NU/McCormick Hiring Process
20 Steps for Hiring Managers (HM)

Position Description
1. HM fills out Job Description form located at [http://www.northwestern.edu/hr/compensation/job-families-descriptions/index.html](http://www.northwestern.edu/hr/compensation/job-families-descriptions/index.html) or updates existing Job Description form to reflect current duties. Include the correct chart string, account code, and percentages. Review the Job Family Matrices for additional guidance, if applicable.
2. Email to McC AF&P Office, Brittany Barden.

Job Grade
3. McC AF&P reviews and discusses staffing structure with hiring manager. If this is a new position or the responsibilities have changed significantly, McC AF&P sends to NU HR Compensation for grading.
4. HR Comp grades and creates/updates position.
5. McC AF&P receives position number from HR and emails to HM.

Posting
6. HM posts job in eRecruit or asks Brittany Barden to post the job. (see training manual) Enter Brittany Barden, Karry Clarke, and Alice Kelley as the Approvers, Stefanie Hicks as the Recruiter, and Kendall Minta as Resume Receiver. (Note: NEX to EX 8 positions must be posted for at least 5 business days before an offer can be made to a candidate, EX 9 and above must be posted for a minimum of 10 days. Positions posted for longer than 60 days will be considered for removal.)

Candidate Review
7. HM reviews submitted resumes and completes phone screens. (Note: All candidates must submit an application though NU’s job website at [http://www.northwestern.edu/hr/careers/](http://www.northwestern.edu/hr/careers/).) HM can request HR recruiter to screen resumes using specified criteria or to phone screen to build a list of top candidates. Important in this step to screen for visa sponsorship by asking “Will you now or in the future require employment sponsorship?”
8. Determine salary expectations. During candidate review, either HM or recruiter should ask candidates for salary expectations to determine if the salary is within budgeted salary range. If the HM chooses to state the position salary, only quote the salary grade minimum. Do not promise salary during candidate review.
9. Update eRecruit candidate status using “Take Action” drop down to indicate “Selected for Interview” or email names to Brittany Barden.

Consultation on Top Candidates
10. Prior to inviting finalists for in-person interview, submit resumes of top 3-4 candidates (identified from phone screening) to McC AF&P (Karry Clarke) and cc Brittany Barden to obtain input on applicants’ strengths/weaknesses to assist with the hiring process.
### Steps for Hiring Managers (HM) cont...

#### Candidates Selected for Interview
11. With input from McC AF&P, HM selects candidates who are invited for in-person interviews. Determine one-on-one interview process or establish selection committee and schedule interviews with candidates. AF&P can assist with scheduling, as needed.
12. Create evaluation and selection criteria in advance of interviewing. Build list of interview questions. Contact Brittany Barden for list of possible interview questions.

#### Selecting Finalist for Reference Check
13. Review interview notes and determine finalist. If selection committee involved, collect feedback using an evaluation (ranking) matrix.
14. Send finalist to Brittany Barden to begin HR reference check. HR must obtain approval from candidate before proceeding. If preferred, HM may conduct reference check directly. If candidate is internal, keep confidential. The candidate does not need to advise his/her direct supervisor until named as “the finalist.” Once named finalist HR will check reference with direct supervisor. HM may ask internal candidate for a past performance review.

#### Preparing for Offer and Determining Salary
15. Following HM review of reference check, confirm the finalist with Brittany Barden. Advise of candidate’s salary expectation or current salary. McC AF&P, with input from HR, determines salary offer to ensure match with qualifications, equity across school, and within budget.

#### Job Offer
16. HR Recruiter (Stefanie Hicks) handles the verbal salary offer and discussion directly with the finalist. Once the finalist accepts a start date is determined. Email is sent to HM from HR or Brittany Barden advising of acceptance, salary and possible start date. (Note: Internal Bi-weekly staff must start on the beginning of pay period.)

#### Making it Official
17. HR (Stefanie Hicks) prepares contingent offer letter with start date and salary, which is signed and returned by the finalist. HR conducts background and education checks (if not been completed in last 12 months).
18. HR sends confirmation of acceptance and instructions for employment via email to new employee after background check has cleared. Finalist takes email, application and payroll paperwork in person to NU HR (1801 Maple, Suite 6112) on first day of work or prior.

#### 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.