

SUMMARY OF GUIDELINES FOR RECRUITMENT OF ADMINISTRATIVE POSITIONS

RECRUITMENT

Positions are advertised in appropriate publications/websites and may include the following sources:

- MCC In-House Vacancy Notice & MCC Website
- CareerBuilder Website
- Other Websites: Higheredjobs.com, Latinoperspectives.com, Collegejobs.com
- Collegiate Employment Network
- Illinois Dept. of Employment Security
- Northwest Herald
- Chronicle of Higher Education
- The Chicago Tribune
- Hispanic Outlook in Higher Education
- Community College Times
- Illinois Latino Council for Higher Education
- Diversifying Higher Education Faculty in Illinois (IMGIP/ICEOP)
- Elgin Courier
- Faculty Voice
- LaRaza
- Mailings to two and four year schools in Illinois, Wisconsin, Michigan, Ohio & Iowa (placement offices and departments)
- Universities with large numbers of minority graduates
- Reflejos
- Rockford Star
- Websites, Journals, and Publications specific to position vacancy, as recommended.
- Additional sources may be used as they become available or for specific positions as appropriate.

Positions will be advertised in a variety of recruitment sources with the intent of soliciting a large number of qualified and diverse candidates. Human Resources will place advertisements and complete mailings. A listing of recruitment sources is available in the Human Resources Office. Advertising for position vacancies will be conducted internally and externally.

RESPONSIBILITIES:

HIRING SUPERVISOR OF THE DEPARTMENT WILL:

1. Serve as the search committee chair.
2. Schedule search committee meetings and interview dates/times (or designee).
3. Provide additional places to advertise for specific position openings such as with trade or professional organizations or websites, etc., including contact information.
4. Upon approval of the make up of the committee by the Affirmative Action Coordinator, ask individuals to serve on committees.
5. Familiarize themselves with the Affirmative Action Policy and Plan, and exemplify the spirit and intent of the plan.
6. Network with colleagues at other schools and the community to facilitate recruitment.
7. Conduct affirmative search and screens in consultation with the Affirmative Action Coordinator by:
 - Insuring the Affirmative Action Plan is distributed to search and screen committee members;
 - Discussing the meaning of affirmative action and appropriate search strategies with search and screen committee members;
 - Keeping the Affirmative Action Plan and goals before the committee at all stages of the search and screen process;
 - Making recommendations for extended times for recruiting if additional affirmative steps are required in cooperation with the Affirmative Action Coordinator;
 - Reviewing with the Affirmative Action Coordinator the proposed list of candidates before candidates are invited for interview;
 - Reviewing written summaries provided by the search committee members;
 - Checking references for the candidate recommended for hire;
8. Complete and submit an Employment Recommendation form to the Affirmative Action Coordinator and notify the search committee when this recommendation is forwarded.
9. Upon review and sign-off of the Employment Recommendation form by the Affirmative Action Coordinator and the next level supervisor, and the completion of the reference checks, meet with the Assistant Vice President of Human Resources to determine candidate salary offer amount, and make the offer of employment.
10. Notify the search committee when the candidate accepts or rejects the offer.
11. Notify those candidates who were interviewed and did not receive an employment offer of employment.

SEARCH COMMITTEE:

Purpose

The purpose of the search committee is to:

- Assist in recommending additional places to advertise for position openings such as with trade or professional organizations or web-sites, etc., including contact information and network with colleagues to facilitate recruitment.
- Assist in developing the criteria for candidate selection, including recognizing that years of experience and degrees beyond identified minimum qualifications should not outweigh other value-added criteria.
- Assist in developing the format for interviews.

- Assist the supervisor in the selection of individuals to be interviewed.
- Provide input to the supervisor regarding the strengths and weaknesses of all candidates interviewed for a position. This input will be in writing. The final recommendation is the responsibility of the supervisor.
- Read the Affirmative Action Policy and Plan and conduct searches in accordance with the Plan.
- Notify the hiring agent, their supervisor, and the Affirmative Action Coordinator if they believe a violation of the policy or Plan is occurring in the deliberations of the search and screen committee.

