



Hiring Process

Prepare Job Description

- 1. Department head or the supervisor for the position prepares a job description and reviews it with other staff that will routinely interact with the position. Forward (by e-mail) to Human Resources Manager a final copy of the job description to ensure updated copy is maintained in Job Description directory. Obtain appropriate salary range for position from HR Manager or CFO, based on compensation study.

Solicit and Identify Candidates for Position

- 2. Post the job description and qualifications internally for all staff and encourage referrals.
- 3. Place advertisements in the weekend Milwaukee Journal Sentinel, the Milwaukee Times, the Milwaukee Courier, Milwaukee Community Journal, Spanish Times, and other publications, if appropriate.
- 4. Prepare a job posting (an abbreviated version of the job description). The job posting is a summary of key responsibilities and activities, as well as qualifications for the job. The job posting would include directions for how to apply for the position and may include the salary range. Example of instructions: "To apply for position, submit resume and cover letter, including salary history or requirements to [name of GMF contact, including e-mail and mailing address]".
- 5. Job posting information will be made available to the appropriate minority professional organizations. Examples include, but are not limited to, the following:

Organization	Contact Information
Leaders Forum	Renee Bartelt has contact information to post positions on Leaders Forum website.
The Business Council (MMAC)	Theresa Randall, 414-270-1874 trandall@tcbusiness.com
African American Chamber of Commerce	Dester Martin, 414-462-9452 (FAX position descriptions to his attention)
Milwaukee Urban League	Brenda Swift, 414-374-5850 (Contact her directly to access a pool of applicants.)
Milwaukee Urban League's Young Professionals Group	Contact Elaine Maly for information

<p>Hispanic Chamber of Commerce of Wisconsin (charges a placement fee of 10% of first-year salary; do not use without obtaining permission from the President)</p>	<p>George Belmontes, 414-643-6963 gbelmontes@wi.rr.com</p>
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The following organizations may also be appropriate. This list includes memberships that target specific professions as well as some memberships that do not necessarily target a minority constituency (although their memberships may be diverse). Other organizations may be identified depending upon the open position or required skill set.

Organization	Contact Information
Professional Dimensions (charges a \$35 fee to e-mail job postings to their membership list)	Lois Dee, 414-374-3570 pd@ywcamilw.org
Tempo	
Association of Fundraising Professionals (for development positions)	See Doris Heiser for contact information
National Association of Black Journalists (for communications openings)	See Denise Callaway for contact information
Black Accountants Association	Attn: Pauline Grant 3020 W. Vliet St., Milwaukee, WI 53208 414-931-8702

6. Identify and contact individuals who may be able to refer minority applicants to the Foundation.
7. Screen applicant resumes (usually done by position's supervisor or designee) and identify qualified candidates. If there are more than five qualified candidates, consider using an abbreviated telephone interview to narrow the field. In every instance, a qualified minority should be one of the final candidates. Exceptions will be made only when the appropriate outreach efforts have not been successful in producing a qualified minority candidate. All exceptions must be approved by the President.

Conduct First Interviews

8. Schedule first round of interviews, to be conducted by supervisor and/or department head and other key department staff.
9. During interview, summarize position and have candidate review his/her qualifications based on resume submitted. Also use sample questions provided by HR or department head to screen whether candidate's professional background, training, skills and personality are well suited for the job. Add questions specifically related to the position's qualifications, etc. (Customized interview questions should be saved as a separate document.) Request the candidate give specific examples whenever possible. Use the same questions for each candidate to ensure interviews are handled objectively and consistently. Record summary of answers to enable subsequent comparison. To ensure that we do not ask any

discriminatory questions, refer to Appendix A for questions to avoid during the interview.

