

***SEARCH & SCREEN***

***GUIDELINES***

**HUMAN RESOURCES**

**MAY 2016**

## SEARCH & SCREEN GUIDELINES

This document has been established to provide guidelines for all hiring levels who are involved in the recruitment and selection of candidates for job openings in their area. During the years, a myriad of federal and state laws have been enacted that impact the way in which we recruit and select employees. The attached guidelines have been developed so that the College can comply with the various state and federal laws and also attract and select the best qualified candidates for available job openings.

Below is a brief description of some laws which affect the way in which the College recruits and selects employees.

- **New Jersey First Act**  
As a New Jersey First Act employer, employment appointments require establishment of a primary residence in New Jersey within one year unless an exemption is obtained.
- **Title VII**  
Bars employment discrimination on the basis of race, color, religion, sex, pregnancy, or national origin.
- **Age Discrimination in Employment Act of 1967**  
Prohibits employment discrimination on the basis of age for anyone age 40 or over.
- **Equal Pay Act**  
Bars gender-based wage bias.
- **Immigration Reform and Control Act**  
Bars national origin or citizenship status discrimination.
- **Executive Order 11246**  
Requires affirmative action to prevent discrimination on the basis of race, sex, religion, color, or national origin.
- **Americans with Disabilities Act of 1990**  
Prohibits employment discrimination against individuals with disabilities.

In the following pages you will find specific guidelines that will assist you and the College in complying with these laws. However, the best advice anyone can provide on the compliance of these laws is – **Be Fair, Be Consistent, and Be Objective**. Remember, should you ever have any questions concerning your responsibility as a representative of the College in the recruitment and selection process, please feel free to contact the Human Resources Department.

## **I. PERSONNEL REQUISITION & JOB DESCRIPTIONS**

### **Overview Statement:**

The time to consider whether the job description accurately reflects the job duties and responsibilities is before the start of the recruitment and selection process. Evaluating and stating the duties required for the position, and determining which duties are considered essential is an important step to avoid practices that may be viewed as discriminatory. Additionally, the minimum requirements for the job should be determined before the start of the recruitment and selection process.

To establish the minimum job requirements, you should list only those requirements that are necessary to perform the job duties satisfactorily. Listing requirements that are preferable, but not essential, can be viewed as a means of preventing individuals from protected classes from applying for possible job openings. You can still choose a candidate who has those preferable skills, as long as you can objectively demonstrate that those skills distinguish a good candidate from an average candidate.

Now is the time that you will begin to determine which skills and educational background the selected candidates must possess to perform the job satisfactorily. It is also the time to define what duties are the “essential functions” of the job. The Americans with Disability Act defines a qualified individual with a disability as one who, with or without accommodations, can perform the “essential functions” of the job. A function may be essential because of the reasons the job exists is to perform the function, because of the limited number of employees available among whom the performance of that function can be distributed, or because it is highly specialized. Don’t wait until the selection process to define the essential functions. Predefining the essential job functions in advance will aid in the selection process by allowing you to focus on whether a candidate can perform the needed duties.

Finally, the Board of Trustees has established a policy whereby they must grant the administration permission to recruit for Academic-Administrative Personnel Federation and Management positions. No recruitment or selection can occur before the approval of the Board of Trustees. The Personnel Committee of the Board of Trustees will review the updated job description, the rationale for filling the position, and the administration’s projected starting salary (starting salary range is pre-determined with HR) for the successful candidate.

### **Personnel Requisition & Job Description Checklist:**

- ✓ Review the job description to make sure that it still accurately reflects the duties and requirements of the job. Human Resources has the necessary job description forms and support material.
- ✓ List only the minimum qualifications of the job. Don't exaggerate or develop a wish list of the perfect candidate's skills and traits. You will only have narrowed the potential candidates eligible for the job and make your recruitment and selection process more difficult.
- ✓ Determine the essential job functions before starting the recruitment process. Identify which duties or tasks listed on the job description are "essential." Please seek out the assistance of the Human Resources Department if needed.
- ✓ Attain the necessary approvals before commencing the recruitment process. Pay particular attention to the budgetary approval. The Budget Office will be authorizing the maximum amount that you have available to pay a potential candidate. The PeopleAdmin system will aid in this approval process.
- ✓ A.A.P.F. and Management Positions must have Board approval before the start of the recruitment and selection process. The following information must be presented to the Human Resources Office as documentation for the need to recruit for these positions:
  - Completed Personnel Requisition Form (in conjunction with PA System)
  - Updated Job Description
  - Cover Memorandum describing why the position should be filled