Confidentiality

The search process is a confidential process. Application materials, meetings and interviews are all confidential. The search committee will respect the confidentiality of the process at all times.

SEARCH COMMITTEE SELECTION PROCESS:

The Hiring Supervisor will select search committee members in consultation with Human Resources Administration. The Human Resources Administrators will be available for consultation on the makeup of committees. The recommended number of persons on a committee is four to five. Gender balance and EEO/Affirmative Action Committee representation are to be considered. Individuals should serve on no more than one search committee at a time (with the exception of the hiring supervisor). The Affirmative Action Coordinator will review proposed committee membership.

Guidelines for selection of search committee members:

- Hiring Supervisor
- Two employees or more within the department or a related department.
- One additional member may be chosen from outside the department, if desired.
- Human Resources representative as possible.
- AA representative recommended by the Affirmative Action Coordinator

Employees who are leaving MCC may not be on search committees to fill their position. Departing employees may be invited to participate in the selection process through other means, such as assisting in the design of the position, or participating in a scheduled “open time”.

INITIAL SEARCH COMMITTEE MEETINGS:

- The Human Resources representative will share information about the search and the guidelines.
- The hiring supervisor of the department will chair the committee and lead the committee members in a discussion of the position and its core competencies.
- Share and discuss Affirmative Action and Equal Employment Opportunity information.

- Determine applicant ranking criteria
- Determine interview questions and presentation/demonstration.
- Determine dates and times to set aside for search committee meetings and interviews (so that once candidates have been selected, Human Resources can schedule the interviews quickly).
- Designate tour guides from search committee membership for each interview.
- Determine what information the candidates will be sent prior to the interview.

APPLICATION REVIEW:

Application materials may not be reviewed by the committee members until completion of above items listed under initial Search Committee Meetings. Application materials will be kept in the Human Resources Office. They will be date stamped as received and kept in alphabetical order. A list will be maintained of all candidates. The hiring supervisor may review the applications prior to the first meeting of the search committee to determine number and quality and/or if additional advertising is necessary. The members of the search committee will review applications following the first committee meeting. Applications will be reviewed in the Human Resource Office. Please **do not make any marks or comments on the application materials** and keep them in alphabetical order when reviewing them. The search committee will determine how applications will be screened. However, all applications for a position must be reviewed by the hiring supervisor for minimum requirements and by the Affirmative Action representative for evidence of diversity.

SELECTION OF CANDIDATES TO INTERVIEW:

No more than four candidates and two alternates will be selected to be interviewed for each open position. The Affirmative Action Coordinator will review the Affirmative Action Information Tracking Form from Human Resources. The Coordinator may, in consultation with the hiring supervisor, make a recommendation for extended recruiting if the pool does not appear to be sufficiently diverse. In addition, the Affirmative Action Coordinator will review, in cooperation with the hiring supervisor, the proposed candidates (with summaries of qualifications) to be invited to the College for interviews, before the interviews are scheduled or conducted.

INTERNAL CANDIDATES:

Preference will not be given to internal candidates. They will be reviewed and evaluated on the same basis as external candidates.

SCHEDULING INTERVIEWS:

- The committee will provide the Office of Human Resources adequate time (at least two weeks) to allow for appropriate interview scheduling.
- The Human Resources Administrators will contact the candidates selected for interview. At that time, information will be shared regarding estimated salary, travel arrangements, travel reimbursement and any other assistance the candidates may request.

TRAVEL REIMBURSEMENT FOR EXTERNAL CANDIDATES

Candidates in positions classified as “Administrator Level 5, or above” selected for interview may be reimbursed for a portion of their travel and accommodation expenses upon receipt of a MCC Travel and Expense voucher and appropriate receipts. Human Resources will determine candidates who qualify for reimbursement. If a candidate is offered a position and accepts, the college will pay the remaining half of the expenses when the candidate arrives on campus to assume their responsibilities.

