CCS

COLLEGE FOR CREATIVE STUDIES

Administrative Staff & Faculty Hiring Guide
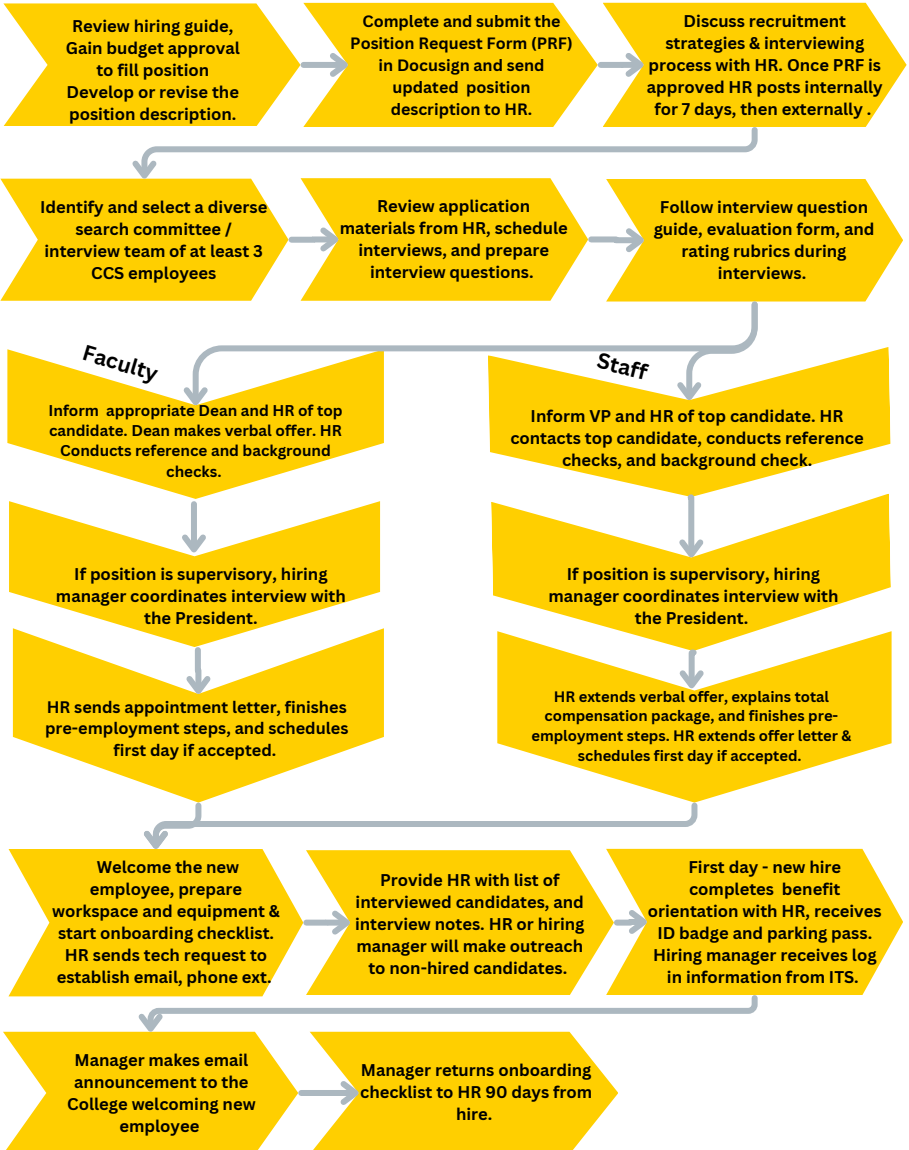
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Introduction

Congratulations on having a new or vacant position in your department. This is an opportunity to review the organizational structure of your department and to update job descriptions. The Human Resources Office is your partner in securing a qualified candidate. This guide will assist you in finding the best candidate for your position, while following a fair and consistent hiring process. The following steps should be followed to comply with CCS policies and governmental laws.

Review hiring guide, Gain budget approval to fill position Develop or revise the position description.

Complete and submit the Position Request Form (PRF) in Docusign and send updated position description to HR.

Discuss recruitment strategies & interviewing process with HR. Once PRF is approved HR posts internally for 7 days, then externally .

