

**Hiring Manager Guide to**

**Talent Acquisition**

This information is intended to help guide, ensure compliance, reduce barriers to entry and promote diversity, equity, and inclusion throughout the talent acquisition process.

Contact [Human Resources](http://www.support.clackamas.edu) for more information.



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**Talent Acquisition Hiring Manager Checklist**

**Job Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

This checklist is intended for use by the hiring manager. For more information on each task, see the [in-depth guide](#InDepthGuide) below.

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| **[Position Review and Approval – Prior to posting](#PositionReview)** | |
|  | Review job description |
|  | Review position approval |
|  | Submit requisition |
|  | Develop Talent Acquisition Work Plan Agreement |

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| [**Preparing – While position is posted**](#Preparing) | |
|  | Form search committee |
|  | Develop interview questions and assessments |
|  | Develop application rubric |
|  | Develop interview and assessment scoring rubrics |
|  | Schedule search committee meeting and invite HR |
|  | Reserve times and rooms for interviews/forums/assessments |
|  | Complete required trainings |

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| [**Performing - After posting closes**](#Performing) | |
|  | Hiring Manager complete initial review of applications |
|  | Human Resources applies veteran and internal preference |
|  | Search Committee complete application scoring in NEOGOV |
|  | Human Resources applies veteran and internal preference |
|  | Provide Human Resources with the information for interviews |
|  | Complete interview(s) |
|  | Human Resources applies veteran and internal preference |
|  | Schedule interview for top candidate(s) to meet with Dean/Vice-President |
|  | Complete reference checks for top candidate(s) |
|  | Communicate with Search Committee |
|  | Request salary placement |
|  | Make offer and notify Human Resources |

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| [**Concluding - After Hire**](#Concluding) | |
|  | Complete offer letter |
|  | Contact applicants that were not hired |
|  | Send all documents to Human Resources |
|  | Start Onboarding |

**In-Depth Guide to Full-Time Talent Acquisition**

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| **Position Review and Approval – Prior to posting** | |
| Review Job Description | * **New Position:** To develop a new job description the hiring manager must complete the [classification process](file:///I:\HR%20Information\Compensation\Classification%20Requests). * **Current Position:** Hiring Manager should review the [job description](https://www.governmentjobs.com/careers/clackamascc/classspecs). If changes are needed, send to the Dean of Human Resources. * **Faculty:** Hiring Manager should create a job posting for use in the talent acquisition process. |
| Review Position Approval | * **New Positions:** New positions included in the budget adopted by the Board in June do not have to complete the Position Request (PR) process. * **Vacant Position:** For vacated positions and positions not included in the approved budget complete the PR process via a requisition in [NEOGOV](https://login.neogov.com/?siteCode=OHC).   + *Full time faculty* positions will be approved via the Faculty POR Process. |
| Submit Requisition | * When [completing the requisition](file:///I:\HR%20Information\Talent%20Acquisition\Using%20NEOGOV) be prepared to provide the following:   + General ledger account where wages will be charged   + Documents required to be submitted with the application   + Supplemental questions   + Posting information included on your [Talent Acquisition Work Plan Agreement](#WorkPlan) |
| Develop Talent Acquisition Work Plan | * Complete [Talent Acquisition Work Plan Agreement](#WorkPlan) in partnership with Human Resources (HR). |