## **II. RECRUITMENT**

### **Overview Statement:**

Recruitment is the process where the College encourages individuals to apply for job openings. An essential ingredient in a non-discrimination employment policy under Title VII, and other federal laws, is a procedure for recruiting and hiring employees that does not – either intentionally or inadvertently – screen out women, minorities, or the disabled. Recruiting practices such as relying on word-of-mouth referrals, nepotism, walk-in applicants, and employment agencies may be tainted and can subject an employer to liability for discrimination. Help wanted advertisements that screen out members of protected groups are illegal and wording that is sexist or shows a preference for a particular age group should be avoided.

It must be remembered that even potential applicants who did not formally apply for employment may state a claim under Title VII where recruiting methods never brought the opening to their attention. Therefore, the Presidents' Cabinet has established a

procedure that the college will advertise job openings for all professional level and faculty positions. For other positions, it is suggested that you discuss the best method for recruiting candidates for job opportunities with the Human Resources Department. All positions will be posted /advertised internally as well as on the PeopleAdmin online recruitment system (jobs.ccm.edu).

**Recruitment Checklist:**

- ✓ All professional level and faculty openings require a newspaper advertisement or other appropriate media to announce the opening.
- ✓ The College has a contractual obligation with our bargaining units to post all open positions at the College. Job openings for staff positions should be posted for a minimum of two weeks. Job posting notices for professional and faculty positions should be posted for a minimum of three weeks.
- ✓ Don't start the recruitment process until you have sufficient time to complete the selection process. Many potential job applicants are lost because they are kept waiting.
- ✓ The College's Affirmative Action Policy states that "the College will seek to attain a work force which is representative of the population of Morris County and its environment."
- ✓ The College contracts out with an advertisement firm which can assist in writing the job announcement and producing display advertisements. It is not necessary to write the actual newspaper text, just sum up job requirements and E-mail to Human Resources. A final proof of the ad will be returned with a quote for approval.
- ✓ Newspapers generally have a mid-week deadline for job announcements that will appear in the following Sunday's edition. Therefore, Human Resources will need your advertisement requirements by the end of the workday on Wednesday to ensure that the job announcement text and display advertisement, if applicable, can be produced.
- ✓ Placement of all advertisements are determined at the start of the recruitment process to discuss where the best reach of applicants would be. Cost is determined and then approved by each Division VP. All advertisement costs are paid/charged back to their respective division. (i.e. Adjunct recruitment cost falls under Academic Affairs and once approved by the Dean will be submitted to VP AA for approval of all advertisement cost)

### **III. SELECTION**

**Overview Statement:**

There are many different processes that can be used to select candidates for vacant positions. Some use search committees to sort through the potential candidates. Some

prefer to do all the selection and interviewing themselves. Some prefer a combination of both approaches. This section will give the user some basic common sense approaches to the selection process, no matter which selection process you utilize.

The President's Cabinet has requested that a search committee be formed to assist in the selection process for all director level positions and above. The search committee should be comprised of representation from the different areas of the college impacted by the vacant position's professional responsibility. When forming search committees, it is suggested to keep the number of participants to a reasonable level, four or five members. When forming the committee, make sure that the members can all meet at a designated time and are available throughout the process. Since individuals will focus on different aspects of the position, if some members are not present for all the interviews, the result may be a different evaluation basis for some candidates. Members who are committed to the process and knowledgeable about the position are valuable resources.

All candidates who are selected to be interviewed must complete an application online through the PeopleAdmin system. A time saving technique is to request that the candidate bring a printed copy with them to the interview and have them sign it at that time.

No matter what approach you utilize (single interviewer, search committee, etc.), consistency in the interview questions helps distinguish between candidates. Whenever possible, develop a structured set of questions that you will ask each candidate. This will provide a consistent frame of reference between candidates. Questions concerning the actual job that probe whether the candidate can perform the job functions are generally the most useful questions. Inevitably, you will explore areas of differences between candidates that will allow you to distinguish good candidates from average candidates. Attached is a Pre-employment Inquiry Guide that may be helpful as you begin to develop your interview questions.