Identify and select a diverse search committee / interview team of at least 3 CCS employees

Review application materials from HR, schedule interviews, and prepare interview questions.

Follow interview question guide, evaluation form, and rating rubrics during interviews.

Faculty

Inform appropriate Dean and HR of top candidate. Dean makes verbal offer. HR Conducts reference and background checks.

If position is supervisory, hiring manager coordinates interview with the President.

HR sends appointment letter, finishes pre-employment steps, and schedules first day if accepted.

Staff

Inform VP and HR of top candidate. HR contacts top candidate, conducts reference checks, and background check.

If position is supervisory, hiring manager coordinates interview with the President.

HR extends verbal offer, explains total compensation package, and finishes pre-employment steps. HR extends offer letter & schedules first day if accepted.

Welcome the new employee, prepare workspace and equipment & start onboarding checklist. HR sends tech request to establish email, phone ext.

Provide HR with list of interviewed candidates, and interview notes. HR or hiring manager will make outreach to non-hired candidates.

First day - new hire completes benefit orientation with HR, receives ID badge and parking pass. Hiring manager receives log in information from ITS.

Manager makes email announcement to the College welcoming new employee

Manager returns onboarding checklist to HR 90 days from hire.

Administrative Staff & Faculty Hiring Practices

Commitment to Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion are Core Institutional Values and are interlaced into College for Creative Studies' (CCS) Mission, Vision, and Strategic Plan.

CCS represents a diverse community composed of individuals with many perspectives, personal experiences, values, identities, and worldviews that recognize differences of culture and circumstance. As a leading college of art and design, we recognize the value this diversity brings to making, designing, creating, and expanding spaces for social discourse and we are committed to advancing efforts that enrich our campus and shape society.

CCS values those who have demonstrated commitment to excellence by providing leadership in teaching, scholarship, research, or service toward building an equitable and diverse scholarly environment. Women, minorities, people with disabilities, veterans, intersectional individuals and all underrepresented groups are encouraged to apply.

The College for Creative Studies, a leading college of art and design, represents a community composed of individuals with many perspectives, personal experiences, values, identities and worldviews and we value the diversity this brings to our organization. CCS is an Equal Opportunity Employer committed to a diverse and inclusive workforce. We consider applicants for all positions without regard to age, race, color, national origin, religion, sex, sexual orientation, gender identity, marital or veteran status, disability or any other legally protected status.

The College for Creative Studies subscribes to the principle of equal opportunity in its employment, admissions and educational practices and strives to provide an environment and workplace free from unlawful harassment or discrimination. Diversity, Equity and Inclusion are part of our Core Institutional Values and we encourage applications from all individuals.

Employment: Recruitment & Selection

It is the policy of the College that every possible effort is made to ensure that each authorized position vacancy is filled with the best qualified applicant so that the best interests of the College are served.

Recruitment

Recruitment for new and existing staff positions begins with the department chair or director submitting a Vacancy Notice / Position Request Form and Position Description to the Chief Human Resources Officer. The appropriate Dean or Vice President and Chief Human Resources Officer approve the position description. Recruitment takes place through internal posting, advertisement in websites, newspapers, and professional journals. All applications are reviewed and filed. In some cases, a formal search committee may be convened by the President, Vice President, or a Dean. In others, one or more interviews may be scheduled with appropriate personnel consisting of at least three people. Interviews are scheduled by Department – Hiring Supervisor.

Any recruiting expenses (travel, meals, hotel accommodations) must be approved in advance by the Chief Human Resources Officer

Selection

All supervisory candidates selected must meet with the President prior to an offer of employment being made. Human Resources secures transcripts, references, credit and criminal checks as appropriate & pre-employment physicals that are required for certain positions. Recommendations for employment are made by the hiring supervisor or search committee to the appropriate Dean, Vice President or President as necessary. Offers of employment, including salary, are approved by the appropriate Dean, Chief Human Resources Officer, Vice President or President. The President must also approve employment offers for all supervisory positions. Written employment offers are presented to the candidate only by Human Resources. All candidates interviewed are contacted regarding the disposition of the selection process. All interview question responses must be returned to HR for all candidates interviewed.

Employment offers are made in letter form. Candidates will accept offers by signing and returning a copy of the letter of offer detailing position title, department, supervisor, salary and starting date to Human Resources.

