

# Hiring Manager Guide to Full-Time 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](#) for more information.



## Table of Contents

[Talent Acquisition Checklist](#)

[Guide to Full-Time Talent Acquisition](#)

[Talent Acquisition Work Plan Agreement](#)

[Talent Acquisition Advertising Guidelines](#)

[Veteran Preference Guidelines](#)

[Internal Preference Guidelines](#)

# 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](#) below.

## **Position Review and Approval – Prior to posting**

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Review job description                         |
| <input type="checkbox"/> | Review position approval                       |
| <input type="checkbox"/> | Submit requisition                             |
| <input type="checkbox"/> | Develop Talent Acquisition Work Plan Agreement |

## **Preparing – While position is posted**

- |                          |   |
|--------------------------|---|
| <input type="checkbox"/> | Form search committee                                     |
| <input type="checkbox"/> | Develop interview questions and assessments               |
| <input type="checkbox"/> | Develop application scoring mechanism                     |
| <input type="checkbox"/> | Develop interview and assessment scoring mechanism(s)     |
| <input type="checkbox"/> | Schedule search committee meeting and invite HR           |
| <input type="checkbox"/> | Reserve times and rooms for interviews/forums/assessments |
| <input type="checkbox"/> | Complete required trainings                               |

## **Performing - After posting closes**

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Hiring Manager complete initial review of applications                   |
| <input type="checkbox"/> | Human Resources applies veteran and internal preference                  |
| <input type="checkbox"/> | Search Committee complete application scoring in NEOGOV                  |
| <input type="checkbox"/> | Human Resources applies veteran and internal preference                  |
| <input type="checkbox"/> | Provide Human Resources with the information for interviews              |
| <input type="checkbox"/> | Complete interview(s)  |
| <input type="checkbox"/> | Human Resources applies veteran and internal preference                  |
| <input type="checkbox"/> | Schedule interview for top candidate(s) to meet with Dean/Vice-President |
| <input type="checkbox"/> | Complete reference checks for top candidate(s)                           |
| <input type="checkbox"/> | Communicate with Search Committee  |
| <input type="checkbox"/> | Request salary placement   |
| <input type="checkbox"/> | Make offer and notify Human Resources                                    |

## **Concluding - After Hire**

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Complete offer letter                  |
| <input type="checkbox"/> | Contact applicants that were not hired |
| <input type="checkbox"/> | Send all documents to Human Resources  |
| <input type="checkbox"/> | Start Onboarding                       |

# In-Depth Guide to Full-Time Talent Acquisition

Position Review and Approval – Prior to posting	
Review Job Description	<ul style="list-style-type: none"> <li>• <b>New Position:</b> To develop a new job description the hiring manager must complete the <a href="#">classification process</a>.</li> <li>• <b>Current Position:</b> Hiring Manager should review the <a href="#">job description</a>. If changes are needed, send to the Dean of Human Resources.</li> <li>• <b>Faculty:</b> Hiring Manager should create a job posting for use in the talent acquisition process.</li> </ul>
Review Position Approval	<ul style="list-style-type: none"> <li>• <b>New Positions:</b> New positions included in the budget adopted by the Board in June do not have to complete the Position Request (PR) process.</li> <li>• <b>Vacant Position:</b> For vacated positions and positions not included in the approved budget complete the PR process via a requisition in <a href="#">NEOGOV</a>.               <ul style="list-style-type: none"> <li>○ <i>Full time faculty</i> positions will be approved via the Faculty POR Process.</li> </ul> </li> </ul>
Submit Requisition	<ul style="list-style-type: none"> <li>• When <a href="#">completing the requisition</a> be prepared to provide the following:               <ul style="list-style-type: none"> <li>○ General ledger account where wages will be charged</li> <li>○ Documents required to be submitted with the application</li> <li>○ Supplemental questions – To be used for application screening</li> <li>○ Posting information included on your <a href="#">Talent Acquisition Work Plan Agreement</a></li> </ul> </li> </ul>
Develop Talent Acquisition Work Plan	<ul style="list-style-type: none"> <li>• Complete <a href="#">Talent Acquisition Work Plan Agreement</a> in partnership with Human Resources (HR).</li> </ul>

Preparing – While position is posted	
Form Search Committee	<ul style="list-style-type: none"> <li>• 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.</li> <li>• <b>Full-Time Faculty Positions:</b> <ul style="list-style-type: none"> <li>○ The Hiring Manager should work with the Department Chair to develop the search committee.</li> <li>○ When possible, part-time faculty should be a part of the search committee.</li> <li>○ Forming the search committee may occur during the position review and approval period.</li> </ul> </li> <li>• The Committee(s) may include internal and/or external partners and should be representative of the College's <a href="#">shared governance principles</a>.</li> <li>• When necessary, request permission from supervisors prior to asking an employee to participate.</li> <li>• 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 scoring mechanisms.</li> <li>• 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.</li> </ul>