INTERVIEW PROCESS:

Telephone interviews should be considered as an initial interview for positions that draw large applicant pools. If telephone interviews are conducted, each interview will follow the same format and include the same questions.

For on campus interviews, Human Resources will typically meet with the candidate and share information before the interview about benefits, search committee members, how long the process will take and when a decision will be made.

1. Preparation for Interview:

- Read all paperwork on applicants and make notes prior to interview.
- Make the applicant feel at ease by introducing yourself and giving the impression that you are looking forward to the conversation.
- Establish rapport by mentioning something you have in common professionally or that you found interesting from the applicant’s resume.
- Make the applicant aware of what you do and how your job relates to the position for which he or she is interviewing.
- Inform the candidate that the same format is being used in every interview and that the committee will be taking notes.

2. The Interview:

- Use the same questions in all the interviews. It is easier to evaluate the candidates on the criteria when the questions are the same. However, explore areas that leave you with an uneasy feeling.

All questions must relate to the position and be designed to determine which candidate best meets the core competencies.

- All interviews will include questions directed at the candidate’s experience with diversity and technology, and professional development.

- Questions should be open-ended, legal and non-offensive. Sample questions will be provided by HR at the initial search committee meeting. At no time during a candidate's visit to campus should he or she be asked personal questions (e.g. family status, etc., - see list of "Acceptable and Unacceptable Inquiries" attached.)
- Take brief notes throughout the interview.
- Maintain eye contact with the applicant as much as possible to show interest.
- Do not try to fill silences during the interview. The applicant may need silence for thinking and reflection.
- Give the applicant the opportunity to ask questions about the position, the College, or you at the conclusion of the interview.
- Thank the applicant for the interview and, if necessary, remind them that they can contact Human Resources if they have any additional questions.
- Evaluate the candidate immediately after the interview on the predetermined set of criteria. Make any additional notes on other observations as well. You will use this information when you give your input to the supervisor at the end of the selection process.
- The hiring supervisor will spend some time alone with each candidate.
- The interview sequence will be the same for each interview.
- A tour of the campus will be arranged with a designated search committee member, if at all possible. Otherwise the hiring supervisor will conduct the tour.
- An open time and/or presentation will be included as a part of each interview. This open time will be announced and open to all staff and students. Attendees will be asked to contribute input on the candidates' evaluation using the Feedback form. This input will be returned to the HR Office. It will be compiled and given to the search committee. It will be strongly recommended that individuals attend each scheduled open time in order to compare candidates.

REFERENCE CHECKS:

The hiring supervisor or designee will do reference checks upon completion of the interviews. The same person will do all the reference checks for the position and the same questions will be asked of all references contacted. A written record of the reference checks will be submitted to the Director of Employment Services.

OFFER OF EMPLOYMENT:

The hiring supervisor will submit the recommendation for employment to their supervisor, Assistant Vice President of Human Resources, and Affirmative Action Coordinator; and will notify the search committee when this recommendation is forwarded. The recommendation will include the written rationale for the recommendation and the reasons for rejection of the other interviewed candidates (contained on the Employment Recommendation form). Upon review and sign-off of the Employment Recommendation form by the next level supervisor, Affirmative Action Coordinator, and Assistant Vice President of Human Resources, the hiring supervisor will make the offer of employment and will notify the search

committee when the candidate accepts or rejects the offer. The hiring supervisor will notify those candidates who were interviewed and did not receive an offer of employment. The Human Resources Office will send a follow-up letter to the successful candidate. All other applicants receive a letter informing them of the final status of the search.

ROLE OF AFFIRMATIVE ACTION COORDINATOR:

The Affirmative Action Coordinator may serve on search committees, or at a minimum, will:

1. Review the position descriptions for requirements that are unnecessarily restrictive.
2. Review the proposed committee membership and make recommendations for Affirmative Action representation.
3. Attend the first organizational meeting of the search committee.
4. Attend the open time sessions.
5. Before an employment offer is extended, review and sign-off on the Employment Recommendation form.
6. Notify the Director of Employment Services and the next level supervisor at the conclusion of the review and sign-off on the Employment Recommendation form.