New employees will report on their first day to the Office of Human Resources. A new hire orientation is conducted by Human Resources and other appropriate offices.

Temporary Employment

Temporary employment is defined as any employment period of less than six (6) months. All college policies and practices apply to all temporary positions.

Creating a Job Description

Please check with Human Resources for the most current job description or job description template. Job descriptions are to be included with the Position Request Form and will be reviewed by HR and approved, if new or changed.

Avoid lofty vocabulary

Keep your wording clear, simple, and to-the-point. The job description should cover the 4-5 core functions. Overly long job descriptions may deter qualified candidates.

Avoid gendered language

Using gender-neutral language instead of gender-specific terms can foster inclusivity in job descriptions, encouraging all candidates to apply and avoiding gender-based alienation.

Review educational requirements

Review educational requirements. Consider if a degree is necessary to perform job duties, or would equivalent related work experience be adequate?

Analyze your "must-haves"

Create a list of the "must-haves" of your position, think about what the core requirements of the position are. Analyze the qualities of each "must-have" and think about which ones are truly deal-breakers. For example, if you write that a candidate must have 5 years of experience, but in reality you would accept someone with 2 years of experience that is the right fit, adjust the qualifications section to reflect this. Decreasing the number of years of experience required allows for a broader candidate pool.

Need help? Feel free to reach out to a Human Resources staff member for advice, proofreading, or feedback.

Interviewing Skills & Techniques

Search Committee Guidance

For final interviews, engaging several individuals on the interview panel is vital. Ideally, this group of people should be representative of individuals who are relevant to the position through reporting and interaction as well as anyone who could bring a unique perspective. Consider broadening representation of race, gender, position level, etc. when building your panel to ensure a unique perspective when selecting the final candidate for a role. Each search committee should have at least 3 members.

Provide sufficient notice

To ensure candidates from all backgrounds are able to attend the interviews, provide several scheduling options that occur between 1-3 days from the interview notice. This assures that interviews happen in a timely manner while still allowing applicants options to accommodate their differing schedules.

Prepare for the interview

With the Search Committee, review goals of the hiring department, job description, candidate resumes, , and interview questions prior to interview. Make sure all search committee members have copies of the application materials and that they know which questions they are asking.

Establish and maintain rapport

Establish rapport early in the interview so that the candidates feel relaxed and are more open to providing honest information.

Be consistent with your questions & listen carefully

Consistency is key when hiring an equitable workforce. Create a foundational set of questions that allow for flexibility for follow-up questions specific to individual candidates. Create standard questions for all interviews. It is important to be consistent and fair with all candidates. Unique questions can be directed to candidates as long as they are legal. Include two DEI-themed question for each interview.

Accomodations

Take into consideration that the candidate may have different abilities that may need to be accommodated for the interview. For example, if a candidate is hard of hearing, speak loudly and clearly or provide live transcription if the interview is virtual. Make sure each applicant has the opportunity to request accommodations. For example, including the following into your interview invite: Please contact x if you need any accommodations for your interview.

Provide realistic information about the job and company

It is expected that candidates be given a realistic explanation of the position and be treated with respect. All candidates need to leave the interview with a positive opinion of CCS.

Avoid gendered language

When starting an interview, introduce yourself with your name, title, and pronouns to create a welcoming space for candidates. Use gender-neutral language like "they/them" to be inclusive of all gender identities. Avoid assuming pronouns based on appearance and ask for individual preferences.

Take notes on the question and rating form

Interview notes taken by the search committee are very important and are to be returned to HR after the position is filled. Please rate each candidate according to the rubric that has been designed. Taking detailed notes during the interview process also allows for you to evaluate and review candidates at a later date, preventing possible unconscious-biases made during the interview. A permanent record is helpful if legal or employment situations arise after an interview.

Final Steps

At the end of each interview, the Hiring Manager should review the timeline, notification process, and answer any candidate questions so that the candidate understands the process.

Offers of employment must be approved by the President of the College or Vice President, and jobs can only be offered by a Human Resources staff member, after pre-employment steps such as references and background checks have been completed.

Questions? Feel free to reach out to a Human Resources staff member for support.