Be prepared to explain the general duties of the job to the candidate. A simple and effective way of communicating the duties is by sharing a copy of the job description with the candidate. A convenient time to share the job description is before the start of the actual interview. Allow for the candidates to ask questions about the job and the College's expectations of the successful candidate. It is not unusual for some candidates to withdraw from consideration because they do not feel that the job matches their background.

Upon completion of the interview, let the candidate know what other steps in the selection process need to be completed before a final recommendation is made. Give them a realistic timetable for the process and let them know that a representative from the College will inform them of a decision on this selection process. If the timetable that you have previously communicated changes significantly, inform the candidates of the change. Individuals who are looking for another job may be pursuing several job opportunities. Good candidates left waiting can be lost because they assumed that they were not the successful candidate and pursued other job opportunities.

Candidates may have questions about salary and benefits. Most interviewers only discuss salary and benefits with the final candidate or top two or three candidates. The Human Resources Department is available to discuss the various benefit packages with any candidate that has questions.

All salary offers for faculty must be reviewed with the Vice President of Academic Affairs before they are communicated to the candidate. All salary offers for other positions must be reviewed with either the Director of Human Resources or his designee before they are communicated to the candidate. It is strongly suggested that hiring departments meet with the Human Resources Department before commencing the recruitment process. Parameters established for the starting salary can affect the type of individual that you are recruiting. Knowing basic starting salary ranges will help guide you through the selection process.

**When starting salaries are determined, the Human Resources Department will consider the following factors:**

- Experience and educational qualifications of the candidate.
- The salaries of other employees who work in a similar capacity.
- The budget available for the position.
- Market and supply factors for the pool of candidates.
- Other relevant factors.

Before selecting a final candidate, it is necessary to conduct reference checks. Call present or former supervisor to ascertain the candidate's performance history. Some candidates will request that you not contact their current employer. You must balance the needs to find out pertinent information versus the candidate's request for confidentiality. If you must contact a current employer for a reference check, inform the candidate that you will be doing this before you contact the employer. If a candidate insists that you not contact an employer as a reference and you feel strongly that you must contact that employer, inform the candidate that the reference check is a condition of employment. Never conduct a reference check of a current employer if a candidate has not given approval.

Remember, the best reference is an independent person that was not supplied by the candidate. If you can contact a former employer or business associate, this can be extremely useful information. Again, be careful not to endanger a candidate's request for confidentiality.

### **Selection Checklist:**

- ✓ Make sure that all candidates interviewed have completed a job application.
- ✓ Developed a structured set of questions that all candidates will be asked. Questions that probe whether a candidate can perform the job function are generally the most useful.
- ✓ Share a copy of the job description with each candidate interviewed. Be prepared to explain the job in as much detail as necessary so that the candidate has a realistic preview of the job requirements.
- ✓ At the conclusion of the interview, let the candidate know what the next step(s) in the selection process will be. Give candidates a reasonable timetable for completion of the selection process and if the timetable changes, let the candidate know the revised timetable.
- ✓ The Human Resources Department is available to review benefit packages with candidates and answer any questions they might have.
- ✓ Meet with the Human Resources Department before the recruitment process to review starting salary ranges.
- ✓ Starting salaries for faculty candidates must be reviewed with the Vice President of Academic Affairs before an offer is made. Starting salaries for all other positions must be reviewed with the Director of Human Resources or his designee before an offer is made.
- ✓ Check references before deciding on the final candidate. The more independent the references, the better the source of information. Respect the candidate's request for confidentiality.

## **IV. THE OFFER AND BOARD APPOINTMENT**

### **Overview Statement:**

Besides making a salary offer to the successful candidate, there are several other pieces of information that the candidate may wish to consider. Benefits are a significant portion of the College's compensation package. As previously stated, the Human Resources Department is available to review the benefit package with the recommended candidate. If you are not sure about the benefit package, let the Human Resources Department provide the information.



It is imperative that the candidate is informed that the final authority to hire anyone rests with the Board of Trustees. No appointment is final until the Board of Trustees approves it. Board meetings are generally scheduled for the third Wednesday of each month. The Board of Trustees allows all part-time positions to start on a provisional basis before Board approval. All Faculty, A.A.P.F., CCMSA, CASS and Management candidates must have approval of the Board of Trustees before a candidate commences employment.