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| **Preparing – While position is posted** | |
| Form Search Committee | * Form a Search Committee(s) that include(s) a diverse group of representatives that will work with this position on a regular basis or understand the performance results required for the position. * **Full-Time Faculty Positions:**   + The Hiring Manager should work with the Department Chair to develop the search committee.   + When possible, part-time faculty should be a part of the search committee.   + Forming the search committee may occur during the position review and approval period. * The Committee(s) may include internal and/or external partners and should be representative of the College’s [shared governance principles](http://webappsrv.clackamas.edu/committees/PresidentsCouncil/meetings/AdditionalDocuments/Shared%20governance%20poster%2012.2015.pdf). * When necessary, request permission from supervisors prior to asking an employee to participate. * Hiring Managers may include other members of the search committee in various steps throughout the talent acquisition process, such as developing the job posting, interview questions, and rubrics. * For administrative, the Hiring Manager must ask the presidents or designees of the Classified, Full-Time Faculty, and Part-Time Faculty associations for representatives to participate in the committee process. |
| Develop Interview Questions | * Develop interview questions and assessments using the [job description](https://www.governmentjobs.com/careers/clackamascc/classspecs) and other applicable [competencies](file:///I:\HR%20Information\Performance%20Evaluations). * Questions should relate to the functions of the job and the required knowledge, skills, abilities, effort, responsibilities, and working conditions. * At least one question related to diversity, equity, and inclusion is required. * A list of approved [interview questions](file:///I:\HR%20Information\Talent%20Acquisition\Interview%20Questions) is available for use. * Any questions not included in the provided bank must be approved by HR prior to use. |
| Develop Application Rubric | * Develop a rubric for scoring applications. Your rubric should be based on information that is available on documents submitted on the application. * Examples of rubrics can be found on the [HR Information Network Drive](file:///I:\HR%20Information\Talent%20Acquisition\Scoring%20Rubrics). |
| Develop Interview Scoring Rubric(s) | * Develop a rubric for scoring interviews, teaching demonstrations, skills assessments, group interviews, and forums. * Rubric(s) should be based on information obtainable through the interview questions and/or process. * Examples of rubrics can be found on the [HR Information Network Drive.](file:///I:\HR%20Information\Talent%20Acquisition\Scoring%20Rubrics) |
| Schedule Committee Meeting | * Schedule a meeting with the Search Committee to review process, timeline, and expectations. * Be sure to invite HR to attend, as they will provide the committee with additional training. |
| Reserve time and rooms | * Reserve dates, times, and rooms for interviews, teaching demonstrations, forums, and skills assessments using 25Live. |
| Complete required Trainings | * Prior to the Search Committee Meeting, HR will provide the search committee members with:   + Talent Acquisition Guidelines   + Talent Acquisition Confidentiality Agreement   + Instructions for scoring via NEOGOV   + Information on required SAFE Colleges trainings     - Sensitivity Training     - Diversity Awareness     - [Bias Awareness - Understanding Prejudice](http://www.understandingprejudice.org/iat/)     - Optional: Conducting Job Interviews * Committee members are required to sign the confidentiality form and complete the required trainings **prior** to reviewing applications. |

