Northwestern | 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.

Hiring Process Flowchart

Position Description	Backfill (with no changes)	New Position/ Position Changes
	1. Hiring Manager (HM) notifies McC Admin via McC Staff Inbox of employee departure/ backfill of position	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 Admin 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 Admin reviews position and discusses staffing structure with HM. Since this is a new position or the responsibilities have changed significantly, McC Admin sends to NU Compensation for grading. c. NU Compensation grades and creates/updates position.

Posting	2. HM posts job in eRecruit or asks McC Admin to post the job. (Create a Job Opening) Enter Kimberly Higgins, Peter Kim, and Zachary Davis as the *Authorizers.* Enter Peter Kim and Samantha Steinmeyer as Screeners. For all Exempt positions and Non-Exempt positions, designate Gloria Young as the *Recruiter.* (Note: all positions must be posted for a minimum of 5 business days before an offer can be extended to a candidate.) *Hiring Manager* is who the employee will report to. *Resume Receiver* is whoever else should receive resumes.

Consultation on Recruitment and Selection Process	3. NU Talent Acquisition (NU TA) will schedule an intake call to discuss the position, salary range, candidate recruitment, and the selection process. The HM determines the interview process, including the number of interviews and panel of additional interviewers. The intake call will be joined by a member of MCC HR. Please contact McC Admin via McC Staff

	Inbox for additional guidance and support.

Candidate Review	4. HM reviews candidate resumes and completes phone screens. (Note: All candidates must submit an application through NU's job website http://www.northwestern.edu/hr/careers/).
	5. HM can request additional support from McC Admin including applicant screening and completion of phone interviews to build a list of top candidates.
	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. McC HR 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.
	9. If there are three or fewer candidates, HM may initiate reference procedures. Determine whether HM would like to use 1) Skill Survey Candidate Feedback Report or 2) Manual Reference Check. (See instructions below on how to conduct a manual reference check.) If Skill Survey is chosen method, candidates must input five references (two managers, three non-managers/co-workers) to initiate the report. Two manager references and one non-manager/co-worker are required for Skill Survey to be complete for external candidates. For internal candidates, two manager references are required for Skill Survey to be complete. If the candidate is internal, keep confidential. The candidate does not need to advise his/her direct supervisor until reference check is initiated.

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 Skill Survey Candidate Feedback Report, McC HR discusses offer with HM and NU TA to ensure match with qualifications, equity across school, and within budget.
	13. When the offer is ready to be extended, McC HR prepares the Approval to Hire paperwork and submits to NU TA for final review and approval.

Job Offer	14. NU TA handles the verbal salary offer and discussion directly with the finalist. NU TA prepares contingent offer letter with start date and salary and issues to finalist as part of the consideration process. The finalist accepts and returns signed offer to NU TA. (Note: Internal bi-weekly staff must start on the beginning of pay period.)

Making it Official	15. HM fills out [McCormick IT Onboarding Checklist](#) for new hire and sends to mccit@northwestern.edu. Should be sent as soon as possible after the signed offer letter is received. 16. NU TA conducts background and education checks (if not been completed in last 12 months). 17. NU TA sends confirmation of acceptance and instructions for employment via email to new employee after background check has cleared. Finalist completes new hire paperwork with NU TA. 18. HM uses [New Employee on-boarding checklist](#) and prepares onboarding schedule. During 6-month probation period, HM monitors performance using Performance Excellence objectives.

⬇

Closing the Loop	19. 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.
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:**

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

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.

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?	