

Staff Recruitment Process

I. Position Analysis

A vacancy presents an opportunity to rethink a position and the characteristics of the position needed to make it work, now and into the future.

1. What would happen if this job were not filled or performed?
2. What can we learn from our past five year's experience with this position?

II. Position Posting

1. Department Head completes a Personnel Requisition Form with a job description attached and forwards the form through their divisional vice president and then to the Office of Human Resources.
2. Once approved, the Office of Human Resources posts a "Position Vacancy" notice in house (for a minimum of three days), on the Mount's website, Job Line and places a call to the Job Placement Service.
 - a. If a current employee applies for the position, they must notify the Human Resource Office.
 - b. HR staff will conduct tests (word processing, spreadsheet management, etc.) for the position, as necessary.
3. Positions may be advertised in local newspapers on an as-needed basis.

III. Application Process

1. A copy of the approved position vacancy notice is forwarded to the supervisor along with:
 - a. Staff Benefits Summary
 - b. Applicant Log
 - c. "Change of Status" Form (to be completed when an applicant is hired).
 - d. EEO Data Cards

2. Recruiting a Candidate Pool

a. Looking Inside

- Consider possible internal candidates with an interest in the post.
- Determine if the position requires an external search.

b. External Search:

- Advertising -

- brief position description
- minimum qualifications
- include information needed from candidate
 - an application or resume
 - a cover letter from the candidate
 - names & phone #s of 3 references
- state length of response time
- ad placement (where locally)
- emails or faxes accepted?

- Focused Contacts - person-to-person networking.

The object is to reach good candidates who are happily and productively employed elsewhere, but who may be open for a change.

Applications will be received through the Department of Human Resources.

A log of all applicants must be maintained and placed on file at the end of the search in the Human Resources office.

An EEO Data Form will be mailed to each applicant to acknowledge receipt of their application as well as to collect specific data for diversity analysis. When completed, this form remains separate from the candidate's application and is not available to the hiring manager or others involved in the search.

IV. Interview Process

Interviews are conducted by the Department Head, or if necessary, by the Executive Director of Human Resources.

A. Schedule Short-List Candidates for Interviews

- Prior to inviting any candidates to campus for interviews, references must be checked and documented (Appendix A)
- Normally, no less than three candidates will be interviewed for an opening. (At least one female and/or minority candidate should be interviewed.)
- Prepare for the Interview (Appendix B)
- Send a Mount Information Packet in advance of the interview (Appendix B)
- Interview Questions/Interview Analysis (Appendix C)

B. Interview Results & Hiring

- When a decision has been made to hire an applicant, the Department Head notifies the Human Resources Office.
 - a. If the minimum wage isn't sufficient to the applicant and the Department Head feels the applicant should receive consideration for a higher starting wage, a request to the Executive Director of Human Resources can be made. HR will determine whether any adjustment to the minimum hiring wage should be made and determine the amount that can be offered.
 - b. The Department Head notifies the applicant of the decision made and offers the position to the applicant.

V. Search Conclusion

1. Once the offer has been accepted, the Change of Status Form should be completed by the Department Head and returned to the Department of Human Resources along with the new employee's application/resume.
2. A "Welcome Aboard" letter with necessary payroll forms (federal and state tax forms, I-9 verification, etc.) will be sent to the new employee by the Department of Human Resources.
3. Letters of regret will be mailed to all applicants once the final candidate has accepted the offer of employment.
4. The completed applicant log and applications/resumes from the other candidates must be returned to the Department of Human Resources as soon as the search is completed.

APPENDIX A:

FORM FOR CHECKING REFERENCES OVER THE PHONE

Candidate's Name: _____

Person Called: _____

Person's Position: _____

Company's Name: _____

Identify yourself, your institution, your reason for calling, and the position for which the candidate is applying.

1. What is/was your relationship to _____?
2. From what month and year until what month and year did you work with _____?
3. Can you verify the position(s) that he or she held?
4. Can you provide a general sketch of _____'s character?
5. Did you have the opportunity to observe _____ in his/her position as _____?
6. How would you describe his/her performance in this position?
7. What do you consider _____'s strengths to be?
8. In what areas does _____ need additional development?
9. How would you compare the performance of _____ with that of others who have held the same job?
10. Please describe _____'s work ethic in the context of tardiness, absenteeism, attitude, abuse of sick or vacation time, dependability, trustworthiness, or completion of assigned tasks.
11. In what sort of environment do you think that _____ would work best.
12. Why did _____ leave (or why is _____ interested in leaving) your organization?
13. Would you hesitate to re-employ or work with _____ if you had the opportunity?
14. Is there any additional information that you feel we should have in considering _____ for employment?

Interviewer: _____

Date: _____

APPENDIX B:

PREPARING FOR THE INTERVIEW

INTERVIEW PREPARATION CHECKLIST

- ❑ Send Mount Information Package to interviewee.
- ❑ Arrange campus tour.
- ❑ Arrange meeting with HR representative who will discuss benefits.
- ❑ Arrange interview with Department Head.

