cfm
You should have received an automated email when your account was initially created in NEOGOV by HR. If you did not receive it, please contact HR at hr@ntc.edu or extension 1483, or if you need to reset your password.

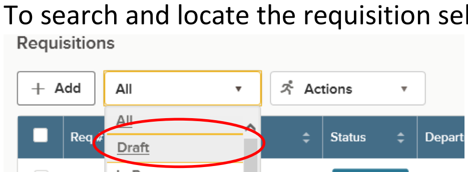
Create A Requisition:

1. To start the requisition process, click the plus sign below your name on the upper right hand header and choose 'Requisition.'

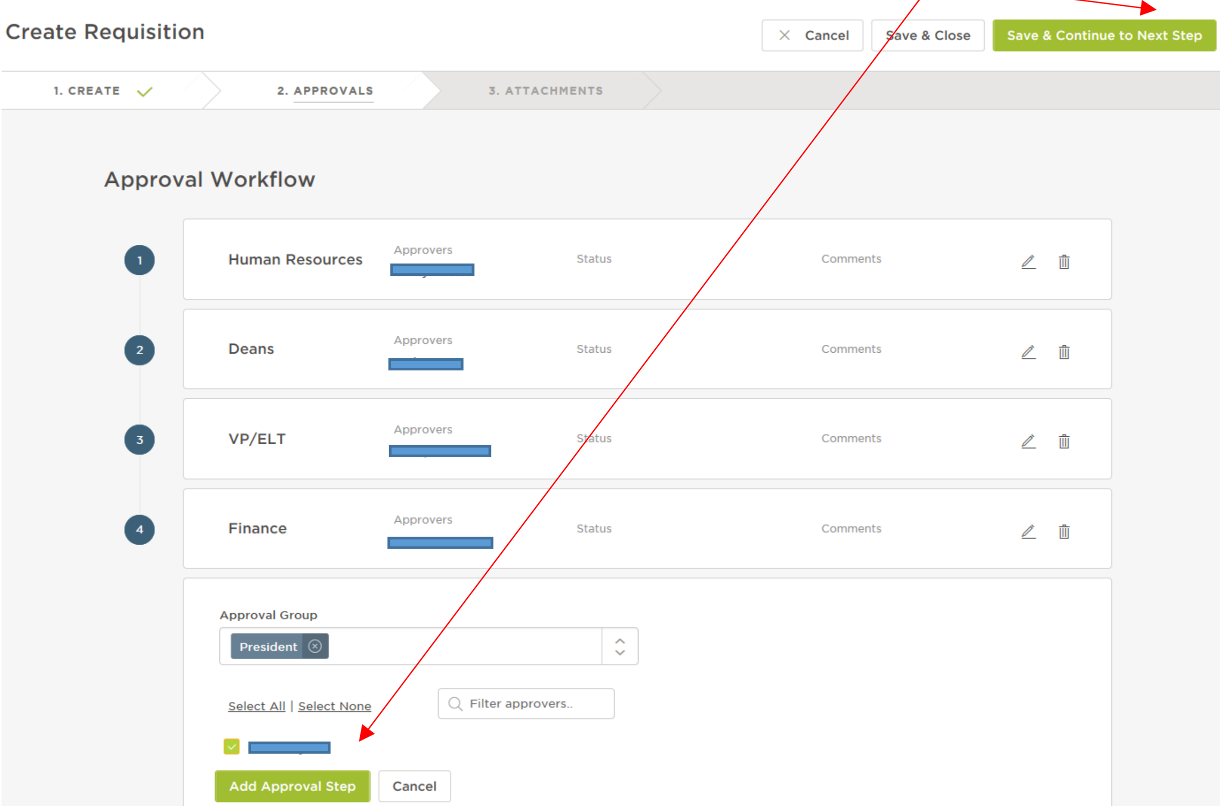
2. After the requisition form opens, start typing the name of the job title in the job description field or click on the magnifying glass to search for the position. The position title should appear if HR has entered it into NEOGOV. Once it appears, click on the correct title and it will populate into the field. If the title of the position is not found, please contact Human Resources to determine the next steps.