10. At end of interview, have candidate complete Application for Employment, which provides key data and employment history that can be confirmed during the reference process. Also have candidate sign "Conditions of Application;" urge candidate to read statement before signing and allow sufficient time for him/her to do so. Be sure that you have employment and personal references before candidate leaves, or make arrangements to obtain them within an appropriate time frame.
11. Apprise candidate of selection process and timetable, if known.
12. Complete interview summary page immediately after you dismiss the candidate.
13. Conduct reference checks for top candidates. Reference checks should generally be completed by an outside consultant. Sample questions are available, and these should be reviewed with the outside consultant to determine if there are any specific issues to pursue related to the position and/or the candidate. If prior employers are included among references, have former employer complete employment verification using appropriate form. If process has narrowed field to one candidate, the consultant will conduct a complete employment verification. Do not jeopardize a candidate's current position if they are still employed. Encourage the candidate to provide current references that can be approached in a confidential manner. In evaluating reference checks, ensure that information provided by the candidate is consistent with information provided by the reference. The consultant should provide a written summary of the reference checks (can be via e-mail).
14. Providing one or more acceptable candidates are identified through the first interview, send out standard decline letters to all candidates who were not interviewed. Also send out decline letter to any interviewed candidates who were eliminated from further consideration.

Conduct Second Interviews

15. Based on information obtained above, narrow candidates to one to three finalists, selected by the Department head or the position's supervisor. These candidates should be scheduled for a second interview, this time with key staff members of other departments to further evaluate people skills, knowledge base, etc. Depending on the position, this may involve other department managers or the President. Representatives from other departments can give an overview of their respective department functions, etc.
16. As part of second interview, candidate should meet again with primary interviewer to clarify any questions arising from the first interview, reference observations, etc. It would be appropriate to review GMF benefits (Obtain summary from HR Manager) and salary range at this time, if it has not been previously covered.

17. For senior management or other key positions, it may be appropriate to involve one or more Board Members in the interview process. It may also be appropriate to have an external HR consultant conduct a screening interview to identify other issues.

18. Administer aptitude test if appropriate. This would apply to staff accountants and other support staff positions.
19. Assess information collected in second interview and identify final candidate. If field has been narrowed to one candidate prior to second round of interviews, and/or feedback from this second interview was positive, we may be in a position to make a verbal offer.

Final Steps to Finalize Employment Terms and Extend Offer of Employment

20. Determine salary and any other negotiable terms of employment. Salary should be reasonable enough to attract the candidate, but should have some upside potential once the candidate has been here and proven he/she is an accomplished employee. The President and CFO need to approve final salary and any deviations from standard benefits to ensure within budget and appropriate compensation range.
21. Extend an offer to the final candidate. Candidate may be called in and offer can be made in person if there are any details to work out; otherwise, extending offer with a phone call is acceptable.
22. Agree on an employment start date.
23. Issue standard offer letter, outlining terms of employment. Draft of offer letter can be obtained from HR Manager or CFO. Terms to be included should be discussed with HR Manager or CFO, who will prepare the offer letter. Be careful to edit vacation provisions, etc., as appropriate. The offer letter should be signed by the President. Include a copy of the employee handbook with the offer letter?
24. Forward signed copy of offer letter and resume to HR for personnel file. Also forward all interview materials, resumes and decline letters to HR for filing.
25. Send out decline letter to any remaining candidates.

Document Results of Solicitation/Advertising Efforts

26. Prepare a chart that shows the publication and date of each ad, as well as other organizations with which the position was placed. An example is shown below:

Position title: _____

Publication/Organization	Date Placed	# of Responses Generated
Milwaukee Journal Sentinel (Sunday ed)	10/5/03	40
Milwaukee Times	10/7/03	5
Milwaukee Courier	10/7/03	2

Milwaukee Community Journal	10/7/03	5
Spanish Times	10/7/03	3
Hispanic Professionals	10/6/03 (e-mail)	3
Leaders Forum	10/6/03 (e-mail)	4

Include results with items forwarded to HR as noted above.

Hiring Resources

The following resources are included in the directory H:\Admin\Hiring Resources:

- Telephone interview (for preliminary screening)
- Sample interview questions
- Application for Employment
- Employment Verification and Conditions of Application
- Sample reference questions
- Sample rejection letters (resume only)
- Sample rejection letter (post-interview)
- Solicitation results table

The following resources must be obtained from the Human Resource Manager or CFO:

- Salary Range for Position
- Summary of Benefits
- Accounting Aptitude Test (for finance department positions)
- Offer letter (final copy to be prepared by HR Manager or CFO)

Attach as an addendum questions that are to be avoided in an interview.