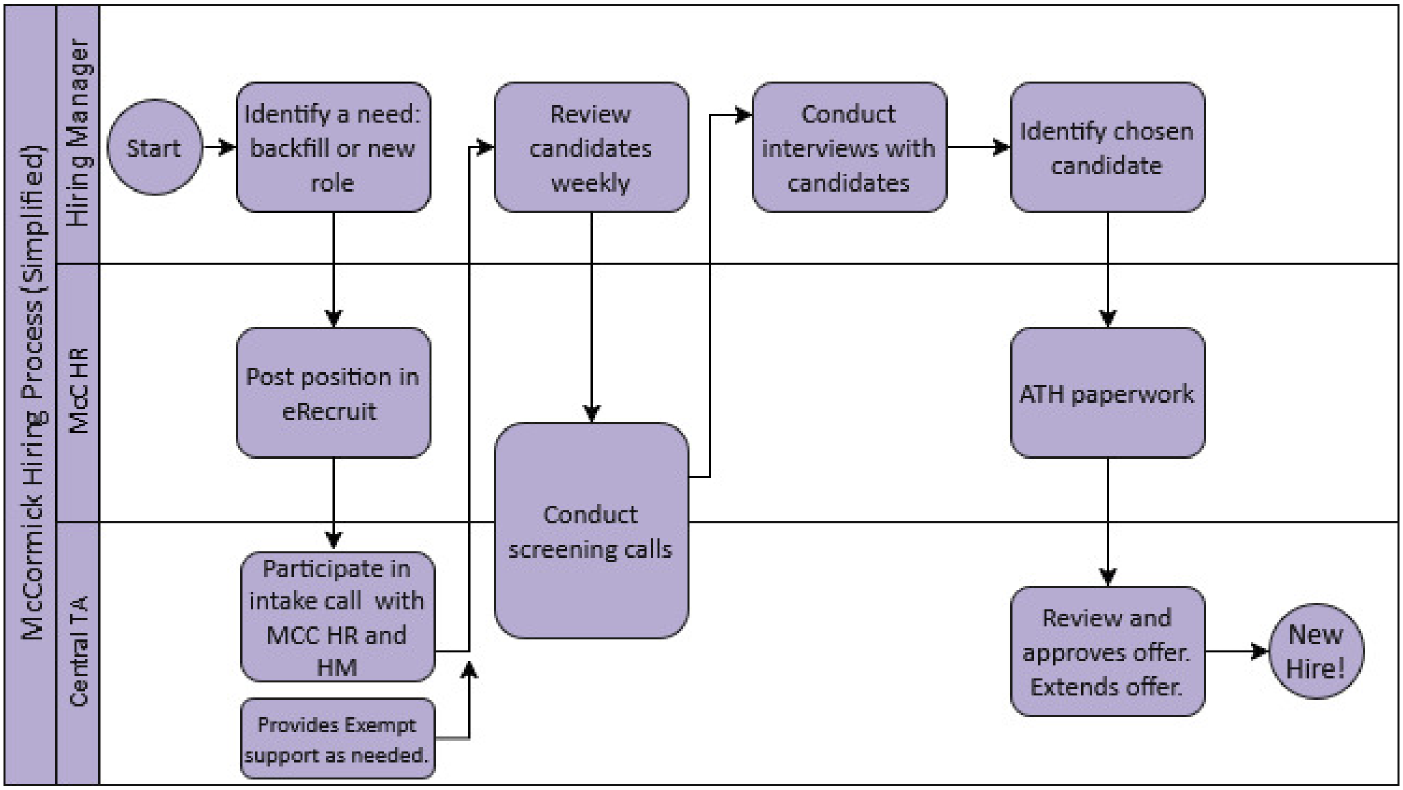
McCORMICK SCHOOL OF ENGINEERING

McCormick Hiring Process Guide for Hiring Managers



In an effort to streamline the recruitment for the McCormick School of Engineering, this document has been created to provide a guide for hiring managers. Included in this are the Hiring Process Flowchart, Manual Reference Check Guide, and the Manual Reference Check Question Template.

Please email mcc-staffrequests@northwestern.edu with any questions.

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Hiring Process Flowchart

Position Description	Backfill (with no changes) 1. Hiring Manager (HM) notifies McC HR via McC Staff Inbox of employee departure/ backfill of position. 2. McC HR will send the job description to the hiring manager (HM) for updates. The HM should review the job description to ensure it accurately reflects the department's current needs. If the role needs to be regraded, the HM must obtain approval from Kimberly Higgins, Director of McC HR, before initiating the backfill process.	New Position/ Position Changes Hiring Manager (HM) notifies McC HR via McC Staff Inbox of employee departure or new position request. If new position, review the Job Family Matrices for additional guidance, and contact McC HR for desired position description template. a. Email complete template to McC Staff Inbox. Please be sure to include position funding details: chart string, account code, and percentages. Job overview and specific details may be edited in the Job Summary portion. Do not edit the principal accountabilities, as this will result in an extended turnaround time when submitted to HR Comp. Do not edit Minimum Qualifications and Minimum Competencies. Instead, make edits to Preferred Qualifications and Preferred Competencies. b. McC HR reviews position and discusses staffing structure with HM. Since this is a new position or the responsibilities have changed significantly, McC HR sends to NU Compensation for grading. c. NU Compensation grades and creates/updates position.

