

## NU/McCormick Hiring Process

### Guide for Hiring Managers (HM)

#### Position Description

1. HM requests existing Position Description from AFF&P, Emily Williams, review to ensure it reflects current duties. If new position, review the Job Family Matrices for additional guidance, <http://www.northwestern.edu/hr/compensation/job-families-descriptions/index.html>, and contact Emily Williams for desired position description template. Include the correct chart string, account code, and percentages.
2. Email to McC AFF&P Office, Emily Williams at [mcc-staffrequests@northwestern.edu](mailto:mcc-staffrequests@northwestern.edu)

#### Job Grade

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

#### Posting

6. HM posts job in eRecruit or asks Emily Williams to post the job. (see training manual) Enter Alice Kelley, Brittany Barden, and Emily Williams as the *Approvers*, Annum Qureshi 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. Positions posted for longer than 90 days will be considered for removal.)

#### Candidate Review

7. HM reviews submitted resumes and completes phone screens. (Note: All candidates must submit an application through NU's job website at <http://www.northwestern.edu/hr/careers/>.) HM can request additional support from HR recruiter including: applicant screening and completion of phone interviews 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 Emily Williams.

#### 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 AFF&P Brittany Barden and cc Emily Williams 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 AFF&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. AFF&P can assist with scheduling, as needed.  
12. Create evaluation and selection criteria in advance of interviewing. Build list of interview questions. Contact Emily Williams 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 Emily Williams 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 Emily Williams. Advise of candidate's salary expectation or current salary. McC AFF&P, with input from HR, determines salary offer to ensure match with qualifications, equity across school, and within budget.



### Job Offer

16. HR recruiter, Annum Qureshi, 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 Emily Williams 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 recruiter, Annum Qureshi, 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.  
19. HM uses New Employee on-boarding checklist and prepare onboarding schedule. During 6 month probation period, HM monitors performance using Performance Excellence objectives.



### 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.