

COLLEGE *for* CREATIVE STUDIES

ADMINISTRATIVE STAFF HIRING & INTERVIEWING GUIDE



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 and an applicant that best meets the needs of your department. It is extremely important to have a fair and consistent process. This guide was developed to assist your department in accomplishing this goal. At CCS, we recommend that the following hiring process be followed to comply with staff policies and governmental laws. Listed below is a basic flow chart of the process that should be followed.

CCS ADMINISTRATIVE STAFF HIRING FLOW CHART



ADMINISTRATIVE STAFF HIRING POLICY

3.8 Employment: Recruitment and 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.

3.8.1 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 Director of Human Resources. The appropriate Dean or Vice President and Director of Human Resources 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. Interviews are scheduled by Department – Hiring Supervisor.

3.8.2 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 may be 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, Director of Human Resources, Vice President or President. The President must also approve employment offers for all supervisory positions. 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.

3.8.3 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.

INTERVIEWING SKILLS & TECHNIQUES

?? Prepare for the interview

- ▣ Review vacancy notice, candidate resumes, and questions prior to interview.

?? Establish and maintain rapport

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

?? Listen carefully ?? Observe nonverbal behaviors ?? Ask questions

- ▣ The Search Committee interview team should have 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 (see page 5).

?? Provide realistic information about the job and company

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

?? Take notes on the question and rating form

- ▣ Interview notes 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. A permanent record is helpful if legal or employment situations arise after an interview.

?? Summarize interview

- > The Hiring Supervisor will summarize each interview to make sure the candidate understands the process.

- Offers of employment must be approved by the President of the College or Vice President. All supervisory employment offers must also be approved by the President. Once proper approvals are received, Human Resources only will be responsible for making an official offer to a candidate. Please do not make any promises concerning benefits or wages.

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 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 judgement.

Hiring Manager should create a consistent set of interview questions that are asked of each candidate.

Category	May Ask	Discriminatory/ Potentially Discriminatory
Gender and family issues	If applicant has relatives already employed by the organization	<ul style="list-style-type: none"> • Number of children/child-care arrangements • Marital status • Spouse's occupation • Health-care coverage through spouse • Maiden name (of married woman)
Race	No questions may be asked.	<ul style="list-style-type: none"> • Applicant's race or color of skin • Photo to be affixed to application form
National origin or ancestry	<ul style="list-style-type: none"> • 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) 	<ul style="list-style-type: none"> • Ethnic association of surname • Birthplace of applicant/applicant's parents • Nationality, lineage, national origin • Nationality of applicant's spouse • Whether applicant is citizen of another country • Applicant's native tongue
Religion	Whether applicant is able to work on the days/times required by the job	<ul style="list-style-type: none"> • Religious affiliation • Religious holidays observed
Age	<ul style="list-style-type: none"> • If applicant is over age 18 • If applicant is over age 21 if job-related (e.g., a bartender) 	<ul style="list-style-type: none"> • Date of birth • Date of high-school graduation • Age
Disability	Whether applicant can perform essential job-related functions	<ul style="list-style-type: none"> • If applicant has a disability • Nature or severity of disability • Whether applicant has ever filed workers' compensation claim • Recent or past surgeries and dates • Past medical problems
Other	<ul style="list-style-type: none"> • Convictions* • Academic, vocational, or professional schooling • Training received in U.S. military • Membership in trade or professional association related to the position • Job references 	<ul style="list-style-type: none"> • 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 an emergency (appropriate to ask at 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.

** 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 applicants if they have a discharge that would render them ineligible for reemployment.

INTERVIEW BIAS

Sometimes, interviewers may inadvertently create EEO 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 judgement. 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 his or her 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. Research indicates that interviewers 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 judgement.

HALO/HORN EFFECT

In this situation, the interviewer allows one strong point that he or she values to highly overshadow all other information. When this works in the candidate's favor, it is called the *halo effect*. When it works in the opposition 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 providing answers that the teams wants to hear rather than their actual experience.

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's 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) also found on Campus Office, HR Page, Forms
- Establish department training schedule and which staff member will train on various job function(s). (one to two weeks prior)
- Set up a peer mentor (one to two weeks prior)
- Send 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
- Provide faculty with the following link to be added to the website <https://campus.collegeforcreativestudies.edu/human-resources/form-faculty-bio/>

Employee's First Day:

- Employee meets with Human Resources for HR onboard.
- Hiring Manager sends out announcement email to CCS community
- 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 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 digital college directory.

Employee’s First Week:

- Complete Title IX Training, connect with the Office of Institutional Equity and Inclusion
- Take employee on tour of both the Ford and Taubman Campus
- Employee to activate voicemail.
- Employee to log into email, Access Manager Campus Office, 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/Overview with other relevant departments such as IT, AV, Library, Business Office, Image Center, Event Notification form, R25 reservations, catering/food and drink purchase, budget center:
- Departmental training begins.
- Supervisor Daily Check- In with Employee
 - Set goals for 90 days.

Relevant Work Related Items - Hiring Manager/Supervisor

Relevant work items to be ordered in advance of new hire start date, if applicable.

- Business cards
- Credit card
- Cell phone
- Desk phone
- Laptop or workstation
- Tools

Other _____

FIRST 3 MONTHS

- Weekly one on one meetings with Supervisor to discuss goals and provide feedback.
- Introduction to various groups on campus (DE&I, Staff Assembly, etc.)