3. After you select the correct job, fill out the remaining required fields of the requisition.
   - If you start the requisition but don't have all the necessary information, you can click on 'Save and Close' and return to the 'Draft' form at a later time to complete it. However, to save as a draft, all required areas must be filled in, even if it is incorrect at the time. The information can be changed or corrected before releasing the final requisition for approvals.
     - To search and locate the requisition select 'Draft,' in the drop down menu

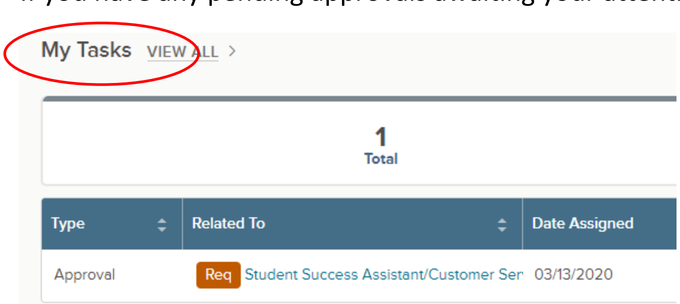


4. After the requisition form is correct and complete, click ‘Save & Continue to Next Step’ in the upper right hand corner.
5. Next, approvers will need to be selected in this order:
    - Human Resources – Choose the HR Manager you are working with
    - Dean or supervisor (ELT/VP) you report to
    - Finance CFO
    - President (In order to have the President’s name populate, you need to click ‘Add Approval Step’ at the bottom before saving and proceeding to the next step.)
6. After all approvers are selected, click ‘Save & Continue to Next Step.’

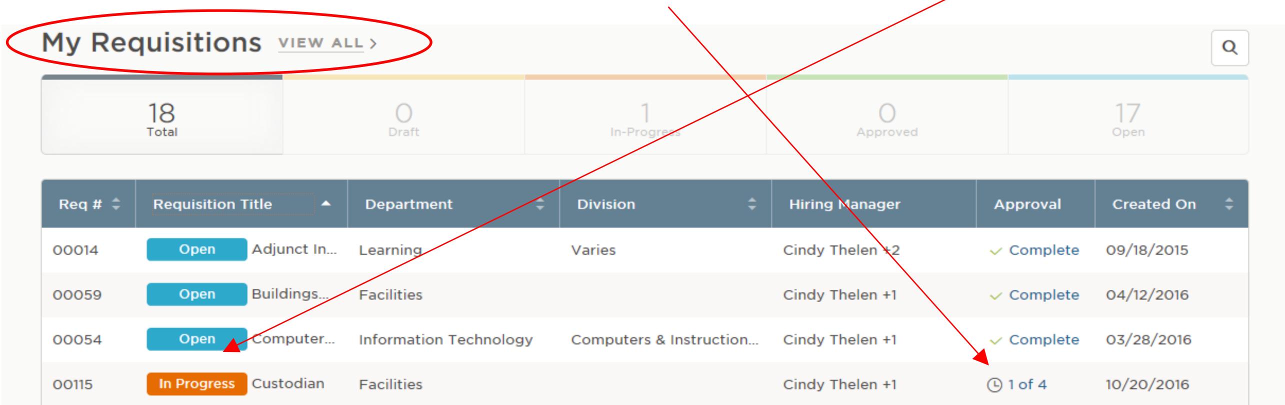


Checking Approval Status:

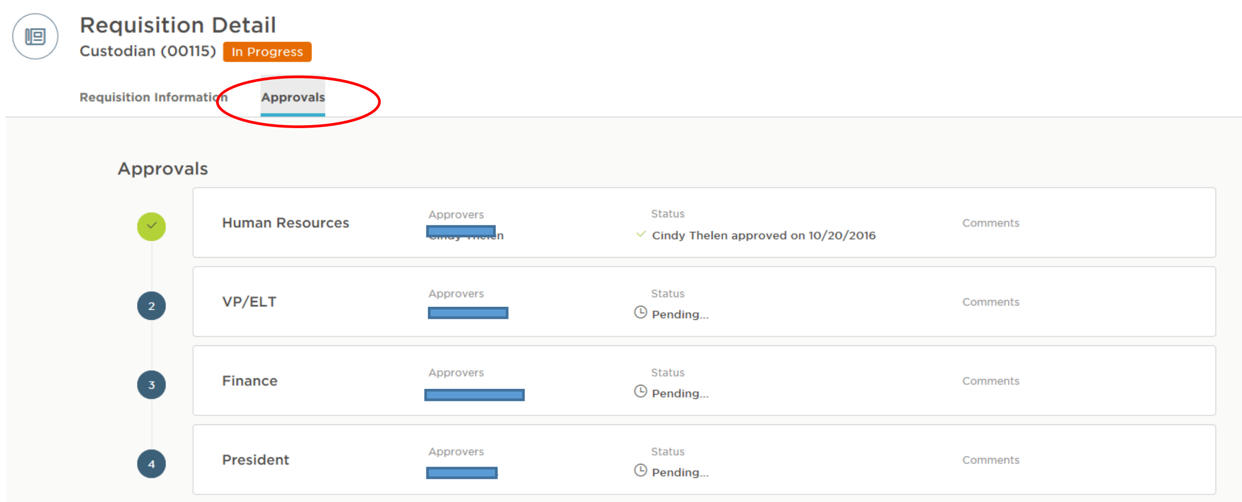
1. Log into your account. You will be on the main dashboard page.
2. If you have any pending approvals awaiting your attention, they will appear under ‘My Tasks’ at the top.



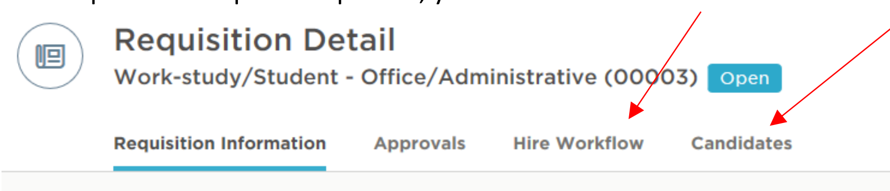
3. To check the status of the requisition approvals, scroll down to ‘My Requisitions.’ If the requisition is ‘In Progress,’ you can see who has approved/not approved it by clicking on the blue highlighted characters/numbers under the Approval column,



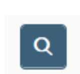
or click on the specific requisition title, and select the Approvals tab at the top.

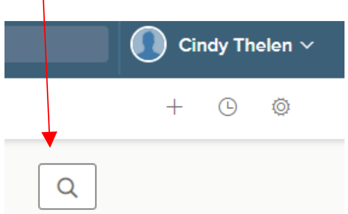


4. After a position is open and posted, you can view the hire work flow and candidates from the tabs at the top.



Expanded Search Features:

Click on the magnifying glass  to the bottom left of your name in the upper header. It is an all-encompassing search feature and allows a search for a Requisition Title, Req #, Department, Candidate’s name, etc.



Confidentiality Agreement for Recruitment

Interview Committee Members

All members of the interview committee will understand their duty and remain confidential during the entire process. You are an advisory member of the interview process and will provide a recommendation to the hiring supervisor.

The goal of the interview committee is to remain objective and recommend the best candidate during the interview process who meets the needs of the College.

If you personally encouraged any applicants to apply for this vacancy, or are related to any applicant or interviewee, you must discuss the situation with Human Resources (HR) prior to accepting the invitation to serve on the committee. You may be asked to decline your involvement as a member of the committee for this reason or your involvement may be limited. The committee member must be confident that they can remain neutral and unbiased in the selection process.

