HireTouch Applicant Tracking System

User's Guide for Hiring Managers

— for centralized search processes —

LEHIGH UNIVERSITY | HUMAN RESOURCES

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Introduction

Lehigh's Human Resources (HR) Office manages and oversees the employment process for classified staff positions. HR staff work with employment coordinators throughout the university and provide support and guidance for hiring managers. This user's guide is designed to provide hiring managers throughout Lehigh University with the information and resources needed to conduct centralized search processes for classified staff positions, from recruitment through hire.

What do we mean by "centralized?" Staff hiring can be conducted in either a centralized or decentralized fashion with respect to the degree of involvement by HR. While nonexempt position searches are usually centralized through HR, most exempt position searches are decentralized to individual campus departments.

In centralized searches, the initial process steps (applications review and preliminary screening) are handled by HR working with the hiring manager. Once HR has reduced the applicant pool to a manageable number of qualified candidates, then the hiring manager reviews and selects four to six candidates for first interviews. HR completes the first round of interviews and recommends the top two or three finalists for second interviews with the hiring manager.

In decentralized searches, each hiring manager takes on the full responsibility of the selection process including applications review and preliminary screening. In these searches, the HR staff takes on more of a consulting role during the selection process.

In both types of searches, HR retains responsibility for advertising the position, conducting background checks, determining the appropriate grade/starting pay range, approving employment offers, and preparing the formal offer letter, new hire paperwork, and onboarding information.

General Information About Applicant Tracking

Applicant tracking for classified staff positions at Lehigh University is facilitated through the use of HireTouch*, an easy-to-use, web-based program. With this system, we can:

- Post open positions for recruiting internal and external applicants
- Review applications, resumes, cover letters, and other documents submitted by applicants
- Schedule interviews and attach notes
- Track applicants as they progress through the recruitment and selection process
- Initiate timely, customizable email communications with applicants, including "regrets" correspondence.

The applicant tracking system centralizes information accessibility and automates the hiring process which enables hiring managers, employment coordinators, and others involved in position searches to handle a larger applicant pool more efficiently. This users' guide explains the various features of the applicant tracking system and their uses relevant to each step of the search process.

User Roles

Within the applicant tracking system (ATS), there are several types of user roles. Each role has a different level of permissions, allowing/disallowing access to specific features. User roles are set by the system administrator. System users who encounter a problem or need additional access should contact a Human Resources ATS administrator (83900 or inemploy).

Designated user roles within the applicant tracking system are:

- Hiring Manager
- Administrative Support
- Committee Member.

User roles in the larger context of a centralized hiring search are outlined in the chart below. Designated employment coordinators typically serve in the administrative support role. Formal search committees are rarely used in centralized searches although other departmental staff may participate in the process.

<table>
<tr><th>Human Resources:</th><th>Hiring Manager:</th></tr>
<tr><td>

Generate Staff Employment Request Form
Create position posting
Consult with hiring manager
Provide ATS Training
Advertise the position
Screen applicants
Send correspondence
Conduct first interviews
Document results
Send correspondence
Provide recommendations to manager
Conduct background checks
Approve employment offers
Prepare written offer letters
Provide onboarding information

</td><td>

Complete and submit the SERF *
Update the position description
Review and approve the job posting
Conduct second interviews
Document results (“add notes”)
Send feedback to HR
Select finalist(s)
Conduct reference checks
Formulate offer with HR
Extend verbal offer of employment
Implement new hire onboarding/training

* SERF = Staff Employment Request Form
</td></tr>
<tr><th>Administrative Support:</th><th>Search Committee Member:</th></tr>
<tr><td>

Provide general support (external to ATS)
Support second interview process in ATS
Schedule second interviews
Add documentation (“notes”)
Send interview feedback to HR
Provide onboarding support to new hire

</td><td>

Participate in applicant screening
Participate in candidate interviews
Facilitate interviews, as assigned
Add documentation (“notes”)
Offer recommendations for finalist(s) selection