Develop Interview Questions	<ul style="list-style-type: none"> <li>Develop interview questions and assessments using the <a href="#">job description</a> and other applicable <a href="#">competencies</a>.</li> <li>Questions should relate to the functions of the job and the required knowledge, skills, abilities, effort, responsibilities, and working conditions.</li> <li>At least one question related to diversity, equity, and inclusion is required.</li> <li>A list of approved <a href="#">interview questions</a> is available for use.</li> <li>Any questions not included in the provided bank must be approved by HR prior to use.</li> </ul>
Develop Application Scoring Mechanism	<ul style="list-style-type: none"> <li>Develop a mechanism for scoring applications. Your scoring mechanism should be based on information available via the application and submitted documents.</li> <li>Examples of scoring mechanisms can be found on the <a href="#">HR Information Network Drive</a>.</li> </ul>
Develop Interview Scoring Mechanism(s)	<ul style="list-style-type: none"> <li>Develop a mechanism for scoring interviews, teaching demonstrations, skills assessments, group interviews, and forums.</li> <li>Scoring mechanism(s) should be based on information obtainable through the interview questions and/or interview process.</li> </ul>
Schedule Committee Meeting	<ul style="list-style-type: none"> <li>Schedule a meeting with the Search Committee to review process, timeline, and expectations.</li> <li>Be sure to invite HR to attend, as they will provide the committee with additional training.</li> </ul>
Reserve time and rooms	<ul style="list-style-type: none"> <li>Reserve dates, times, and rooms for interviews, teaching demonstrations, forums, and skills assessments using 25Live.</li> </ul>
Complete required Trainings	<ul style="list-style-type: none"> <li>Prior to the Search Committee Meeting, HR will provide the search committee members with: <ul style="list-style-type: none"> <li>Talent Acquisition Guidelines</li> <li>Talent Acquisition Confidentiality Agreement</li> <li>Instructions for scoring via NEOGOV</li> <li>Information on required SAFE Colleges trainings <ul style="list-style-type: none"> <li>Sensitivity Training</li> <li>Diversity Awareness</li> <li><a href="#">Bias Awareness - Understanding Prejudice</a></li> <li>Optional: Conducting Job Interviews</li> </ul> </li> </ul> </li> <li>Committee members are required to sign the confidentiality form and complete the required trainings <b>prior</b> to reviewing applications.</li> </ul>

<b>Performing - After Posting Closes</b>	
Complete Initial Review of Applications	<ul style="list-style-type: none"> <li>The Hiring Manager should do an initial review of the applications to ensure all candidates meet the minimum qualifications for the job.</li> </ul>
HR applies veteran and internal preference	<ul style="list-style-type: none"> <li>Work with HR to ensure <a href="#">veteran preference</a> and <a href="#">internal preference</a> has been applied.</li> </ul>
Search Committee complete application scoring in NEOGOV	<ul style="list-style-type: none"> <li>Each committee member should score all of the applications presented to them using the scoring mechanism created.</li> <li>Final scores should be entered in <a href="#">NEOGOVS</a>.</li> </ul>