You must fully understand that the entire hiring/interview process is **HIGHLY CONFIDENTIAL**. This means that names of those applying, names of those interviewed, and recommendations for hire are not to be discussed with **anyone** outside the room or virtual environment where the interviews take place. Any information that may obviously lead someone to understand the name of an applicant, is not permitted to be discussed. All conversations that take place in determining candidates for interviews or hiring are confidential and will not be shared with anyone outside the interview committee.

If you feel you cannot comply with this level of confidentiality or choose not to participate in the process, speak to HR immediately.

Disciplinary action will occur up to or including termination if a breach of confidential information occurs.

If asked information by others regarding the qualifications of applicants, number of applicants, names of applicants, status of the interview process – choose one of these responses:

"I am not able to discuss this information with you"
"The committee is still in the process"
"The process is confidential"

I agree to the above and have addressed any questions/concerns I have about this agreement with HR. Furthermore, I understand that all paper documents regarding the hiring for this position are confidential and will be collected by the hiring supervisor and returned to HR at the end of this process or as requested. I understand I must have completed the 'Beyond Bias: Recruiting and Selecting the Best Candidate' interview training before serving on this committee. I accept the assignment of an interview committee member.

___________________________________ ______________________________

Employee Name Relevant Vacant Position

___________________________________ ______________________________

Employee Signature Date

Approved 5.24.2021

Application Rating Rubric

Qualifications:	Required			Preferred				Application		
Applicant Name	Bachelor's Degree Related = 4 pts Unrelated = 2 pts	Years of HR exp > 4+ years = 5 pts <3 yrs = @1 pt/yr	HR-related systems - 1 point each	Master's Degree Related = 2 Unrelated =1	Supv exp 2+ yrs = 2 1 year = 1	HR Certifications = 1 point each	Work exp in Education = 1 point	Docs accurate & no errors 0-2 pts	TOTAL POINTS	FINAL RANK
Taylor	4	5	3	2	2	2	1	2	21	1
Sally	4	5	2					2	13	2
Travis	2			1	2	1	1	1	8	4
Steve	4	2	3	2	2			1	14	3
Lisa	2				2		1	0	5	5

Screening Criteria

Below is an example of qualifications from a job description to demonstrate how the connection is made in establishing the "Application Rating Rubric" (Exhibit E) used to evaluate applicants. To effectively evaluate the candidates' credentials, the qualifications from the job description should be used as criteria. Candidates should meet the required qualifications, in order to be considered for an interview. If any applicants meet the additional preferred qualifications, it is an added bonus to consider in their credentials.

Example: Qualifications for a generic Human Resources Manager position

Required:

1. Bachelor's degree in business, human resources or closely related field.
2. A minimum of four (4) years of progressively responsible Human Resources experience required.
3. Requires knowledge/experience in Human Resources Information Systems (HRIS) such as PeopleSoft, ImageNow/Perceptive Content (document imaging), NEOGOV/PeopleAdmin (applicant tracking) or similar systems.

Preferred:

4. Master's degree in Business, Public Administration, or closely related field.
5. Two years related work experience in an administrative/supervisory role.
6. SPHR, PHR, SCP, or CP Human Resources certifications preferred.
7. Experience in an educational setting highly desirable.

When assigning point values:

- The required qualifications should be about double the point value compared to preferred qualifications point values. This provides more weight for the required qualifications and aids in the overall ranking.
- Preferred qualifications should have a lesser point number than required qualifications, since they are considered an 'added bonus' or 'nice to have' when evaluating the credentials.
- Consider the overall importance of each credential and how they contribute to success in the job.
- If number of years of experience is required, applicants can still be awarded points by assigning lesser point values for less years.
- On the "Application Rating Rubric" (Exhibit E), the qualification headings could be customized as applicable for each individual position. For example, you could substitute "Computer/IT knowledge" for "Certification/Licensures." The example and template (Exhibit E) are to serve as a guide only, based on a generic HR Manager position. Each position will have specific rating criteria based on the specific job description qualifications for that specific position.