</td></tr>
</table>

Beginning Your Search

Prior to conducting your search using the ATS, there are several preliminary steps to be completed:

Review/update position description
[Initiated by HR; Performed by Hiring Manager]

↓

Staff Employment Request Form with approvals
[Initiated by HR; Completed by Hiring Manager

↓

Create open position posting
[HR Staff]

↓

Review/approve position posting
[Hiring Manager]

↓

Post open position to the ATS, upon approval
[HR Staff]

↓

Initial consultation [HR Staff & Hiring Manager]

- Define position requirements
- Review search procedures
- Develop a recruitment/advertising plan
- Train on use of the ATS system

↓

Implement recruitment/advertising plan
[HR Staff; facilitated through the ATS]

All ATS users, including hiring managers, search committee members, and admin support, are required to read and sign a confidentiality agreement prior to receiving access.

Once you've met with the HR associate for employment and the ATS has started collecting applicants, you're ready to start using the system for your search.

System Login Instructions

All system users must enter their assigned login to access the customized administrative functions of the Lehigh ATS.

Screenshot 1 – Login Screen:

- New users will receive an email from the HR system administrator with the link to the ATS and login information.
- From the Login screen, type your sign-in name in the User Name text box.
- In the Password text box, type your password.

  This field is case-sensitive.
- Click the *SIGN IN* button.

Password Management

If you had access to the ATS in the past, the same user name and password still applies. Your password does not expire.

In the event that you forget your password, you can reset it either by clicking the Forgot Password link and completing the password security questions or by contacting HR.

Reset passwords are randomly generated, and you will receive an email containing the new password at the email address that is registered in your profile. When you sign in for the first time with the randomly generated password, you will be required to create a new password.

Resetting passwords is faster and easier when using password security questions. In order for this option to be available, you must set up your own security questions and answers.

Logout

The Logout link is available from the upper right corner of the screen no matter where you are in the ATS [Screenshot 2, next page]. To log out of the application, simply click Logout.

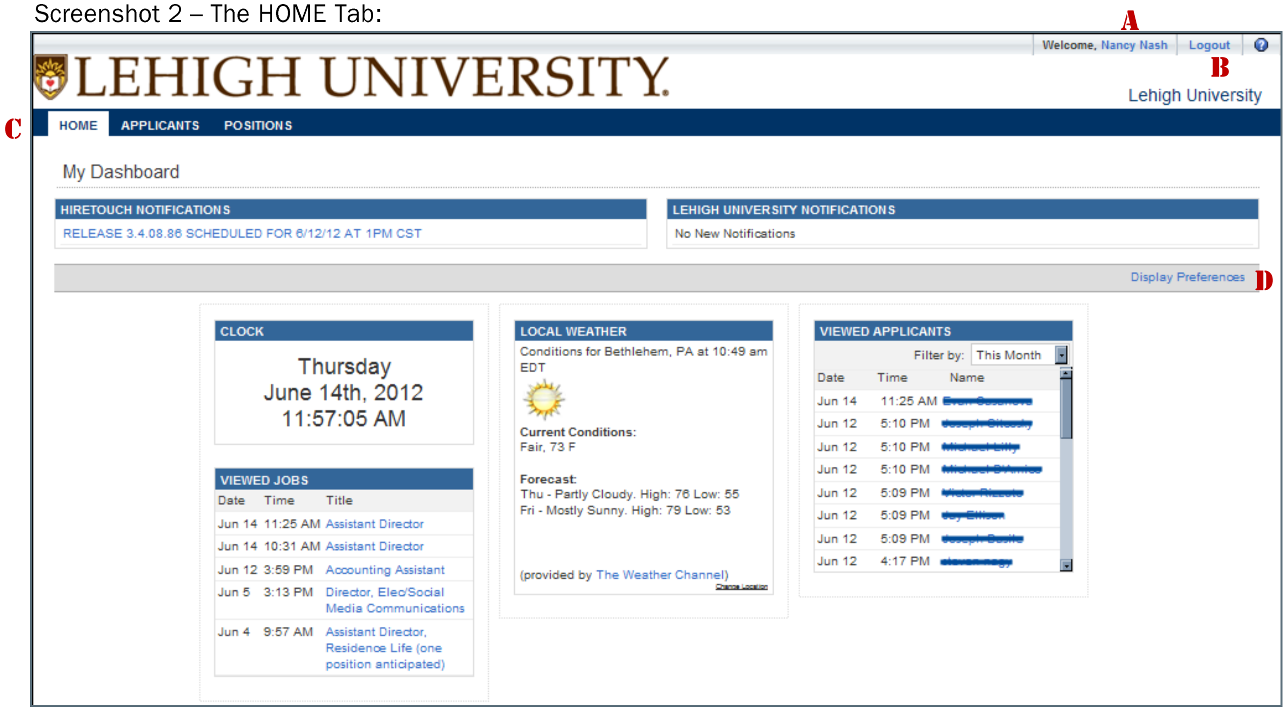
The applicant tracking system has an automatic time out after 20 minutes of inactivity. When this happens, you will need to log back in to re-access the system. All unsaved information will be lost.