**The Human Resources Department must receive the following information to process a candidate for employment:**

- A written recommendation from the head of the division. This recommendation should include the salary/wage and the start date of employment.
- The candidate's resume and application.
- The Applicant Hiring form known as the EEO Log (Appendix B)

All hiring recommendations must be forwarded to the Human Resources Department by the last Friday of the month, prior to the next month's Board meeting.  
(Example: August 30<sup>th</sup> for the September 15<sup>th</sup> Board meeting)

After the Board appointment, the candidate will be notified in writing that their appointment has been approved. The Chair or hiring manager should confirm appointment by phone the day after they have been Board approved. The Human Resources Department, working with the hiring department, will schedule a benefit orientation to familiarize the new employee with his/her benefit package. This should be scheduled as soon as possible and takes place the first day of employment. Please note that the benefit orientation process takes roughly one hour.

Human Resources will close out the position once an applicant has been Board approved and send all other applicants a notification via email.

**Offer and Board Appointment Checklist:**

- ✓ Make sure that all candidates are informed that final hiring authority rests with the Board of Trustees.
- ✓ Faculty, A.A.P.F., Management, CASS and CCMSA candidates cannot commence working until after the Board of Trustees has formally approved their appointment. All part time candidates may begin on a provisional basis before formal approval by the Board of Trustees.
- ✓ The Human Resources Department needs a copy of the written recommendation, the application and resume, and the Applicant Hiring Form (EEO Log) to process candidates. All material should be forwarded to the Human Resources Office by the last Friday of the month prior to the next month's Board of Trustees meeting.

## PRE-EMPLOYMENT INQUIRY GUIDE

<p><b>Permissible Inquiries:</b> (Acceptable questions asked when interviewing applicants should be directly related to the job responsibilities only.)</p>	<p><b>Inquiries That Must Be Avoided:</b> (All inquiries should be avoided that are designed to elicit information as to race, color, ancestry, age, sex, religion, handicap or arrest and court record unless based upon a bona fide occupational qualification.)</p>
<p><b>Name:</b> Have you worked for this college under a different name? Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work and educational record? If yes, explain.</p>	<p><b>Name:</b> Inquiries about the name that would indicate applicant's lineage, ancestry, national origin, or descent. Inquiry into previous name of applicant where it has been changed by court order or otherwise. "Indicate: Miss, Mrs., Ms."</p>
<p><b>Marital and Family Status:</b> Whether applicant can meet specified work schedules or has activities, commitments, or responsibilities that may hinder the meeting of work attendance requirements. Inquiries, made to males and females alike, as to duration of stay on job or anticipated absences.</p>	<p><b>Marital and Family Status:</b> Any inquiry indicating whether an applicant is married, single, divorced, engaged, etc. Number and age of children. Information on child-care arrangements. Any questions concerning pregnancy. Any similar question that directly or indirectly results in limitation of job opportunity in any way.</p>
<p><b>Age:</b> If a minor, require proof of age in the form of a work permit or a certificate of age. Require proof of age by birth certificate after being hired. Inquiry as to whether the applicant meets the minimum age requirements as set by law and indication that, on hiring, proof of age must be submitted in the form of a birth certificate or other forms of proof of age. If age is a legal requirement: "If hired, can you furnish proof of age?" or statement that hire is subject to verification of age. Inquiry as to whether an applicant is younger than the employer's regular retirement age.</p>	<p><b>Age:</b> Requirement that applicant state age or date of birth. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record. (The Age Discrimination in Employment Act of 1967 forbids discrimination against persons between the ages of 40 and 70.)</p>
<p><b>Disability:</b> Title I of the Americans with Disabilities Act (ADA) limits the ability to ask disability-related questions. You can ask if they are able to perform the essential function of the job with or without accommodations.</p>	<p><b>Disability:</b> ADA states that you cannot ask if they have any physical or mental impairment that would keep them from performing the job at hand.</p>
<p><b>Sex:</b> Inquiry as to sex or restriction of employment to one sex is permissible only where a bona fide occupational qualification exists. (This BFOQ exception is interpreted very narrowly by the courts and EEOC. The burden of proof rests on the employer to prove that the BFOQ does exist and that all members of the affected class are incapable of performing the job.)</p>	<p><b>Sex:</b> Sex of applicant. Any other inquiry that would indicate sex. Sex is not a BFOQ because of a job involving physical labor (such as heavy lifting) beyond the capacity of some women, nor can employment be restricted just because the job is traditionally labeled "men's work" or "women's work." Sex cannot be used as a factor for determining whether an applicant will be satisfied in a particular job. Avoid questions concerning applicant's height or weight unless you can prove they are necessary requirements for the job to be performed.</p>
	<p><b>Race or Color:</b> Applicant's race. Color of applicant's skin, eyes, hair, or other questions directly or indirectly indicating race or color.</p>
<p><b>Address or Duration of Residence:</b> Applicant's address; inquiries into place and length of current and previous addresses. This should be addressed when discussing that CCM is a NJ 1<sup>st</sup> Act employer and that a permanent residency in NJ must be obtained within one year period of employment, unless an exemption is warranted.</p>	<p><b>Address or Duration of Residence:</b> Specific inquiry into foreign addresses that would indicate national origin. Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home.</p>
	<p><b>Religion:</b> Applicant's religious denomination or affiliation, church, parish, pastor, or religious holidays observed. Any inquiry to indicate or identify religious denomination or customs.</p>