Guidelines for Interview Questions

Interviewers must be careful not to violate an individual's privacy or others rights. If a question is job related, it is probably appropriate to ask. If it is not job-related, don't ask about it. Questions that are not necessary to judge an applicant's qualifications, level of skills, and overall competence to perform the specific job should be avoided in interviews. College employees must be careful not to ask illegal questions outside of the normal interview process. This would include the entire time that a candidate is visiting the college; during meals, tours, transporting and anywhere there is a representative of the organization. Please exercise good judgment.

Guidelines for Interview Questions Cont.

Category	May Ask	Discriminatory / Potentially Discriminatory
Gender and Family Issues	If the Applicant has relatives already employed by the organization	Number of children / Childcare arrangements Marital status Spouse's occupation Health Care coverage through spouse Maiden name
Race	No questions may be asked	Applicants race or color of skin photo to be affixed to application form
Nations origin or ancestry	Whether applicant has a legal right to be employed in the U.S. Ability to speak / write English fluently (if job related) Other languages spoken (if job related)	Ethnic association of surname Birthplace or applicant/applicant's parents Nationality, lineage, national origin Nationality of applicant's spouse Whether applicant is citizen of another country Applicant's native language
Religion	Whether applicant is able to work on the days/ times required by the job	Religious affiliation Religious holidays observed
Disability	Whether applicant can perform essential job related functions	If applicant has a disability Nature or severity of disability Where applicant has ever filled worker's compensation claim Recent or past surgeries and dates Past medical problems
Other*	Academic, vocational or professional schooling Training received in the US Military Membership in trade of professional association related to the position Job references	Number and kinds of arrests Height or weight except if a bona fide occupational qualification Veteran Status, discharge status, branch of service ** Contact in case of emergency (appropriate to ask post hire)

*Disclosure of a criminal record does not automatically disqualify an applicant from employment consideration. Each case must be judged on its own merits, based on the job relatedness, nature and severity of the conviction and how long ago it occurred. If a Candidate discloses a conviction during the interview process, please reach out to HR for guidance.

** The uniformed Services Employment and Reemployment Rights act regulations include types of discharges and separations that render an employee unprotected by the act. Employers can ask applicant if they have a discharge that would render them ineligible for reemployment.

Interview Bias

Sometimes, interviewers may inadvertently create Equal Employment Opportunity problems or make inappropriate selection choices by interpreting the information they receive from select interviews. Interviewers must take precautions to ensure that their preconceptions don't overly color their judgment. Here are common factors that may create problems in the interview process are listed below:

Stereotyping
This involves forming generalized opinions about how people of a given gender, religion, or race appear, think, act, feel, or respond.

Inconsistency in questioning
This involves asking different questions of different candidates.

First–impression error
With the first impression error, the interviewer makes snap judgments and lets their first impression (either positive or negative) cloud the entire interview.

Negative emphasis
This involves rejecting a candidate on the basis of a small amount of negative information. Interviewers tend to give unfavorable information roughly twice the weight of favorable information. Negative emphasis often happens when subjective factors like dress or nonverbal communication taint the interviewer's judgment.

Halo/horn effect
In this situation, the interviewer allows one strong point that they value too highly overshadow all other information. When this works in the candidate's favor, it is called the halo effect. When it works in the opposite direction, with the interviewer judging the potential employee unfavorably in all areas on the basis of one trait, it is called the horn effect.

Nonverbal bias
Undue emphasis is placed on nonverbal cues that are unrelated to job performance. Example: Length of hair or distracting mannerisms.

Contrast effect
Strong candidates who interview after weak ones may appear even more qualified than they actually are because of the contrast.

Similar to me effect
This involves picking candidates based on personal characteristics that they share with the interviewer rather than job criteria.

Cultural noise
Failure to recognize responses of a candidate that are socially acceptable rather than factual. Responses are politically correct or provide answers that the teams want to hear rather than their actual experience.

Supplemental Forms, Templates, & Resources

The remaining pages of this guide include supplemental forms, templates, & resources to assist you during the hiring process. These resources include:

- **New Employee Onboarding Checklist Form**
- **New Hire Announcement Template**
- **Example Interview Questions**
- **Sample Evaluation Form**

New Employee Onboarding Checklist Form
For Full-Time Faculty & Full-Time & Part-Time Staff

Please note that completion of Full Time New Hire Onboarding Checklist is mandatory, and should be returned to HR within 90 days of the new employee's start date. Each department can tailor their onboarding process to their individual needs.