ACCEPTABLE AND UNACCEPTABLE PRE-EMPLOYMENT INQUIRIES

The general rule is that all questions asked must be related to the performance of the specific job duties.

This chart provides general guidelines, both for job applicants and employers, as to what can or cannot be asked during a job interview in regard to anti-discrimination laws pertaining to race religion, color, national origin, sex, age, handicapped or marital status. This applies to recruitment, hiring, transfers, promotions and other applicable conditions of employment.

SUBJECT	ACCEPTABLE	UNACCEPTABLE
Race or Color	None	Any inquiry regarding race, complexion, color or ethnic affiliation.
Birthplace	None	Birthplace of applicant. Birthplace of applicant's parents, spouse, or other close relatives.
Religion	Willingness to work required work schedule.	Inquiry into an applicant's religious denomination, affiliations, Church, parish, pastor, or religious holidays observed.
National Origin	None	Inquiry into applicant's lineage, ancestry, national origin, descent, parentage, or nationality. Nationality or applicant's parents or spouse.
Citizenship	Is U.S. residence legal? If hired, can you show proof of authorization to work in the United States?	If applicant or applicant's parents are native-born or naturalized. Require proof of citizenship before hiring.
Organizations	Inquiry into organizational membership and offices held. Exclude organizations which indicate race, creed, color or national origin of its members.	List all clubs, societies and lodges to which you belong.
Military Experience	Inquiry into the service in the U.S. Armed Forces, including branch and rank attained or any job related experience.	General military experience, such as, inquiry into military service records or type of discharge.

Continued

ACCEPTABLE AND UNACCEPTABLE EMPLOYMENT INQUIRIES *continued*

SUBJECT	ACCEPTABLE	UNACCEPTABLE
Sex	None	A pre employment inquiry as to sex on an application form is unlawful.
Marital Status	None	Are you married? Where does your spouse work? What are the ages of your children, if any?
Age	Are you at least 18 years of age?	How old are you? What is your date of birth?
Disability	If the applicant can perform the essential functions of the job with or without reasonable accommodation.	Do you have a disability? What diseases have you been treated for?
Name	For access purposes, whether applicant work records are under another name.	To ask if a woman is a Miss, Mrs. or Ms., or to ask for maiden name.
Residence	Application's length of current and previous address and phone number (for contact purposes).	None.
Relatives	Names of relative already employed with company.	Information concerning applicant's children or other relatives not employed by the company.
Photograph	None.	Requirement that an applicant affix a photograph to employment application at any time before hiring.
Language	Inquiry into languages applicant speaks, writes or reads fluently.	Inquiry into how applicant acquired ability to speak, write or read a foreign language.
Education	Inquiry into the academic, vocational or professional education of an applicant and the public and private schools he has attended.	Nationality, racial or religious affiliation of schools attended.
Criminal Record	Have you ever been <i>convicted</i> of a crime? If so, when, where and disposition of offense?	Have you ever been <i>arrested</i> ? Inquiry into arrest record.

CANDIDATE FEEDBACK FORM

Date: ___/___/___

CANDIDATE'S NAME: _____

POSITION: _____

Please share your opinions regarding the strengths and concerns of this candidate for the above listed position here at MCC:

STRENGTHS: _____

CONCERNS: _____

YOUR NAME: _____

Faculty / Administrator / Staff / Student (Circle one)

Thank you for your participation in this important process.