<p><b>Military Record:</b> Type of education and experience in service as it relates to a particular job.</p>	<p><b>Military Record:</b> Type of discharge.</p>
<p><b>Citizenship:</b> For purposes of I-9 regulations the individual must be able to provide documentation to HR to prove they can legally work in the US.</p>	<p><b>Citizenship:</b> "Of what country are you a citizen?" Whether the applicant or his or her parents or spouse are naturalized or native-born U.S. citizens. Date when applicant or parents or spouse acquired U.S. citizenship. Requirement that applicant produce his or her naturalization papers. Whether applicant's parents or spouse are citizens of the U.S.</p>
<p><b>Ancestry or National Origin:</b> Languages applicant reads, speaks, or writes fluently as related to the job. (If another language is necessary to perform the job.)</p>	<p><b>Ancestry or National Origin:</b> Inquiries into applicant's lineage, ancestry, national origin, descent, birthplace, or mother tongue. National origin of applicant's parents or spouse.</p>
<p><b>Education:</b> Applicant's academic, vocational, or professional educational accreditation: school attended. Inquiry into language skills such as reading, speaking, and writing foreign languages as they apply.</p>	<p><b>Education:</b> Any inquiry asking specifically the nationality, racial affiliations, or religious affiliation of a school. Inquiry as to how foreign language ability was acquired.</p>
<p><b>Experience:</b> Applicant's work experience, including names and addresses of previous employers, dates of employment, reasons for leaving, salary history.</p>	<p><b>Experience:</b> Contact a reference where applicant is currently employed.</p>
<p><b>Conviction, Arrest and Court Record:</b> Should an applicant respond yes please contact HR. A yes response does not disqualify an applicant from being considered. All applicants' records will be reviewed on a case by case basis in relation to the job. A criminal background check is done on all new hired employees.</p>	<p><b>Conviction, Arrest and Court Record:</b> Any inquiry relating to arrests. Ask or check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the particular job in question.</p>
<p><b>Relatives:</b> Names of applicant's relatives already employed by this college. Name and addresses of parents or guardian of minor applicant.</p>	<p><b>Relatives:</b> Name or address of any relative of adult applicant, other than those employed by this company.</p>
<p><b>References:</b> Ask for the names that can be provided to give professional &amp; character references. Always verify that it is ok to contact all references provided.</p>	<p><b>References:</b> Contacting a current employer without permission from applicant.</p>
<p><b>Social Media:</b> Social media is an evolving area that has various state and federal laws and regulations. Those involved in the hiring process who wish to use social media as a means of recruitment must contact HR before doing so because of potential liabilities and discrimination concerns.</p>	<p><b>Social Media:</b> Specific inquiry as to individuals background, behavior or activities they take part in.</p>
<p><b>Miscellaneous:</b> Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal.</p>	

## APPENDIX

- A) Job Description Form (copy attached for reference, available on Spider)
- B) EEO Log – (copy attached for reference, available on Spider)
- C) CCM Recruitment Reference Guide Summary
- D) Suggested Interview Questions
- E) Jeanne Clery Act Notice (to be copied and given to all **interviewed** applicants)