HR applies veteran and internal preference	<ul style="list-style-type: none"> <li>• Work with HR to ensure <a href="#">veteran preference</a> and <a href="#">internal preference</a> has been applied.</li> <li>• HR will provide an updated list of applicant ranking.</li> </ul>
Provide HR with the information for interviews	<ul style="list-style-type: none"> <li>• Provide Human Resources with the following information: <ul style="list-style-type: none"> <li>○ Number of candidates to be interviewed <ul style="list-style-type: none"> <li>▪ Candidates to be interviewed will be based on scoring</li> <li>▪ Exceptions may be made for veteran and internal preferences</li> </ul> </li> <li>○ Type of Interviews (Phone, In-Person, Forum, etc.)</li> <li>○ Interview dates, times, and locations</li> <li>○ Any information that should be provided to the candidates</li> </ul> </li> </ul>
Complete Interview(s)	<ul style="list-style-type: none"> <li>• Complete interviews using the established scoring mechanism.</li> <li>• If conducting multiple rounds of interviews, ensure these steps are completed for each round: <ul style="list-style-type: none"> <li>○ Human Resources is notified</li> <li>○ Veteran and internal preferences have been applied</li> <li>○ A scoring mechanism has been used and documented</li> </ul> </li> <li>• Some positions may require skills tests, open forums for the CCC community, or for <b>faculty searches</b>, teaching demonstrations.</li> </ul>
HR applies veteran and internal preference	<ul style="list-style-type: none"> <li>• Work with HR to ensure <a href="#">veteran preference</a> and <a href="#">internal preference</a> has been applied.</li> </ul>
Schedule Interview for top candidate(s) to meet with Dean/Vice-President	<ul style="list-style-type: none"> <li>• Some divisions require the final candidate(s) to meet with the dean, vice-president, and/or the president as a final interview.</li> <li>• All full-time faculty placements require the final candidate(s) to meet with the Vice-President of Instruction and Student Services.</li> <li>• 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.</li> <li>• Reimbursement for travel expenses is allowed for finalists interviewing for a Dean, Vice-President, or President position.</li> </ul>
Complete reference checks for top candidate(s)	<ul style="list-style-type: none"> <li>• The Hiring Manager should complete at least three (3) <a href="#">reference checks</a> prior to making an offer. <ul style="list-style-type: none"> <li>○ Notify the applicant before conducting reference checks</li> <li>○ The reference check forms can be emailed to references or the Hiring Manager can call the references and ask the questions</li> <li>○ All reference check documentation must be returned to HR</li> <li>○ Clarifying questions, not noted on the reference check documents, which are directly related to the candidate's employment history may be asked.</li> </ul> </li> <li>• Some positions may also require additional background checking (i.e. credit, criminal, background). If so, contact HR.</li> </ul>
Request Salary Placement	<ul style="list-style-type: none"> <li>• After the Hiring Manager has determined a final candidate(s), contact HR for a salary placement.</li> <li>• Please allow 1-2 business days for the salary placement to be complete.</li> </ul>
Make Offer and notify Human Resources	<ul style="list-style-type: none"> <li>• Once the salary placement has been confirmed, the Hiring Manager should make a verbal offer to the candidate.</li> <li>• When the candidate has accepted, contact HR with a start date.</li> </ul>

<b>Concluding - After Hire</b>	
Communicate with Search Committee	<ul style="list-style-type: none"> <li>It is important to update the Search Committee throughout the process to ensure they are kept informed about the process.</li> <li>Develop a communication plan. Before sharing information to the College community, be sure to allow the candidate time to notify their current employer.</li> </ul>
Complete offer letter	<ul style="list-style-type: none"> <li>The Hiring Manager should send the prepared offer letter and job description to the candidate and ask for return of a signed copy.</li> <li>The signed copies are sent to HR for placement in the personnel file.</li> </ul>
Contact applicants that were not hired	<ul style="list-style-type: none"> <li>Prior to announcing the hire, the Hiring Manager should contact unselected candidates that are internal and/or visited campus for an interview.</li> <li>HR will contact the other candidates, including those that had phone interviews.</li> </ul>
All documents to HR	<ul style="list-style-type: none"> <li>All materials pertaining to the talent acquisition process must be sent to HR.</li> </ul>
Start Onboarding	<ul style="list-style-type: none"> <li>Begin the <a href="#">Onboarding Process</a>.</li> <li>Information on employee access can be found on the <a href="#">HR Network Drive</a>.</li> </ul>

## Example Process:

The following outline is intended to be used as 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.

<b>Example Talent Acquisition Process</b>		
<b>Action</b>	<b>Responsible Party</b>	<b>Date</b>
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

Position Details
Job Title:
Desired Length of External Posting (e.g. 2 weeks)
Number of Vacancies:

Job Classification		Work Location	
<input type="checkbox"/>	Faculty	<input type="checkbox"/>	Oregon City
<input type="checkbox"/>	Classified	<input type="checkbox"/>	Harmony
<input type="checkbox"/>	Admin/Confidential	<input type="checkbox"/>	Wilsonville

Type of Position		Type of Appointment		Union or Non-Union	
<input type="checkbox"/>	Full-time	<input type="checkbox"/>	Regular	<input type="checkbox"/>	Union
<input type="checkbox"/>	Part-time	<input type="checkbox"/>	Limited Term: End Date: _____ Grant-funded?: _____	<input type="checkbox"/>	Non-union

Documents required with the Application		
<b>Recommended Options:</b>	<b>OR</b>	<b>Choose a combination of the following:</b>
<input type="checkbox"/> Resume/Cover Letter <input type="checkbox"/> No Additional Documents		<input type="checkbox"/> Resume/Curriculum Vitae Only <input type="checkbox"/> Cover Letter Only <input type="checkbox"/> Unofficial Transcripts <input type="checkbox"/> Licenses/Certifications <input type="checkbox"/> Letters of Recommendation: _____