**Please return this form to Room A244,
immediately following the Open Time session.
Attn: Sandra Moll - Office of Human Resources**

VERIFICATION OF EMPLOYMENT / REFERENCE CHECK FORM

Applicant Name: _____
Company and/or Individual Contacted: _____
_____ Telephone Number: (____) _____

Verify following information:
Applicant's Dates of Employment: Beginning ____/____/____ to ____/____/____
Applicant's Position Title: _____
What were/are the applicant's job duties? _____

What was/is your relationship with the applicant? _____
(If contacting an employer) What is your title?: _____

What information can you provide regarding the applicant:

*Overall Performance? _____

Strengths? _____

Areas for improvement? _____

Working relationships (ability to work effectively with Supervisors, peers, & subordinates)? _____

Attendance? _____

Reason for leaving? _____

Would you rehire? Yes / No If no, reason: _____

The position (name of applicant) is applying for requires (list top responsibilities of position). Do you feel that he/she is qualified? Why or why not? _____

Are there any comments you would like to add?: _____

Reference Checker's
Comments: _____
Completed/Checked by: _____ **Date:** ____/____/____

Hiring Department Responsibilities and Guidelines in Reference Checking

It is the responsibility of the hiring supervisor to conduct reference checks on selected candidates *following* the interviewing stage and *before* an offer of employment will be extended by the Office of Human Resources. Offers of employment will not be extended *under any circumstances* until at least two job references have been contacted for the final candidate.

Effective reference checking is a critical part of determining an applicant's suitability for a particular position. We strongly urge you to carry out this procedure with diligence.

We recommend the following guidelines in utilizing this verification of employment/reference check form:

1. Inform all candidates during the interview that you will be checking references on all final candidates.
2. Make sure that the *name* and *title* of the candidate's immediate supervisor for each prior job is obtained *during the interview*.
3. When requesting *performance information*; phrase your questions so as to solicit objective and job-related information. For example, under "Overall Job Performance" you might ask, "Would you characterize this candidate's job performance as excellent, good, fair, or unsatisfactory, and on what basis would you so decide?"

**Overall Job Performance – The candidate's demonstrated skills, abilities and knowledge in carrying out the responsibilities of that position.*

Send a copy of this form to the Office of Human Resources (Sandra Moll), and retain the original for your records. Any additional information or comments should be attached to this form.

Employment Recommendation

Note: This form is to be completed and submitted to the Director of Employment Services before an offer of employment is extended.

Professional / Classified / Administrative / Faculty (circle one) and Full-time / Part-time (circle one)

Position: _____ Department: _____ Division: _____

Name(s) of Candidate(s) Recommended For Hire:

1) _____ 2) _____

Recommended Effective Date of Hire: _____

Reason for recommendation (attach additional comments, if necessary): _____

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For HR Use

List names of all finalists who were interviewed or invited to interview, but withdrew or declined.	Interview Date	Candidate Source (Full-time Only)	Met Min. Degree/Ed Requirements <small>(please list)</small>	Preferred Degree/Ed <small>(please list)</small>	Highest Education Level <small>List below</small>	Met all Minimum Requirements	Reason Not Recommended for Hire	Race/Ethnicity	Gender
1.			Y / N			Y / N			M / F
2.			Y / N			Y / N			M / F
3.			Y / N			Y / N			M / F
4.			Y / N			Y / N			M / F
5.			Y / N			Y / N			M / F
6.			Y / N			Y / N			M / F
7.			Y / N			Y / N			M / F
8.			Y / N			Y / N			M / F
9.			Y / N			Y / N			M / F
10.			Y / N			Y / N			M / F

Total number of applications received for the position: _____ Total # of Interviews _____

Search Committee Members: _____
_____ Sandra Hess Moll

This Search Process has been conducted consistent with MCC Recruitment/Affirmative Action Guidelines: Yes____ If No, Explain: _____

(Signature) The Hiring Supervisor or Sr. Administrator of the Division _____ Date _____
References have been checked.
Reference Check Forms attached: _____ Hiring Supervisor Initials _____

The recommended Faculty appointment is approved: _____
(Signature) Vice President, Office of Learning & Student Support Services _____ Date _____

ADDITIONAL COMMENTS: _____

Affirmative Action Coordinator _____ Date _____