### Human Resources Contacts:

Thomas Burk	Director HR & Labor Relations	Ext. 5039
Rita Ragany-Bayer	Associate Director	Ext. 5041
Karyn Norberg	Benefits Manager	Ext. 5035
Lori Sanchez	HR Assistant, Recruitment	Ext. 5038
Lori Zarandona	HR Assistant, HRIS	Ext. 5033
Joan Brueche	Administrative Assistant	Ext. 5037

## County College of Morris Position Description

Position: \_\_\_\_\_ Department: \_\_\_\_\_

Incumbent: \_\_\_\_\_ Job Analyst: \_\_\_\_\_

Union Affiliation: \_\_\_\_\_ Grade Level: \_\_\_\_\_

Job Description Completed (date): \_\_\_\_\_

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**Primary Objectives:**

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**Specific Responsibilities & Duties:**

% of Time	Task Statements:

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**Job Requirements:**

A) Education:

Job Description

Position: \_\_\_\_\_

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B) Job Experience:

Other (KSAOs):

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**Supervision:**

A) **Direct Supervision** – List those position(s) which report directly to this individual:

B) **Indirect Supervision** – List those position(s) which report indirectly to this individual:

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**Approvals:**

\_\_\_\_\_  
Immediate Supervisor

\_\_\_\_\_  
Department Head

Dated: \_\_\_\_\_



## Job Applicant Check Sheet Instructions

The purpose of the attached form is to document your hiring decisions by providing the rationale behind your recommendation including reasons why one candidate was selected over the others that were interviewed. **Remember that you must base your interviewing and hiring decision solely on factors related to the qualifications of each individual which relate directly to the essential knowledge, skills and abilities required of the position.** This is true from the point of the initial drafting of the job description, the resume screening process, interviewing and selection.

Below are some sample "Do's and Don'ts" which you should keep in mind when interviewing and selecting candidates, and completing the attached form. We suggest you consult the Search and Screen Guidelines for a more complete review of the College's recruitment and selection guidelines.

**Appropriate Interview Questions:** (Open ended questions tend to generate the most information.) It is recommended that you be consistent in your interview questions. This will help you distinguish between candidates and will assist you in making your final selection.

- Describe how your past work experience and education have prepared you for this job?
- Why would you consider leaving your current position? / Why do you feel this position is a good position for you?
- Where would this position fit into your career development goals?
- Tell us about your preferred work environment?
- What do you like / dislike most about your current job?
- Why are you the best candidate for this position?
- Do you know of any reason why you would not be able to perform the essential functions of this job with or without reasonable accommodations?

### Topics to Avoid:

- Gender and marital status
- Child care arrangements
- Maiden name
- Spouse's education
- Form of transportation to work
- Other languages spoken
- Prior illnesses or accidents
- Children
- Church Affiliations
- Social organizations
- Spouse's income
- Religion
- Race or ethnicity
- Hospitalizations
- Family Plans
- Spouse's name
- Place or date of birth
- Arrest record
- Own / rent home
- Disabilities / handicap
- H.S. graduation date



## CCM Recruitment Reference Guide Summary

The Human Resources department has created this reference tool to effectively and efficiently support the recruitment goals here at CCM. The following is an overview of the recruitment process:

### 1. Authorization To Recruit

A.A.P.F., Faculty, Management, CASS and CCMSA positions must have Board approval before the start of the recruitment and selection process. The following information must be presented to the Human Resources Office as documentation for the need to recruit for these positions:

- Provide justification as to why you need this position (this is written to the Dean/Director who if supports your recommendation will submit to the VP)
- Include job specification, number of hours needed to work, etc.
- Attach current job description or update job description at this time if changes need to be made.
- Check with HR to confirm any changes made fall within current guidelines.
- At the same time a written recommendation is made an online posting with the PA system should mirror the process to support the internal workflow approval.

### 2. Overview of PeopleAdmin

The college utilizes an online recruitment system called PeopleAdmin (PA). Each hiring manager must create a USER account to access this confidential system and each hiring manager must familiar themselves with its accessing capabilities.

- CCM online recruitment system. ([jobs.ccm.edu/hr](http://jobs.ccm.edu/hr))
- Create USER account, learn accessing capabilities.
- Know difference between Regular User & Guest User
- Become familiar with access to applicants from CCM or at an off campus site.
- Be conscious of confidentiality.
- Only **print** applicants of interest. BE GREEN!