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| **Performing - After Posting Closes** | | |
| Complete Initial Review of Applications | | * The Hiring Manager should do an initial review of the applications to ensure all candidates meet the minimum qualifications for the job. |
| HR applies veteran and internal preference | | * Work with HR to ensure [veteran preference](#VeteranPreference) and [internal preference](#InternalPreference) has been applied. |
| Search Committee complete application scoring in NEOGOV | | * Each committee member should score all of the applications presented to them using the rubric created. * Final scores should be entered in [NEOGOV](https://login.neogov.com/?siteCode=OHC). |
| HR applies veteran and internal preference | | * Work with HR to ensure [veteran preference](#VeteranPreference) and [internal preference](#InternalPreference) has been applied. * HR will provide an updated list of applicant ranking. |
| Provide HR with the information for interviews | | * Provide Human Resources with the following information:   + Number of candidates to be interviewed     - Candidates to be interviewed will be based on scoring     - Exceptions may be made for veteran and internal preferences   + Type of Interviews (Phone, In-Person, Forum, etc.)   + Interview dates, times, and locations   + Any information that should be provided to the candidates |
| Complete Interview(s) | | * Complete interviews using the established rubric. * If conducting multiple rounds of interviews, ensure these steps are completed for each round:   + Human Resources is notified   + Veteran and internal preferences have been applied   + A scoring mechanism has been used and documented * Some positions may require skills tests, open forums for the CCC community, or for **faculty searches**, teaching demonstrations. |
| HR applies veteran and internal preference | | * Work with HR to ensure [veteran preference](#VeteranPreference) and [internal preference](#InternalPreference) has been applied. |
| Schedule Interview for top candidate(s) to meet with Dean/Vice-President | | * Some divisions require the final candidate(s) to meet with the dean, vice-president, and/or the president as a final interview. * All full-time faculty placements require the final candidate(s) to meet with the Vice-President of Instruction and Student Services. * Final candidates, for any position that will be a direct report to a College Services Dean, must meet with the Vice-President of College Services. * Reimbursement for travel expenses is allowed for finalists interviewing for a Dean, Vice-President, or President position. |
| Complete reference checks for top candidate(s) | | * The Hiring Manager should complete at least three (3) [reference checks](file:///I:\HR%20Information\Talent%20Acquisition\Reference%20Checks) prior to making an offer.   + Notify the applicant before conducting reference checks   + The reference check forms can be emailed to references or the Hiring Manager can call the references and ask the questions   + All reference check documentation must be returned to HR   + Clarifying questions, not noted on the reference check documents, which are directly related to the candidate’s employment history may be asked. * Some positions may also require additional background checking (i.e. credit, criminal, background). If so, contact HR. |
| Request Salary Placement | | * After the Hiring Manager has determined a final candidate(s), contact HR for a salary placement. * Please allow 1-2 business days for the salary placement to be complete. |
| Make Offer and notify Human Resources | | * Once the salary placement has been confirmed, the Hiring Manager should make a verbal offer to the candidate. * When the candidate has accepted, contact HR with a start date. |
| **Concluding - After Hire** | | |
| Communicate with Search Committee | * It is important to update the Search Committee throughout the process to ensure they are kept informed about the process. * Develop a communication plan.   Before sharing information to the College community, be sure to allow the candidate time to notify their current employer. | |
| Complete offer letter | * The Hiring Manager should send the prepared offer letter and job description to the candidate and ask for return of a signed copy. * The signed copies are sent to HR for placement in the personnel file. | |
| Contact applicants that were not hired | * Prior to announcing the hire, the Hiring Manager should contact unselected candidates that are internal and/or visited campus for an interview. * HR will contact the other candidates, including those that had phone interviews. | |
| All documents to HR | * All materials pertaining to the talent acquisition process must be sent to HR. | |
| Start Onboarding | * Begin the [Onboarding Process](file:///I:\HR%20Information\Onboarding). * Information on employee access can be found on the [HR Network Drive](file:///I:\HR%20Information\Onboarding\New%20Employee%20Access). | |

**Example Process:**

The following outline is intended to be used an example and should be altered to fit the needs of the position. This outline does not include required administrative tasks, such as training and documentation.

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| **Example Talent Acquisition Process** | | |
| **Action** | **Responsible Party** | **Date** |
| Complete requisition | Hiring Manager | 01/01/2019 |
| Requisition approved | Position Request Committee | 01/09/2019 |
| Position posted | Human Resources | 01/11/2019 |
| First deadline for applications | Applicant | 02/01/2019 |
| Applications reviewed for minimum qualifications | Hiring Manager | 02/07/2019 |
| Applications sent to search committee | Human Resources | 02/08/2019 |
| Scores submitted | Search Committee | 02/14/2019 |
| Ranked list provided to Hiring Manager | Human Resources | 02/15/2019 |
| Send number of applicants to interview to HR | Hiring Manager | 02/18/2019 |
| Invite applicants to interview | Human Resources | 02/19/2019 |
| Complete first interview | Applicant / Hiring Manager | 02/26/2019 |
| Complete skills assessment | Applicant / Hiring Manager | 02/26/2019 |
| Meet with Vice-President | Final Applicant(s) | 02/28/2019 |
| Reference checks completed | Hiring Manager | 03/05/2019 |
| Salary placement completed | Human Resources | 03/07/2019 |
| Offer made | Hiring Manager | 03/08/2019 |