When ranking candidates:

- Highlight the areas for each candidate that meet each required qualification. This will make it easier to determine the final ranking of your top candidates. Note: In many cases, an applicant may have more total points than other applicants, but this doesn't automatically make them a higher ranking candidate. Applicants that meet the 'required' qualifications should receive an overall higher final ranking in the last column of the "Application Rating Rubric" (Exhibit E)
    - Example: Sally versus Steve. Steve's years of experience do not meet the minimum of 4 years required, therefore he receives 2 points, and his points are not highlighted. Sally's points get highlighted because she meets the requirement. Later, Steve has a higher number of total points, but Sally is awarded a higher final ranking because she meets all the required qualifications.
    - Example: Travis and Lisa have a Bachelor's degree, but it is not in the required related field, therefore their point value of 2 is not highlighted for meeting the requirements.
- Highlight the numbers in the final rank column for each candidate that meets all the required qualifications, which will help to determine the proper order ranking.

Virtual Interview Etiquette

Prior to Interviews:
As with in-person interviews, the interview committee should consist of no more than four members unless HR has approved an exception. More than four members on the committee for virtual interviews makes it harder to manage virtually and can create an overwhelming experience for the candidates.

After the committee is approved by an HR Manager, email the "Confidentiality Agreement for Recruitment" (Recruitment & Hiring Manual, Exhibit D) to the committee members for their signature. All forms must be collected and returned to HR before any applications of the chosen candidates and the interview questions are emailed to the committee.

Please do not share the questions electronically with the candidate, but make sure the interviewee is able to hear and understand the questions as asked and schedule enough time to repeat and clarify questions, if needed.

Prior to scheduling the virtual interviews, ensure the Zoom account is set up to allow people to wait in the 'waiting room.' A <u>separate</u> interview invitation should be set up for each candidate, and marked as '*private.*' The application, resume and cover letter should be emailed to the committee members and <u>not</u> included as an attachment to the invite, as the candidate will receive any attachments included in the invite. This will be more convenient as there should be no need for printing these documents. If there are paper copies of the application packets, they must be shredded when done.

Although it is best to conduct the interviews from the campus office, if a member needs to conduct them during a Work From Home day, the member must adhere to these guidelines:

- Use an NTC issued laptop/tablet; a mobile phone should not be used
- Must have reliable internet connection
- Must be dressed professionally for the interview
- NO eating or chewing gum
- Must have a quiet room without distractions and where others cannot hear your confidential conversation. The room should have a professional background and be free of clutter.
- Children and/or pets must be kept in a separate controlled environment so the interview process is not disturbed or interrupted.
- All cameras must be on during the interviews, and phones should be turned off.

Day of the Interviews:
It is the responsibility of the hiring supervisor to ensure the interviews go smoothly and the interview committee is aware of the virtual interview etiquette. Schedule a 15 minute meeting in Teams prior to the day/time of the actual interviews to discuss these important items with the interview committee:

- Decide the order introductions will take place when welcoming the candidate and how much time will be spent on introductions and what you want members to cover in their introduction.
- Review the "Interview Question Rating" (Exhibit I) document and indicate the question numbers each committee member will ask, which can be noted by the hiring supervisor on the copies sent to the interview committee. This will allow for a smooth flow with the interviewers being ready to unmute themselves to remove any awkward silence between questions. <u>Members should ask the same questions of each interviewee.</u>
- Candidates' application or credentials should not be discussed prior to the interviews. This is to allow all members to have a fresh, unbiased opinion of the candidates.

- All interview committee members should join the meeting 10 minutes prior to the scheduled start time before allowing the candidate access to the room. This will allow time to help resolve any issues that need troubleshooting and will prevent a potential awkward situation for the candidate.
- Computer cameras should be located in front of each member (not off to the side), so it does not appear that the member is looking elsewhere. This is as important as having eye contact during interviews. If the interviewer needs to review the application documents on another screen, it should be positioned appropriately, so eyes stay on the camera.