WELCOME PACKAGE FOR INTERVIEWEES

Here is a brief list of information that you should send to all candidates invited to campus for an interview.

- ❑ Benefits synopsis
- ❑ College catalog
- ❑ Department brochure (if available)
- ❑ Organizational chart (department and institution)
- ❑ History of institution
- ❑ Mount Plan
- ❑ Statement of mission, goals, objectives, and initiatives (often found in promotional materials)

APPENDIX C:

TIPS FOR CONDUCTING THE INTERVIEW

Before the Interview:

- ❑ Book an appropriate location
- ❑ Review the job description (if appropriate)
- ❑ Draft and agree upon the interview questions to be asked
- ❑ Review the candidate's resume/application
- ❑ Agree on the format for the interview
- ❑ Ensure that you know and can identify the indicators of the candidate's ability to perform the job

During the Interview:

- ❑ Introduce those involved in the interview process.
- ❑ Describe the format of the interview
- ❑ Ask open-ended informational, situational, and behavioral questions
- ❑ Let the applicant do most of the talking
- ❑ Keep the interview on track
- ❑ Observe nonverbal behavior
- ❑ Take notes
- ❑ Leave time for the candidate to ask questions
- ❑ Describe the remainder of the search process and the time it will take
- ❑ Thank candidate for his or her time.

After the Interview:

- ❑ Evaluate the candidate
- ❑ Document the interview

GOOD INTERVIEW QUESTIONS

- 1) Tell us a little more about your professional experiences, particularly those not mentioned on your resume.
- 2) Why are you interested in leaving your current assignment and why do you feel that this assignment would be better for you?
- 3) Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
- 4) How does this position fit into your overall career goals?
- 5) Describe the duties of your current job.
- 6) What do you dislike most about your current job?
- 7) What is your favorite part of your current job and why is it your favorite part?
- 8) What are the three college courses that best prepared you for your current job?
- 9) What is the best method of creating a _____ ? [a relevant product]
- 10) What qualities or experiences make you the best candidate for this position?
- 11) Describe two or three major trends in your profession today.
- 12) On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
- 13) Describe a situation in which you did “all the right things” and were still unsuccessful. What did you learn from the experience.
- 14) Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.
- 15) Why did you choose this profession/field?
- 16) What new skills have you learned over the past year?
- 17) Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish this assignment?
- 18) Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
- 19) Describe the best boss and the worse boss you have ever had.
- 20) Describe your ideal job.
- 21) What would your coworkers or your supervisor say about you?
- 22) Can you describe how you go about solving problems? Please give us some examples.
- 23) What is the biggest conflict you have ever been involved in at work? How did you handle that situation?
- 24) What new programs or services would you start if offered the position?
- 25) Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views.
- 26) Tell us how you would learn your new job in the absence of a formal training program.
- 27) How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?
- 28) Think about a coworker from the present or past whom you admire. Why?
- 29) What are the characteristics that you prize most in an employee? What behaviors or characteristics do you find intolerable?
- 30) Can you share with us your ideas about professional development?
- 31) Describe some basic steps that you would take in implementing a new program.
- 32) What are one or two of your proudest professional accomplishments?
- 33) Do you have any knowledge of the unique role of a liberal arts college?
- 34) How do you feel about diversity in the workplace? Give us some examples of your efforts to promote diversity.

- 35) Tell us how you go about organizing your work. Also, describe any experience you have had with computers or other tools as they relate to organization.
- 36) Please tell us what you think are the most important elements of a good _____. (*service, activity, product, class, etc.*)
- 37) Describe your volunteer experiences in community-based organizations.
- 38) What professional associations do you belong to and how involved in them are you?
- 39) Tell us about your preferred work environment.
- 40) What experiences or skills will help you manage projects?
- 41) Tell us how you would use technology in your day-to-day job.
- 42) In what professional development activities have you been involved over the past few years?
- 43) What volunteer or social activities have helped you develop professional skills?
- 44) What things have you done on your own initiative to help you prepare for your next job?
- 45) Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?
- 46) What do you think most uniquely qualifies you for this position?
- 47) Do you have any additional information that you would like to share?
- 48) Do you have any questions for us?

INTERVIEW QUESTIONS TO AVOID

You cannot ask any question during the interview that relates to an applicant's race, color, religion, age, gender, national origin, or disability. In some states, inquiries about a candidate's sexual orientation are illegal. The following questions are merely a few of the questions that should not be asked:

Questions to Avoid:

- Are you a U.S. citizen?
- Where were you born?
- What is your birth date?
- How old are you?
- Do you have a disability?
- Are you married?
- What is your spouse's name?
- What is your maiden name?
- Do you have any children?
- Do you have child care arrangements?
- What is your race or ethnic origin?
- Which church do you attend?
- What is your religion?

The following questions should be asked only when there is a bona fide, job-specific reason to ask them. If asked of one candidate, they should be asked of all candidates for the same position.

