

## **CLARKE UNIVERSITY**

### **Recruitment Guidelines**

The Human Resources Office is providing these guidelines to assist you and your Department during the recruitment process. Your adherence to these guidelines will ensure that Clarke University's recruitment procedures are applied efficiently and consistently.

#### **A. Requisition Submission and Approval**

The hiring department is responsible for ensuring there is adequate funding and approval prior to the initiation of the recruitment process. All requests for new and replacement positions must be approved by the Cabinet.

For all positions (existing replacements along with new positions), an approved *Employee Requisition Form* must be submitted to HR, along with an accurate and up to date *Job Description* and *Job Posting* for the open position. If the Requisition Form is not completed in full, it will be returned to the hiring department before posting.

#### **B. Advertisement**

Positions will be posted internally and externally by the HR Department. A minimum of five working days is required on all job postings.

If a position is to be posted only internally, it will be posted on Clarke's website only. Employees who meet the minimum requirements and have completed the probationary period in their current positions may apply for jobs by submitting their credentials to Human Resources via the Applicant Pool website.

Most positions are also advertised externally. HR will post open positions on the Clarke University website along with other designated websites per the hiring supervisor or search committee requests. For each position, HR will absorb up to \$250 of advertising expenses. Any costs above this amount will be paid by the hiring department. Care should be taken to use cost-effective yet marketable websites and/or publishing agents to attract qualified candidates. A list of recruiting sites is available from the Human Resources Office and will be sent to each hiring manager at the beginning of the search process.

#### **C. Application Process**

Candidates should be instructed to submit all application materials (application, cover letters, resumes, references, etc) to the HR Office through our online applicant tracking system, Applicant Pool. The website address should be listed on ALL postings and are the only way that applicants are able to apply. Please do not list your address or the university's address. The website is <http://clarke.applicantpool.com>.

The hiring manager will receive a username and password for the Applicant Pool system from HR once the position is posted. The hiring supervisor or search committee chair is responsible for reviewing resumes to determine if candidates meet the minimum qualifications for the position.

#### **D. Search Committees**

A Search Committee is required on all staff Director level positions and above, and for all faculty searches. Unless otherwise appointed by the President, the hiring manager is responsible for contacting individuals to serve on the search committee, and will name the final participants on the search committee. Attempts should be made to include both faculty and staff on search committees.

The Director of Human Resources is an ex officio member of every search committee. The chair is the spokesperson for the committee. Committee members are expected to handle application material in a confidential manner so as to not prematurely disclose an applicant's possible candidacy to current employees.

#### **E. Interview and Selection Process**

The selection criteria for the position are listed in the job posting and must be the basis for determining the qualifications of the applicants.

Hiring managers and/or committee members should conduct telephone/skype/zoom interviews before identifying candidates to be invited to campus. A list of acceptable questions for both telephone and on campus interviews is available from the HR Office. As a part of Clarke's Diversity and Inclusion initiative, you must ask at least one question which explores the applicant's willingness to work in a diverse environment. Sample questions are as follows:

Do you have any experience with diversity in this field?

What do you think the most challenging aspect of working in a diverse working environment is?

Have you ever had to handle a situation when one colleague was not accepting of another's diversity? How did you do this?

Can you give us an example of a time when you worked with or helped somebody of a different culture/background of your own?

What strategies have you used to respond to diversity challenges?

Was there a diversity value at your past employer? If so, did you make an impact on this?

What is your definition of diversity?

How has diversity played a part in your career?

What is the most common mistake in an organization's thinking about diversity?

Talk about a time that you had to alter your work style to meet a diversity need?

The hiring supervisor and/or search committee will schedule and conduct all interviews for the position. Travel arrangements should be made by the hiring manager / search committee chair (includes airline tickets and overnight accommodations). Overnight accommodations should be made at the Holiday Inn Express, Holiday Inn or Best Western Midway Hotel. When making reservations, be sure to specify that the reservation is for Clarke University, in order to receive the discounted rate. Travel and other arrangements are normally paid through the HR budget for two candidates to interview on campus for each position. The HR budget will pay up to \$500 per candidate for airfare; if expenses exceed this amount the remainder will need to be funded by the department's budget. Eligible expenses include airfare or mileage, hotel accommodations and meals incurred by the candidate while engaged in the interview process. A one night stay should cover most candidate interviews.

Meals with the candidate should take place on campus, if possible. The university will reimburse no more than 2 search committee members for each meal held off campus. Please be mindful of off campus restaurant choices. The Human Resources office will cover no more than \$25 per person for candidate dinners. If additional candidate interviews are required, this expense must be paid by the hiring department. Spouses travel at the candidate's expense.

The search committee chair provides an itinerary for each candidate's visit. It includes interviews with appropriate administrators (President, Vice Presidents, key colleagues), faculty members and staff representatives. An open forum is often scheduled for high level positions. The search committee usually meets and conducts a committee interview. It is a best practice to have all questions prepared ahead of time and have search committee members take turns asking the questions. The same set of questions should be used for all candidates. Committee members are often assigned to escort the candidate on campus and to pick up and return to the airport.

Human Resources has guidelines to assist you in the interview process:

- Technical skill questions
- Appropriate interview questions
- Behavioral interview questions
- Questions interviewers should be prepared to answer
- How to take notes in the interview

#### **F. Reference Checks / Criminal Background Check**

Reference checks are required and should be made by the hiring supervisor or search committee to the individuals listed by the applicant. Take care to note if an applicant has stated that they wish to be notified before contacting a specific reference.

A background check is performed by HR on every offer of employment, excluding internal transfers. The offer that is extended to the final applicant is contingent upon the successful completion of a background check. This means that your employees cannot start work until this process is completed (usually 3 – 5 days after we receive a signed consent form). The hiring supervisor is responsible for ensuring that a Background Check Consent Form is signed by the candidate and returned to HR.

#### **G. Selecting and Hiring the Candidate**

After the interview process has concluded, all committee members should be solicited for feedback on the hiring process.

Once a final candidate has been identified, salary must first be reviewed and approved by the Vice President for Business and Finance.

The Hiring Manager will make all job offers, unless otherwise approved, after budget approval from the VPBF. Final salary should not be shared with the Search Committee.

The hiring supervisor/search coordinator is responsible for sending a written request for an employment letter or contract along with the original application materials to Human Resources. HR will generate an offer letter or contract and will send this to the candidate.

The hiring supervisor/search coordinator will communicate with interviewees who were not selected for the position immediately after the successful candidate accepts the job offer and the background check is completed. For all other applicants not interviewed, HR will send rejection letters by email.

The hiring supervisor initiates the New Employee Set Up Checklist. This may be forwarded to HR for insertion into the employee's Personnel File.