The Interviews:
The hiring supervisor will welcome the candidate and give an overview of the process including the following:

- The interview committee will individually introduce themselves, their role at the College and reason (example: connection to position/work closely with position) for being on the committee.
- The interview committee will be taking turns asking the questions.
- Committee members may appear to be looking down at times, but this is to take notes during the interview.
- As with an in-person interview, it is acceptable to have water or something to drink during the interview process.
- The timeframe allotted for the interview including the number of questions. For example: “We have 45 minutes and 18 questions, so we will take about 2 minutes for each question, which will allow time for your questions at the end.”

If the hiring supervisor notices a problem, including a technical problem like the camera/video is not activated, the supervisor should stop and resolve the issue even if the interview needs to be rescheduled.

After the interview:
The Interview Committee should exit the Zoom call before discussing the candidate, even if it appears that the candidate has left the call. The hiring supervisor should arrange an internal Teams call to discuss the candidate, if time permits after each interview.

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Confirmation Email Template

For in-person interviews:
Dear (Candidate's name),
Thank you for accepting our invitation for an interview for the (Insert position title) position. We welcome spending time getting to know you, as well as having you experience our NTC culture.

We look forward to seeing you on (Insert Day, Date and time). It may be most convenient for you to park in the (Insert parking lot) parking lot and enter through the (Insert Door) entrance doors. Prior to the interview date you will be notified of any safety requirements, such as masks, hand sanitizing and so on. You can then proceed to the (Insert Department here) Office, Room (insert room number) at the Wausau Campus.

For virtual interviews:
Dear (Candidate's name),
Thank you for accepting our invitation for a virtual interview for the (Insert position title) position. We welcome spending time getting to know you, as well as having you experience our NTC culture.

We look forward to meeting you virtually on (Insert Day, Date and time). You will receive an email invitation shortly with the virtual interview information. You are encouraged to test the technology you will be using prior to the day of the interview, and contact us if you have any problems. Please note the interview requires that your technology has an operational camera.

Same body of email for both in-person and virtual interviews:
The interview will be conducted by a small committee and will last approximately 45 minutes to an hour. We hope to conclude all of the interviews within a week and get back to all candidates when we have a decision, which could be up to two weeks after the interviews.

As part of Northcentral Technical College's (NTC) recruitment process, all final candidates' employment offers are subject to completion of a criminal, civil, financial and reference check, as applicable per position.

In order to help us facilitate this process, please go online to https://consentgateway.choicescreening.com/Northcentral and complete the background information required before your scheduled interview with NTC. The top candidate(s) will receive additional communication from Human Resources and/or the hiring supervisor asking to provide professional references for the final piece of the recruitment process.

Please feel free to reach out to me at (insert your email and direct phone line here) with any questions. For any job related questions, or if you require any accommodations during the interview process, please contact Human Resources within 3 working days before your interview, at hr@ntc.edu or 715-803-1483.

We appreciate your interest in NTC and request your reply to this email to acknowledge receipt of the information provided herein.

Best Regards,
(Add your name here)

Exhibit I

Interview Question Rating

Position: **Candidate's Name:**

Demonstrated Evidence of: (taking into consideration quality and depth of experiences)		
Questions	**Low-------------High**	**Comments**
1. Please tell us about a time you recommended new technology or a more efficient way to use technology to create better efficiency within an HR department.	|------------------------|	
2. Give an example of a large project which involved research and analysis which gained exposure at a higher level of the organization.	|------------------------|	
3. Explain how you managed multiple projects or assignments with competing deadlines and provide some examples.	|------------------------|	
4. Please provide an example of a process that you had complete lifecycle involvement with from start to finish, and how you successfully executed it organization-wide.	|------------------------|	

I recommend this applicant for hire ____ Yes ____ No (If 'No', do not rank the applicant below)
This applicant ranks ____ of ____ applicants

Committee Member Signature___________________ Print_____________________ Date ___________

SUPERVISOR/HR: Did the applicant mention/request an accommodation before/during the interview process ____ Yes ____ No If yes, please explain:___________________________________

Interview Packets for Committee

Interview packets need to be created for each member of the interview committee and should be distributed at least two days prior to the interviews (if possible) so the committee members have time to review the provided information in advance. Paper documents can be used for in-person interviews; however, electronic documents should be emailed for any virtual interviews. Documents should not be attached to the Zoom invitations, as applicants will be able to see those documents.