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Posting	2. McC HR will post the job in eRecruit. (Create a Job Opening) They will enter Kimberly Higgins, Peter Kim, and Zachary Davis as the *Authorizers.* Peter Kim will be the Screener. For all positions, Gina Santucci is designated as the *Recruiter.* (Note: all positions must be posted for a minimum of five business days before an offer can be extended to a candidate.) McC HR will also ensure that the *Hiring Manager*, who the employee will report to, is specified, and the *Resume Receiver*, who should receive resumes, is designated. The *Data Coordinator*, responsible for screening candidates, is Peter Kim.

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Consultation on Recruitment and Selection Process	3. McC HR, in collaboration with Central Talent Acquisition (Central TA), will schedule an intake call to discuss the position, salary range, candidate recruitment, and the selection process. Gina Santucci from Central TA will join the call to provide additional support regarding EXM-level positions and unique or hard-to-fill NEX roles. The hiring manager (HM) will determine the interview process, including the number of interviews and the need for an interview team. The HM should also consider the hiring steps, the level of McC HR support required, and other relevant factors. The TA team can offer additional recruitment support, including Exempt talent sourcing, as needed. Please contact McC HR via McC Staff Inbox for additional guidance and support.

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Candidate Review	4. HM, McC HR, Central TA review candidate resumes weekly. (Note: All candidates must submit an application through NU's job website http://www.northwestern.edu/hr/careers/). For EXM-level roles that are niche or particularly hard to fill, a TA associate can provide additional recruitment support by sourcing and prescreening qualified candidates. **5.** The hiring manager (HM) may request additional support from McC HR, including applicant screenings, to build a list of top candidates. If McC HR's assistance is utilized, the HM should review and submit the names of candidates they wish to have screened within three business days of receiving applications each week. Following interviews, Peter will provide a candidate summary. Feedback on screened candidates should be provided within three business days of receiving candidate profiles. **Important to note: In accordance with Central TA's policy, any open position without an actionable update for more than 14 days will be placed on hold.** **6.** Important questions to ask in this step are "Will you now or in the future require employment sponsorship?" and "What are your compensation expectations?" **Caution: Do not promise a compensation amount during candidate review or ask for their present or past compensation history.**
Candidates Selected for Interview	7. HM selects candidates who are invited for virtual or in-person interviews. Schedule interviews with candidates. Peter can assist with scheduling as needed. 8. Create evaluation and selection criteria in advance of interviewing. Build list of interview questions. Contact McC HR for list of possible interview questions or utilize the interview question generator provided by Central HR. 9. If there are three or fewer candidates, HM may initiate reference procedures. Determine whether HM would like to use 1) SkillSurvey Candidate Feedback Report or 2) Manual Reference Check. (See instructions below on how to conduct a manual reference check.) If SkillSurvey is the chosen method, candidates must input five references (two managers, three non-managers/co-workers) to initiate the report. For all candidates, two manager references are required for SkillSurvey to be completed. If the candidate is internal, one of their references must be their current supervisor.
Selecting Finalist for Reference Check	10. Review interview notes and determine finalist. If a selection committee was involved, collect feedback. 11. Indicate chosen finalist to McC HR to initiate offer and reference procedures (if references were not initiated in Step 9). Indicate who else was interviewed and reasons why they were not chosen for the role.
Preparing for Offer and Determining Salary	12. Concurrent with HM review of reference check or candidate completion of SkillSurvey Candidate Feedback Report, Peter discusses offer with HM to ensure match with qualifications, equity across McCormick, and within budget. 13. When the offer is ready to be extended, McC HR prepares the Approval to Hire paperwork and submits to Central TA for final review and approval.
Job Offer	14. Central TA handles the verbal salary offer and discussion directly with the finalist. Central TA also prepares a contingent offer letter with the start date and salary and issues it to

	finalist as part of the consideration process. The finalist accepts and returns the signed offer to Central TA. (Note: Internal bi-weekly staff must start at the beginning of the pay period.)