**Talent Acquisition Work Plan Agreement**

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| Position Details |
| Job Title: |
| Desired Length of External Posting (e.g. 2 weeks) |
| Number of Vacancies: |
| Target Outreach (Females, Hispanics, etc.): |

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| Job Classification | | Work Location | |
|  | Faculty |  | Oregon City |
|  | Classified |  | Harmony |
|  | Admin/Confidential |  | Wilsonville |

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| Type of Position | | Type of Appointment | | Union or Non-Union | |
|  | Full-time |  | Regular |  | Union |
|  | Part-time |  | Limited Term:  End Date: \_\_\_\_\_\_\_\_\_\_\_\_  Grant-funded?: \_\_\_\_\_\_\_ |  | Non-union |

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| Documents required with the Application | | |
| **Recommended Options:** | **OR** | **Choose a combination of the following:** |
| Resume/Cover Letter  No Additional Documents | | Resume/Curriculum Vitae Only  Cover Letter Only  Unofficial Transcripts  Licenses/Certifications  Letters of Recommendation: \_\_\_\_\_\_\_\_ |

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| Hiring Department Information |
| Hiring Division/Department: |
| Hiring Manager: |
| Division/Department Backup Person: |

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| Communication Plan Agreements  (HR Representative and Hiring Manager) |
| Method of communication (select one or more of the following):  Email  Telephone  Meeting  Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Who should communication be provided to?  Hiring Manager  Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Frequency of communication:  Weekly  Bi-Weekly  Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Content of communication to include:  Status  Issues  Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

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| Timeline Agreements | | |
| **Date Ranges** | **Milestone:** | **Date of Completion:** |
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| Package Options | Name |
| Additional Targeted Outreach/Advertising |  |
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| Additional Outreach Advertising |  |
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| Talent Acquisition Plan Agreement  Receipt of a signed copy of email from hiring manager confirming agreement to the talent acquisition activity schedule will represent commitment to the above Work Plan | | | |
| **Position** | **Name** | **Signature (proof of agreement)** | **Date** |
| HR Representative |  |  |  |
| Hiring Manager |  |  |  |

**Talent Acquisition Advertising Guidelines**

While our standard advertising options target a diverse applicant pool, these guidelines are meant as suggestions and not to limit advertising options. Divisions/Departments are welcomed and encouraged to expand the scope of advertising to align with the diversity goals of the College.

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| **Internal Advertising** | | |
| **Position Type** | **Process** | **Where Advertised** |
| Full-Time Classified and Full-Time Faculty Positions | HR posts the position internally for eight (8) calendar days prior to posting externally. | * FYI Today * CCC associations * CCC website |
| All Other Positions | HR posts concurrent with external posting. | * FYI Today * CCC associations * CCC website * CCC Veteran Center |

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| **Standard External Advertising Sites** | | |
| HR automatically posts to the following sites at no expense to the hiring division/department: | | |
| * FYI Today * CCC Associations * Governmentjobs.com * Indeed * Partners in Diversity * US.Jobs * Craigslist | * iMatch * HigherEdJobs * JBLMUnlimited.com * AsiansInHigherEd * BlacksInHigherEd * DisabledInHigherEd | * HispanicsInHigherEd * LGBTInHigherEd * NativeAmericansInHigherEd * VeteransInHigherEd * WomenAndHigherEd * CCC Social Media |