### 3. Establishing Committees

The President's Cabinet has requested that a search committee be formed to assist in the selection process for all director level positions and above. The search committee should be comprised of representation from the different areas of the college impacted by the vacant position's professional responsibility. Members of the committee should also represent a cross section of the college. When forming search committees, it is suggested to keep the number of participants to a reasonable level, three to five members. When

forming the committee, make sure that the members can all meet at a designated time and are available throughout the process. Since individuals will focus on different aspects of the position, if some members are not present for all the interviews, the result may be a different evaluation basis for some candidates. Members who are committed to the process and knowledgeable about the position are valuable resources. It is preferred that no committee be established for CCMSA, CASS, Part Time and some AAPF positions.

All candidates who are selected to be interviewed will have completed an on-line application via PeopleAdmin. Prior to the interview, print the application and have the applicant review and sign during the interview process. No matter what approach you utilize (single interviewer, search committee, etc.), consistency in the interview questions helps distinguish between candidates. Whenever possible, develop a structured set of questions that you will ask each candidate. This will provide a consistent frame of reference between candidates. Questions concerning the actual job that probe whether the candidate can perform the job functions are generally the most useful questions. Inevitably, you will explore areas of differences between candidates that will allow you to distinguish good candidates from average candidates. Please see Pre-employment Inquiry Guide that may be helpful as you begin to develop your interview questions.

- Warranted only for Faculty, Management and some AAPF positions.
- Keep number of committee members to a minimum of no more than 5 members
- Should include a cross section of college staff – mainly employees with positions, higher & lower that have interaction with incumbent.
- Have diversity of committee members; i.e. Male/Female, Ethnic background, Age.
- Chairs have full latitude of search and committee members are appointed on a voluntary basis

#### 4. Committee Prep Work

The Chairperson has full latitude of the search and committee members are appointed on a voluntary basis.

- The Chairperson will distribute current job description & establish key elements of the job
- Committee will agree on specific qualifications for a successful candidate
- Each committee member will review applications (via PeopleAdmin system – GUEST USER access) & come to first meeting prepared with a set number of applicants he/she feels warrants an interview.
- Together all members should develop a set of question (1-10) that will be asked of each applicant interviewed.

- Schedule interviews-prescreening each one with salary requirements before establishing interview-usually done by Committee Chair.
- Coordinate with HR so you know the FULL CONSIDERATION DATE (FCD)
- Establish a timeline for the process & try to target when a final candidate might be recommended & ready for BOARD submission.
- Know the BOARD deadline date.

#### 5. Interview Process

- Internal Applicants-All current employees of the college should be contacted by the Hiring Manager and those who meet the qualification of the job **should** be interviewed.
- Planning & Arranging Interview
- Review applicant's materials – all should have application from PA system as well as **required** documents noted on PA/Posting when they applied. All documents should be the same for each applicant & no notes should be made on application document; keep separate sheet/form with all notes to discuss with committee afterwards.
- The committee works as a committee of EQUALS – all input is measured equally.
- If planning teleconference-make all necessary arrangements & communicate such.
- Verify salary requirements & make sure it is within range for position.
- Questions that can and cannot be asked
- Ideally, questions asked during an interview should be geared to give the most insight on the candidates. Knowledge, skills, and abilities.
- Give candidates the opportunity to share with hiring manager's answers about their skills, knowledge, and experience. Please refer to separate sheet with some suggested questions to ask and others **not** to ask.
- Be knowledgeable and upfront that CCM is a NJ 1<sup>st</sup> Act Employer.
- Employees must live in NJ to work here and if they do not, they must move to NJ within 1 year, unless an exemption is made.
- After each member has had time to review all applicants who applied within the FCD, decide on a number of candidates that the committee would like to interview.
- Have a consistent set of questions created by the committee to ask each applicant
- Verify with applicant that you can contact references. You want to ensure confidentiality.