Supervisor Signature: _____ Date: _____

SUPPLEMENTAL FORMS

[SAMPLE CANDIDATE EVALUATION FORM]

Sample can be supplied by Human Resources

ACADEMIC ADVISOR POSITION

EVALUATOR NAME

DATE

NO.	NAME	BACHELOR'S DEGREE REQUIRED	MASTER'S DEGREE IN COLLEGE STUDENT PERSONNEL OR RELATED FIELD STRONGLY PREFERRED.	TWO TO FOUR YEARS OF ACADEMIC ADVISING EXPERIENCE REQUIRED.	STRONG INTERPERSONAL SKILLS WITH A HIGH LEVEL OF FACT, EMPATHY, AND DIPLOMACY [HAVE THEY HAD PREVIOUS EXP UTILIZING THESE SKILLS].	ABILITY TO WORK DIPLOMATICALLY AND EFFECTIVELY WITH FACULTY, STAFF, AND STUDENTS, AND TO USE SOUND JUDGMENT. (HAVE THEY HAD PREVIOUS EXP UTILIZING THESE SKILLS).	DETAILED ORIENTED WITH OUTSTANDING ORGANIZATIONAL PROBLEM SOLVING, AND MULTI-TASKING SKILLS. (HAVE THEY HAD PREVIOUS EXP UTILIZING THESE SKILLS).	PREVIOUS EXPERIENCE IN AN ACADEMIC ENVIRONMENT PREFERRED.	PROFICIENT COMPUTER SKILLS IN MS WORD AND EXCEL. REQUIRED.	PREVIOUS EXPERIENCE IN COLLEAGUE, BLACKBOARD, WEBADVISOR, AND IMAGENOW PREFERRED.	TOTAL POINTS (MAX = 34 PTS)	COMMENTS SECTION
		YES OR NO	1-3 POINTS	1-5 POINTS	1-5 POINTS	1-5 POINTS	1-5 POINTS	1-3 POINTS	1-5 POINTS	1-3 POINTS	34	
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												

[SAMPLE INTERVIEW RATING FORM]

PROGRAM MANAGER - EXAMPLE~ INTERVIEW QUESTIONS

Interview Team	
Date of Interview	
Interviewed Candidate	

INTERVIEW AGENDA

A. Overview of Position (Provide Candidate with a job description)

B. Candidate Questions

No.	Interview Questions	Rate 1-5	CM
1	Could you briefly in 3 minutes or so tell us about your past work experience that is related to this position?		
2	Please tell the committee about your past administrative work experience that would be related to this position?		
3	Can you elaborate on your experience in working or being in an educational organization? This employee will need to know how a college operates and how to support the department.		
4	How do you stay organized? Do you utilize Excel, access or outlook? Also discuss your computer experience? (Luna uploads, Adobe Photoshop, or Social Media)		
5	Can you discuss your experience in working with a budget? This person would have to work with the Chair in maintaining and managing the budget? Research on items would be requested.		
6	How would you go about setting up an Excel spreadsheet to keep track of student accomplishments, recent graduations, news items and other types of data?		

7	Can you explain a situation where you had to assist a student/co-worker with a problem that required the interaction with other departments or resources?		
8	How do you handle stress? Busy during different parts of the year...		
9	Have you ever had to manage, order, and evaluate supplies for a department? Give an example of how you took the initiative in making sure your area was covered?		
10	Have you ever had to supervisor work study students? We need a person who can make sure students are busy with productive work assignments.		
11	Do you have any experience in arranging plane tickets, hotel reservations, cars, or purchasing items for work or personal?		
12	What do you like best and least about your current job?		
13	What do you consider to be your biggest strengths and weaknesses?		
14	Can you tell us about a work problem that could have been potentially really bad and how you turned around the situation?		
15	How do you handle upset employees or customers?		
16	This position manages models for our division. We need a person who can help manage scheduling, times sheets and etc.?		
17	Can you tell us about your experience in researching information?		

18	Please describe how you work to create an environment that is welcoming and inclusive? Please provide a specific example.		
19	Tell us about a time when you changed your style to work more effectively with a person from a difference background.		
20	What diversity, inclusion and cultural competence training have you received and how have you applied what you learned on the job?		
21	Why are you interested in this position and CCS?		

Candidates Questions for Committee:

Interview Process timelines:

Please list basic strengths and weaknesses of the candidate				
STRENGTHS			WEAKNESSES	
Total Points				
Possible Points				
		POOR	AVERAGE	ABOVE AVERAGE
BUDGET EXPERIENCE				
COMPUTER SKILLS				
APPEARANCE				
ADMINISTRATIVE EXPERIENCE				
ABILITY TO BRING NEW CONCEPTS & TECHNIQUES TO CCS				
EAGERNESS TO WORK FOR CCS				
ABILITY TO FIT IN WITH TEAM				
OVERALL ATTITUDE				

THANK YOU FOR YOUR PARTICIPATION

CCS appreciates your participation in this activity.

Employees are our most valuable asset.

All candidates that are interviewed must meet the minimum qualifications. We are seeking the best fit for the organization and professionals that will enhance our programs.

Work teams are an integral part of our culture, and it is extremely important that each new hire is an inclusive professional that brings value to the organization.