Information to provide to the interview committee:

- Interview Schedule
- One copy of job posting or job description
- Each candidate's application packet (application, resume, cover letter, etc.)
- "Interview Question Rating" (Exhibit I) form for each candidate

Interview Schedule:
Typically the interviews take place in one day, and the time slots available for interviews will be provided by the hiring supervisor. Extra time is usually built in between each interview for discussion and/or some time for a break or lunch if necessary.

[Position Name] Interviews
Interview committee: [List member names]
[Day of Week, Date]

Interview Start Time	Candidate 1 Full Name
Interview Start Time	Candidate 2 Full Name
Interview Start Time	Candidate 3 Full Name
Interview Start Time	Candidate 4 Full Name
Interview Start Time	Candidate 5 Full Name

Application Packet:
Each committee member should have an application packet (employment application, resume and cover letter, transcripts, etc.) for each candidate. Refer to "NEOGOV: Printing Application Packets" (Exhibit K) to properly capture all documents into one pdf for each candidate. **Copies provided to the committee should be clean and free of any notes that may have been made by the hiring supervisor while reviewing the applications.**

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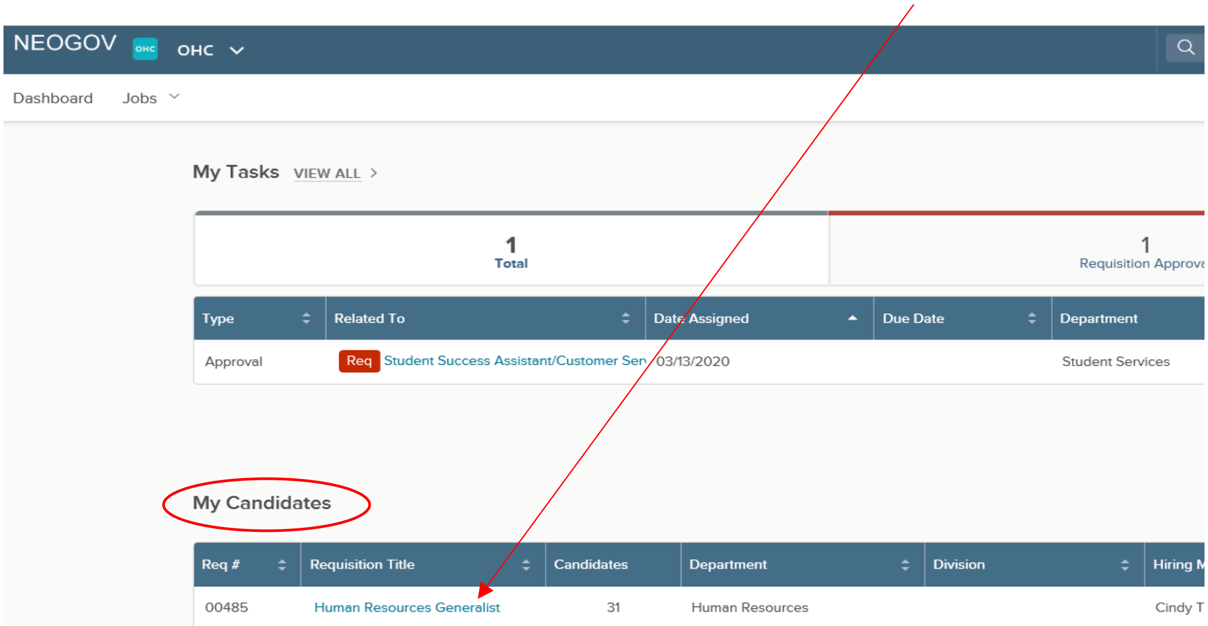
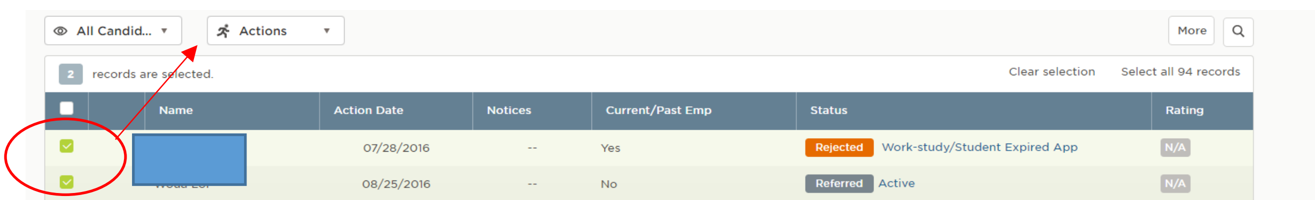
NEOGOV: Printing Application Packets