Employee Name: _____

Department: _____

Position: _____

Date of Hire: _____

Departmental Orientation and Office Access
Responsibilities outlined below are to be completed by the Department and or/employee supervisor.

Before Employee Arrives:
❏ Inform current staff of employee's date of arrival (as soon as date is determined).
❏ Prepare new employee's workspace (one week prior).
❏ Obtain any new apparel or uniforms if applicable (one week prior).
❏ Obtain office supplies (one week prior).
❏ Request business cards from Human Resources department https://docs.google.com/forms/d/e/1FAIpQLSdz1gf6Q_h8EkUBctPF16csoLkio9STy4l42ZjDcvLA08Ni4A/viewform (order two weeks prior).
❏ Establish department training schedule and which staff members will train on various job function(s) (one to two weeks prior).
❏ Set up a peer mentor (one to two weeks prior).
❏ Send a new employee a welcome email (a few days prior).
❏ If applicable, work with ITS to identify technology needs and make sure devices are connected.
❏ Contact ITS to add new employee to directory.
❏ Follow up with ITS to ensure faculty is added to evaluation kit.
❏ Provide faculty with the following link to be added to the website https://ccsedu.wufoo.com/forms/faculty-bio-form/

Relevant Work Related Items
Relevant work items to be ordered in advance of the new hire start date, if applicable.
❏ Business cards
❏ Credit card
❏ Cell phone
❏ Desk phone
❏ Laptop or workstation
❏ Tools Other _____

Employee's First Day:
❏ Employee meets with Human Resources for HR onboard.
❏ Supervisor or other department staff accompanies new employee to Campus safety to obtain badge and parking pass.
❏ Send out announcement email to CCS community (see template).

❏ Employee meets with department Supervisor.
- ❏ Give employee brief history of CCS
- ❏ Explain mission, vision and values
- ❏ Explain Organizational Chart
- ❏ Review job description
- ❏ Review department protocols
- ❏ Highlight department goals
- ❏ Provide employee schedule for first week

❏ Host a welcome coffee and introduce the employee to department staff.
❏ Employee meets with their department mentor.
❏ Take employee on a tour of building/office/facilities including lunchroom, emergency exits, and restrooms.
❏ Show location of copiers, printers etc.; provide instruction and any access information.
❏ Provide keys (office, desk, file cabinets, etc.).
❏ Provide direction to the digital college directory.

Employee's First Week:
❏ Complete Title IX Training.
❏ Complete FERPA Training.
❏ Take employee on tour of both the Ford and Taubman Campus.
❏ Employee to activate voicemail (give paper instructions on how phone operates).
❏ Employee to log into email, Canvas, etc.
❏ Set up any relevant accounts and passwords.
❏ Training on TimeClock Plus with the payroll office.
❏ Business Office overview to explain various processes.
❏ Training with IT on any software, processes, etc.
❏ Training on G Suite – review email and calendar best practices and expectations.
❏ Training/Overview with other relevant departments:_____
❏ Departmental training begins.
❏ Supervisor Daily Check-in with Employee.
❏ Set goals for 90 days.

FIRST 3 MONTHS
❏ Weekly one on one meetings with the Supervisor(s) to discuss goals and provide feedback.
❏ Introduction to various relevant working teams / departments.

Supervisor Signature: _____ Date: _____

Tip: Visit the HR Campus Office page under the *Resources* section to download this template and customize it to your department's needs.

New Hire Announcement Template

"Dear CCS Community,

Please join me in welcoming **[Employee's name, (pronouns), title]** to the CCS Team. **[Name]** joins the **[department name]** and will be responsible for **[brief description of responsibilities].**

[Name] joins us from **[brief employment/experience history 1–2 sentences, if applicable]**
In their free time, **[Name]** enjoys **[brief listing of hobbies].**

[Name] can be contacted at **[list phone number and email address].** We look forward to working with **[Name]** in their new role."

Tip: Photos and personal information like outside hobbies are optional, not every employee will be comfortable with this.

Example Interview Questions & Sample Evaluation Form

Visit the HR Campus Office page under *Resources* to find a downloadable Interview Questions Template and Evaluation Form. These templates can be customized to your open position.

For more interview questions related to specific positions, please connect with Human Resources for guidance.