Making it Official	15. HM fills out the McCormick IT Onboarding Checklist for the new hire and sends it to mccit@northwestern.edu. It should be sent as soon as possible after the signed offer letter is received. 16. Central TA conducts background and education checks (if not completed in the last 12 months). For internal candidates, background checks are valid for five years and do not need to be repeated. 17. Central TA sends confirmation of acceptance and instructions for employment via email to new employee after the background check has cleared. Finalist completes new hire paperwork with Central TA. 18. HM uses New Employee on-boarding checklist and prepares an onboarding schedule. During the 6-month probation period, HM monitors performance using Performance Excellence objectives. 19. Before new hire's start date HM fills out the MCC I-9 Compliance form for new hires so that McC HR can track completion of the I-9 form.

Closing the Loop	20. eRecruit automatically sends rejection emails to all applicants when a position is closed but be sure to personally close the loop with any candidates who were phone screened or interviewed.

McCormick School of Engineering Manual Reference Check Guide

Hiring managers may conduct their own reference checks for candidates to whom they would like to extend offers. We ask that hiring managers follow the procedure as outlined in this guide and complete the attached reference check form should they want to conduct a manual reference check.

Overview of procedure:

1. When a finalist candidate is chosen for a position, indicate to the McC Staff Inbox whether you would like to do a manual reference check or a Skill Survey Candidate Feedback Report (this is the current process).
2. The hiring manager chooses one of the two options:
    a. If a manual reference check is completed, the hiring manager will be required to obtain references from two current or former managers before an offer is extended. It is then incumbent upon the hiring manager to conduct the reference check.
    b. If a Skill Survey Candidate Feedback Report is requested, HR Talent Acquisition will initiate the reference check with the candidate. It is then incumbent upon the candidate to ensure their references are completed.
3. The offer will be made when either of the previous two conditions in Step 2 are met.

Please email mcc-staffrequests@northwestern.edu if you have any questions.

INSTRUCTIONS:

The hiring manager decides whether to obtain references from a Skill Survey Candidate Feedback Report or a manual reference check. If the hiring manager would like to proceed with a manual reference check, follow the steps below.

1. Conduct reference checks for at least **two managers** using the question template below.
2. Ask the candidate for their references. Request the candidate contact their references to ensure they are willing and able to respond to a reference check. If the candidate is internal, they must provide their current manager as one of their references.
3. If, after three attempts to contact the references are met with no response, ask the candidate to have their references respond to the hiring manager or ask for new references from the candidate.
4. Upon completion of the reference check, inform the McC Staff Inbox that the reference check has been completed.
    a. Include below Manual Reference Check Form for each of the references in the email. Name the file according to the following format:
        i. Candidate LASTNAME, FIRSTNAME – Reference 1
        ii. Candidate LASTNAME, FIRSTNAME – Reference 2

Do **NOT** ask about questions related to the following topics: Race, religion, age, gender, sexual orientation, disabilities, health, marital status, criminal history, or salary history.

CANDIDATE NAME:

POSITION NAME: **DEPARTMENT:** **JOB POSTING NUMBER:**

REFERENCE NAME:

REFERENCE EMAIL: **REFERENCE PHONE:**

TO ENSURE CONSISTENCY IN THE HIRING PROCESS, PLEASE ASK THE FOLLOWING QUESTIONS FOR EACH REFERENCE.

What is your relationship to the candidate?

What job duties and responsibilities did the candidate have in their role?

What dates did the candidate work at the company?

What were the candidate's job title(s) and role(s)?

How would you describe their professionalism in the workplace?

What would you say are the candidate's greatest strengths and weaknesses?

Would you describe the candidate as reliable and dependable?

Did they complete the tasks and assignments given to them?

Would you rehire this person?

REFERENCE CHECK COMPLETED BY: **DATE:**

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MCC ONBOARDING CHECKLIST

In order to ensure employees' IT needs are met for their first day, please complete this checklist. Upon receipt of the employee's offer letter, please send the completed checklist to mccit@northwestern.edu. If the information is not yet available (such as NetID) please put "Not Available".

Arrival First and Last Name	
Office Location	
NetID	
Start Date and Time	
Position Title	
Department, Lab, Center, or Program	
Business Administrator User Reports To	
Is This a NU Transfer? (ex. Feinberg) (Y/N)	
Computer: New Or Existing? Purchase Required?	
File or Folder Access Required?	
Shared Group Email Access?	
Desk Phone and Voicemail?	
Additional Network Ports?	

MCC OFFBOARDING CHECKLIST

Departure First and Last Name	
Office Location	
NetID	
Departure Date and Time	
Position Title	
Department, Lab, Center, or Program	
Business Administrator User Reports To	
Is This a NU Transfer? (ex. Feinberg) (Y/N)	
Computer Retrieval Information	
Email Archive Required?	
Data backup?	
Desk Phone and Voicemail Reassignment?	

In order to ensure employees' IT needs are closed after their last day, please complete this checklist. Upon receipt of the employee's resignation letter, please send the completed checklist to mccit@northwestern.edu.