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

Communication Plan Agreements
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(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 \_\_\_\_\_

### Timeline Agreements

Date Ranges	Milestone:	Date of Completion:

Package Options	Name
Target Outreach (Female, Hispanic, etc.):	
Additional Targeted Outreach/Advertising	
Additional Outreach Advertising	

### 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.

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.	<ul style="list-style-type: none"> <li>FYI Today</li> <li>CCC associations</li> <li>CCC website</li> </ul>
All Other Positions	HR posts concurrent with external posting.	<ul style="list-style-type: none"> <li>FYI Today</li> <li>CCC associations</li> <li>CCC website</li> <li>CCC Veteran Center</li> </ul>

Standard External Advertising Sites		
HR automatically posts to the following sites at no expense to the hiring division/department:		
<ul style="list-style-type: none"> <li>FYI Today</li> <li>CCC Associations</li> <li>Governmentjobs.com</li> <li>Indeed</li> <li>Partners in Diversity</li> <li>US.Jobs</li> <li>Craigslist</li> </ul>	<ul style="list-style-type: none"> <li>iMatch</li> <li>HigherEdJobs</li> <li>JBLMUnlimited.com</li> <li>AsiansInHigherEd</li> <li>BlacksInHigherEd</li> <li>DisabledInHigherEd</li> </ul>	<ul style="list-style-type: none"> <li>HispanicsInHigherEd</li> <li>LGBTInHigherEd</li> <li>NativeAmericansInHigherEd</li> <li>VeteransInHigherEd</li> <li>WomenAndHigherEd</li> <li>CCC Social Media</li> </ul>

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:			
<ul style="list-style-type: none"> <li>Chronicle</li> <li>Mac's List</li> <li>Glassdoor</li> <li>Monster.com</li> <li>Deafdigest.net</li> <li>iHispano.com</li> <li>Militaryjob.com</li> <li>Diversityjobs.com</li> </ul>	<ul style="list-style-type: none"> <li>\$375</li> <li>\$119</li> <li>\$199</li> <li>\$375</li> <li>\$120</li> <li>\$495</li> <li>\$125</li> <li>\$225</li> </ul>	<ul style="list-style-type: none"> <li>Oregonian/OregonLive</li> <li>Journal of Blacks in Higher Education</li> <li>Minority Professional Network</li> <li>Professional Diversity Network</li> <li>Professional Woman of Color Network</li> <li>EI Hispanic News</li> <li>Oregon Association of Minority Entrepreneurs</li> <li>Other websites and publications</li> </ul>	<ul style="list-style-type: none"> <li>\$300</li> <li>\$245</li> <li>\$100</li> <li>\$495</li> <li>\$160</li> <li>TBD</li> <li>TBD</li> <li>TBD</li> </ul>

Optional Department Advertising	
The hiring division/department will be responsible for advertising to the following:	
<ul style="list-style-type: none"> <li>Membership driven listservs</li> </ul>	<ul style="list-style-type: none"> <li>Sites that require membership</li> </ul>

# 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.

## 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: <ul style="list-style-type: none"> <li>• During a war; or</li> <li>• During the period April 28, 1952 through July 1, 1955; or</li> <li>• 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</li> <li>• During the Gulf War from August 2, 1990, through January 2, 1992; or</li> <li>• 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</li> <li>• 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.</li> </ul>
10 – Point Preference	Ten points are added to the passing examination score of: <ul style="list-style-type: none"> <li>• 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.</li> <li>• An unmarried spouse of certain deceased veterans, a spouse of a veteran unable to work because of a service-connected disability, and</li> <li>• A parent of a veteran who died in service or who is permanently and totally disabled.</li> </ul>

# 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.**

Current Classification	Who Qualifies for Internal Preference	Qualifications to Receive an Interview
<b>Full-Time Classified</b>	All classified employees that qualify under the classified bargaining agreement and full-time grant-funded classified employees	Meet minimum qualifications
<b>Full-Time Faculty</b>	All full-time faculty employees	Meet minimum qualifications
<b>Part-Time Faculty</b>	Part-time faculty at level 2 and above who have taught in 1 of the immediate last 4 terms	Meet minimum qualifications <ul style="list-style-type: none"> <li>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</li> </ul>
<b>Administrative</b>	None	Based on scoring by committee
<b>Confidential</b>	None	Based on scoring by committee
<b>Part-Time Classified</b>	None	Based on scoring by committee
<b>Students</b>	None	Based on scoring by committee

Scoring must be completed on all candidates, including those that will advance due to internal or veteran preference.

Information on internal candidates, not obtained through the talent acquisition process, may not be used in the scoring and/or decision making process.