#### 6. Conducting Interview

- Introduce all committee members involved and the area of the college they represent
- Describe how the interview will be conducted
- Have the applicant read and sign application printed from PA for said position
- Inform and hand out notification regarding the "Jeanne Clery Act"
- Follow established questions and take notes for review with committee members later
- Give overview of benefits

- Ask if they have any questions
  - Anything we didn't ask but you feel we should know in support of candidacy?
  - Explain the next steps in the interview process. Include Board requirements & responsibilities.
7. After the Interview
- Document interview notes (on separate paper, not on application)
  - Evaluate candidate – search committee members independently rank for discussion, following.
8. Reference Process
- A minimum of 2 written references are required, this can be obtained by speaking with the referenced individual and documenting the conversation.
  - Sample questions to be asked (see attachment)
  - Typed references are to be included with hiring recommendation
9. Board Documents Needed for New Hire Recommendation
- Letter of recommendation which has been supported by Dean and VP
  - Must include
    - o Name
    - o Start Date
    - o Job Title
    - o Number of Candidates and Number Interviewed
    - o Salary (Coordinated and approved with HR)
  - Attachments to support recommendation and documents needed to be included for Board Review are:
    - o Signed Application
    - o Resume/Cover Letter (If Applicable)
    - o 2 References
    - o EEO Log (online) \*must be included
  - Includes any applicant interviewed
  - Comments for last 5 categories only – omit for all other columns
  - List should be in chronological order of interviews – DO NOT RANK
10. Notification of Board Decision
- All Board approvals are made at the Board meetings held the 3<sup>rd</sup> Wednesday of each month.
  - If approved notification is made next day by HR via letter and Hiring Manager via phone call or email.
  - All new hires are to start the following Monday unless an exception is warranted.

**Suggested Interview Questions:**

Effective interviewing is the cornerstone to successful recruitment and retention. All questions should be related to the knowledge, skills and abilities necessary to perform the duties of the position. While all candidates should be asked the same questions, they do not have to be asked in the same order, and follow up questions will likely vary from candidate to candidate. Examples of some possible interview questions can be viewed below. **Committee members may not ask questions based on race, religion, gender, marital status, national origin, or other questions that are irrelevant to the position.** Introduce the individuals participating in the interview process and describe how the interview will be conducted. Then proceed with questions;

1. What do you know about CCM and why do you want to work here? (Shows if they researched CCM)
2. What aspects of your previous position did you find most professionally challenging? (Strengths/weaknesses)
3. Describe an interesting project you have worked on in your career? (Foresight)
4. What is your ideal work environment? (Does this match current departmental environment)
5. Tell me about a failure or mistake you have made on the job and what you learned from it. (Thought process)
6. What would have made you stay at your last job? (Business outlook)
7. Ask the individual if they have any questions. (Interest in job/college)

Explain the next steps in the process and thank the candidate for his or her time.

The following are examples of interview questions that should be **avoided**:

1. Are you a U.S. citizen? (Adversely impacts national origin)
2. Do you have a visual, speech or hearing disability? (Discriminating)
3. Are you planning to have a family? When? (Discriminating)
4. Do you have children? How old are they? Do you have child care arrangements? (Note hours needed for job)
5. Do you have your own car? How will you get to work? (Discuss hours required for work only)
6. What is your race or ethnic origin? (Not applicable to job. Discriminating)
7. Have you ever filed a workers' compensation claim? (Discriminatory-does not pertain to job responsibilities)
8. How many days of work did you miss last year due to illness? (Discriminatory)
9. What activities do you participate in outside of work? (Does not pertain to job responsibilities)
10. Would you have a problem working with a female partner? (Discriminating)
11. Where did you grow up? (Not relevant to job responsibilities)
12. What year did you graduate? (Reveals Age)

Stay focused; don't become so comfortable where you might ask or say something inappropriate.

**Be Fair, Be Consistent, and Be Objective.**



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DEPARTMENT of PUBLIC SAFETY

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### NOTIFICATION OF THE JEANNE CLERY ACT

The Jeanne Clery Act, (Originally titled the Student Right to Know and Campus Security Act) was established by the Department of Education in 1990. The Act requires colleges and universities to prepare, publish and distribute crime statistics to students and employees. Statements in the document include policies concerning campus law enforcement, security programs, practices and statistics on criminal incidents.

As a prospective student/employee we invite you to view CCM's report which can be found on our website at [www.ccm.edu](http://www.ccm.edu). Once you are at the website, type public safety in the box at the right top corner. This will take you to the Student Right to Know annual report.

Individuals who wish to receive a hard copy of the report may contact the Public Safety Department At the number listed above.

Harvey Jackson  
Director of Public Safety