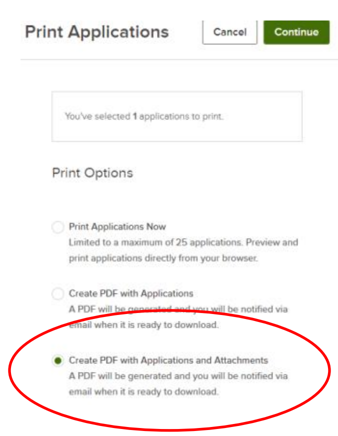
1. After logging into NEOGOV, scroll down to ‘My Candidates’ then click on the job you wish to view.



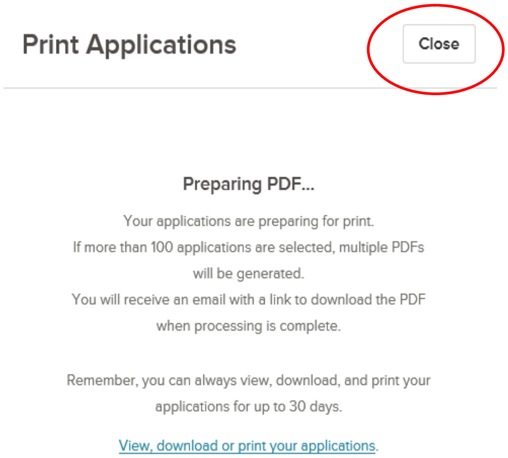
2. Click the box(s) to the left of each application you wish to select, and a green checkmark should appear to the left of the name. Once you have all the applicants selected that you wish to print application packets for, click on the ‘Actions’ drop down, and choose ‘Print Apps.’



3. A pop-up will shoot out from the right of your screen allowing you to choose what items you want to print. It is <u>recommended</u> to choose to ‘Create PDF with Applications and Attachments,’ then ‘Continue’ at the top right. **This is the BEST option because it includes the application, cover letter, resume, and any other attached documents in an easy to read format**. This selection may take a little more time, but nothing substantial.



4. After you click 'Continue,' you will see the process is running and you can minimize the page by clicking 'Close.'



5. You will receive an email with this information when your request is ready to print from the site:

> Your batch request for job: 00273 (Human Resources Specialist) is ready.
>
> Please sign in to NEOGOV OHC and review your batch PDFs by scrolling over your name in the upper right hand corner and clicking on "Print Applications".

6. After you receive the email from NEOGOV that your applications have been generated, log back into NEOGOV. Hover over your name on the upper right-hand corner of your screen. Select 'Print Applications' from the dropdown box. You can download, save or print the applications packets generated in NEOGOV. When sent to the interview committee, applications should be saved individually with each candidate's name, not as one large document.