Starting in the Home Tab

Once logged in, you will see the HOME tab [Screenshot 2] which provides a summary of recent activity and other general information. You can configure your HOME tab by clicking the Display Preferences link. The HOME tab is your primary entry point to the ATS. It is especially helpful if you have more than one active search in progress.

In the VIEWED JOBS summary box, clicking on a listed position link provides immediate access to the page for that specific job posting. Similarly, clicking on an applicant's name in the VIEWED APPLICANTS summary box provides immediate access to that applicant's information. To return to the home page at any time, click on the Lehigh University logo in the top left corner of the screen, or the HOME tab link on the toolbar.

Screenshot 2 – The HOME Tab:



Navigation Key:

A Link to user profile **B** Link to logout **C** Main Toolbar **D** Display Preferences Link

When viewing a particular tab, that tab will appear white in the toolbar, as shown above.

Navigation and Layout

The ATS is navigated through a toolbar with a system of tabs at the top of the window. The tabs allow users to navigate through the main functions of the system. Additional options for the functions are available from the main windows and additional toolbars with pull down menus, buttons, and tabs will appear as the user moves through the system.

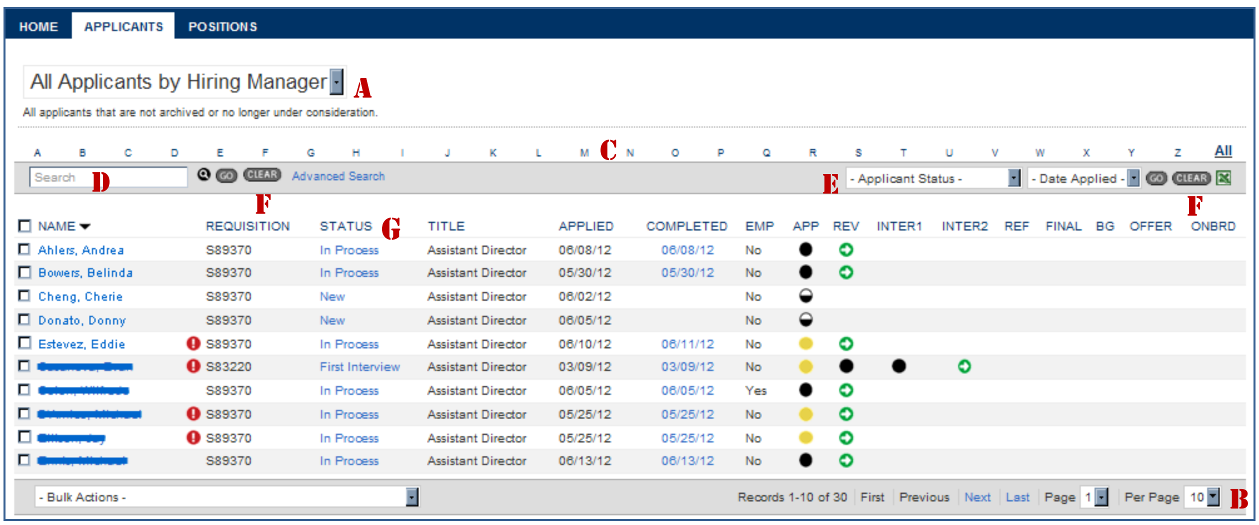
Toolbar Tabs:

- **HOME:** Provides a summary of available information (e.g., viewed jobs; viewed applicants).
- **APPLICANTS:** Provides access to all information about applicants that have applied to your position(s), including the status of any pending applications or background checks.
- **POSITIONS:** Provides access to all currently posted positions in the user's permitted view.

Viewing the Applicants Tab

The APPLICANTS tab allows you to view and work with all prospective candidates who have applied for one or more of your posted positions within the ATS. This tab can help you track applicants and activity taken regarding each applicant. The majority of information about individual applicants is accessible in the APPLICANTS tab.

Screenshot 3 – APPLICANTS Tab Filters and Search Features:



Navigation Key:

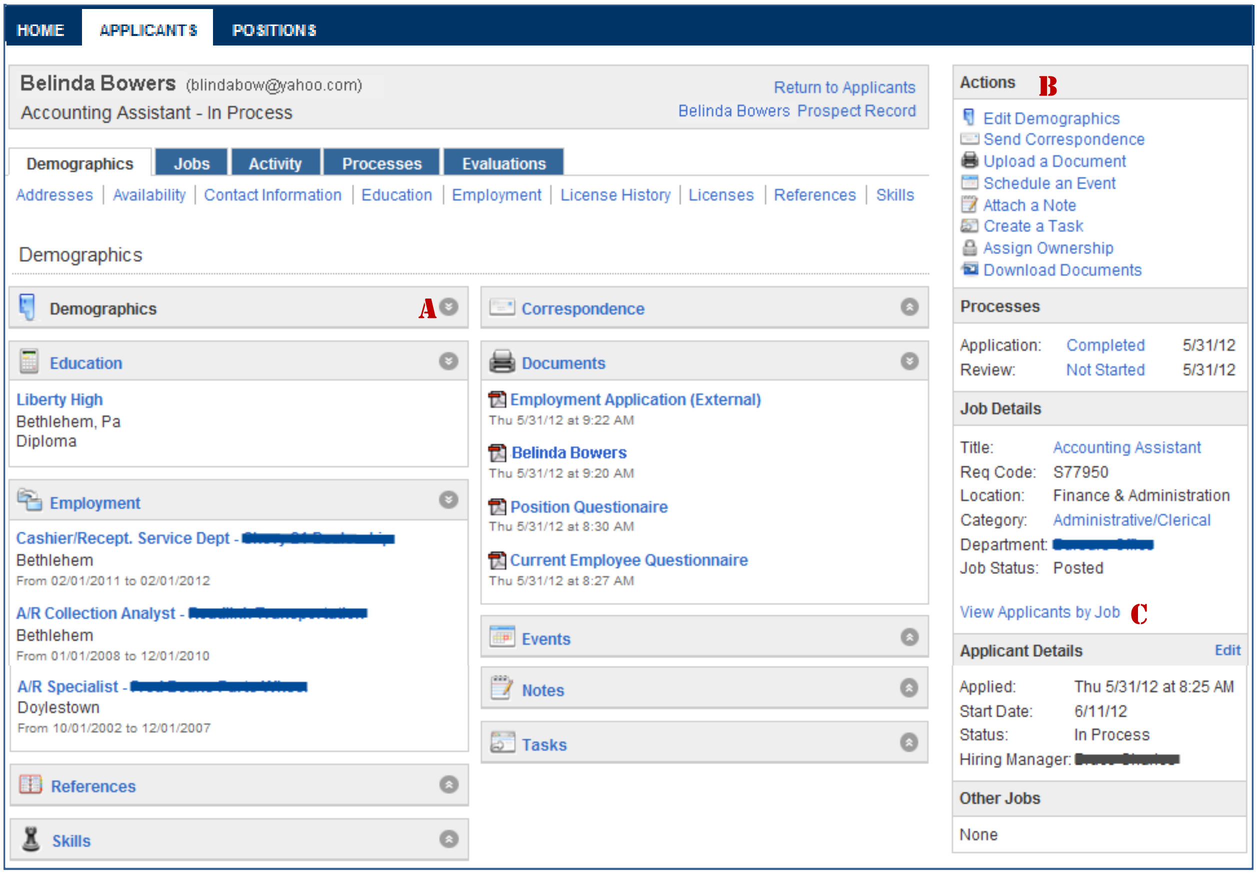
A	Default view; can be changed to Bulk Screening	**E**	Other filters available to narrow focus, based on status
B	Expand the number of names listed per page	**F**	Click CLEAR to remove applied filters
C	Find applicants by first letter of last name	**G**	Click any column heading to sort
D	Search by last or first name; click GO (or just wait)		