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| **Optional Additional External Advertising Sites**  Please list these in your NEOGOV (OHC) Requisition | | | |
| HR will post to the following sites, and the additional expense will be charged to the hiring division/department: | | | |
| * Chronicle * Mac’s List * Glassdoor * Monster.com * Deafdigest.net * iHispano.com * Militaryjob.com * Diversityjobs.com | $375  $119  $199  $375  $120  $495  $125  $225 | * Oregonian/OregonLive * Journal of Blacks in Higher Education * Minority Professional Network * Professional Diversity Network * Professional Woman of Color Network * El Hispanic News * Oregon Association of Minority Entrepreneurs * Other websites and publications | $300  $245  $100  $495  $160  TBD  TBD  TBD |

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| **Optional Department Advertising** | |
| The hiring division/department will be responsible for advertising to the following: | |
| * Membership driven listservs | * Sites that require membership |

**Talent Acquisition Veteran Preference Guidelines**

Human Resources will apply veteran preference when necessary. The information below states what is required by law. In many instances Human Resources will be more generous than the requirements listed below. The determination is based on several other factors in the talent acquisition process.

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| **General Preference Requirements** | |
| To be entitled to preference, a veteran must meet the eligibility requirements in section 2108 of title 5, United States Code. This means that:   * An honorable or general discharge is necessary. * Military retirees at the rank of major, lieutenant commander, or higher are not eligible for preference unless they are disabled veterans. * Guard and Reserve active duty for training purposes does not qualify for preference. * When applying for Federal jobs, eligible veterans should claim preference on their application. | |
| **Types of Preference** | |
| Interview | Veterans’ preference candidates qualify for an interview when they meet all the minimum qualifications, special qualifications, and all desired attributes as listed in the job posting. The veterans’ preference candidate’s who meet all of these criteria, must be interviewed regardless of the veteran’s score or rank compared to other applicants. |
| 5 – Point Preference | Five points are added to the passing examination score or rating of a veteran who served:   * During a war; or * During the period April 28, 1952 through July 1, 1955; or * For more than 180 consecutive days, other than for training, any part of which occurred after January 31, 1955, and before October 15, 1976; or * During the Gulf War from August 2, 1990, through January 2, 1992; or * For more than 180 consecutive days, other than for training, any part of which occurred during the period beginning September 11, 2001, and ending on the date prescribed by Presidential proclamation or by law as the last day of Operation Iraqi Freedom; or * In a campaign or expedition for which a campaign medal has been authorized. Any Armed Forces Expeditionary medal or campaign badge, including El Salvador, Lebanon, Grenada, Panama, Southwest Asia, Somalia, and Haiti,  qualifies for preference. |
| 10 – Point Preference | Ten points are added to the passing examination score of:   * A veteran who served any time and who (1) has a present service- connected disability or (2) is receiving compensation, disability retirement benefits, or pension from the military or the Department of Veterans Affairs. Individuals who received a Purple Heart qualify as disabled veterans. * An unmarried spouse of certain deceased veterans, a spouse of a veteran unable to work because of a service-connected disability, and * A parent of a veteran who died in service or who is permanently and totally disabled. |

**Talent Acquisition Internal Preference Guidelines**

The guidelines below outline how internal preference is applied during the talent acquisition process.

**Human Resources will apply internal preference when necessary.**

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| **Current**  **Classification** | **Who Qualifies for Internal Preference** | **Qualifications to Receive an Interview** |
| **Full-Time Classified** | All classified employees that qualify under the classified bargaining agreement and full-time grant-funded classified employees | Meet minimum qualifications |
| **Full-Time Faculty** | All full-time faculty employees | Meet minimum qualifications |
| **Part-Time Faculty** | Part-time faculty at level 2 and above who have taught in 1 of the immediate last 4 terms | Meet minimum qualifications   * If the internal candidate equally or better meets the selection criteria when compared to all other candidates (both internal and external) then the internal candidate will be offered the position |
| **Administrative** | None | Based on scoring by committee |
| **Confidential** | None | Based on scoring by committee |
| **Part-Time Classified** | None | Based on scoring by committee |
| **Students** | None | Based on scoring by committee |