Acceptable Alternative Questions:

- Do you have any responsibilities that conflict with the job's attendance or travel requirements?
- Are you able to work in the United States on an unrestricted basis?
- Are you able to perform the duties on the job description with or without reasonable accommodations?
- Have you ever been convicted of a felony crime?
- If hired, can you provide proof that you are at least 18 years of age?
- Do you have any conflicts that would prevent you from working the schedule discussed?
- What languages do you speak or write fluently?
- Have you worked under any other professional name or nickname?
- Do you have any relatives currently working for this institution?
- Would you have any problem working overtime, if required?
- Would anything prohibit you from making a long-term commitment to the position and the institution?

INTERVIEW EVALUATION BASED ON RESPONSES TO QUESTIONS

CANDIDATE'S NAME:		DATE:	
Name of Search Committee Member:			
Question	Response Score: 10 = Excellent Response 5 = Good Response 2 = Poor Response	Importance: 1 = Low 2 = Medium 3 = High	Total Score:
1. Why are you interested in leaving your current assignment and why do you feel that this position is a good position for you?			
2. Describe how your past school and work experiences have prepared you for the job for which you are applying.			
3. Tell us about your preferred work environment.			
4. Have you ever been told that you could not implement a great idea that you had? How did you react? What did you do?			
5. Describe your level of computer proficiency and the programs with which you are familiar.			
6. What would you do if you accidentally hung up the telephone on a customer who had been waiting for a long period of time and the customer called back and used loud and offensive language to tell you that you were incompetent?			
7. How do you go about organizing your work each day?			
8. What do you dislike most about your current job?			
9. Where would this position fit into your career development goals?			
10. Why are you the best candidate for this position?			
Total Score:			

INTERVIEW EVALUATION BASED ON GENERAL OBSERVATIONS

1. Candidate's strengths:

2. Candidate's weaknesses:

3. Did the candidate answer all questions to your satisfaction? If not, which questions were left unanswered?

4. Does the candidate appear to be able to perform the job?

5. Do you have any reservations about this candidate's ability to succeed at this institution?

6. Other comments:

7. How would you rank this candidate in relation to the other candidates who have come to campus?

EMPLOYMENT INTERVIEW ANALYSIS

Applicant's Address		The purpose of this analysis is to organize the recording of information collected during the interview and to assist in the evaluating and comparing different applicants when interviews are completed. It will be most effective if prepared immediately after the interview when memory is fresh. The analysis may also be referred to during the interview as a reminder of basic areas to discuss with the applicant.				
Telephone Number:						
Name of Interviewer:						
Date of Any Previous Interviews:						
Date of this Interview:		Name of Applicant:			Position Applied For:	
TRAITS	UNSATISFACTORY	SOME DEFICIENCIES EVIDENT	SATISFACTORY	EXCEPTIONAL	CLEARLY OUTSTANDING	INSERT RATING (0-4)
	0	1	2	3	4	
Knowledge of Specific Job Related Topics	No knowledge evident	Less than we would prefer	Meets our requirements for hiring	Exceeds our expectations of average candidate	Thoroughly versed in job and very strong in associated areas	
Experience	None for this job nor any related experience	Would prefer more for this job	Adequate for job applied for	More than adequate. Has some experience in related area	Totally experienced in job. Has strong experience in related areas	
Communication Ability	Could not communicate. Would be severely impaired in most jobs	Some difficulties. Will detract from job performance.	Sufficient for adequate job performance	More than sufficient for job.	Outstanding ability to communicate	
Interest in Position and our College	Showed no interest	Some lack of interest	Appeared genuinely interested	Very interested Seems to prefer type of work applied for	Totally absorbed with job content. Conveys feeling only this job will do	

Overall Motivation to Succeed	None exhibited. No concern for personal future	Not up to average level. Shows little desire to succeed	Average desire to succeed	Highly motivated. Wants to succeed and advance	Extremely motivated. Has very strong compulsion to succeed	
Appearance & Habits (In evaluating consider the position applied for)	Very sloppy in appearance or unacceptably dressed or unacceptable personal habits	Dress or grooming less than satisfactory or some offensive personal habits	Properly dressed and groomed. Few poor personal habits	Very well dressed and groomed. No offensive habits	Presented excellent appearance. Maintained high level of behavior throughout interview	
Poise	Appeared extremely distracted and confused or unreasonably uneven temper	Sufficient display of confusion or loss of temper to interfere with job performance	Sufficient poise to performance job applied for	No loss of poise during interview. Inspires confidence in ability to handle pressure	Displayed impressive poise under stress. Appears unusually confident & secure	
Insight & Alertness	Did not understand many points or concepts	Missed some concepts or ideas	Understood most new ideas and shifts in discussion points	Grasped all new points and concepts quickly	Extremely sharp. Understood subtle points & underlying motives. Quick grasp of ideas. Strong insight	
Personality (Evaluate in relation to the position applied for)	Not acceptable for job	Some deficiencies	Within satisfactory range for job	Good personality for job. Some traits considered especially desirable	Perfect for job. Generally outstanding personality as well.	