The default view for hiring managers, administrative support, and committee members is All Applicants by Hiring Manager [**A**]. The APPLICANTS tab shows the first ten applicants in alphabetical order by last name. A drop-down field [**B**] allows you to expand your view from 10 to 15, 20, or 25 applicants per page. Other tools along the bottom of the screen will help you move through the list of applicants (i.e., First, Previous, Next, Last, etc.). The various sort/search options can help you locate specific applicants. The default view of the APPLICANTS tab shows the process steps and step status for each applicant. You can view additional information quickly by

B

hovering your mouse over the various headings and icons. Click on any applicant's name from the list and a Demographics page will open to show that applicant's complete record.

Screenshot 4 – DEMOGRAPHICS Page:



Navigation Key:

- **A** Use the ⊙ in each box to expand or collapse the information on view
- **B** Use the links in the Actions box to perform various tasks
- **C** Use the View Applicants by Job link to return to the Applicants list

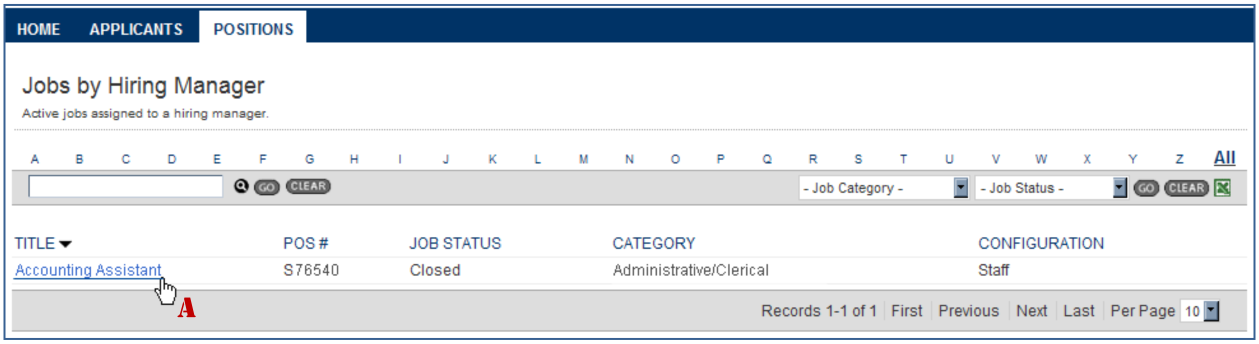
The Demographics page displays all available information about the applicant, document links (e.g., employment application and resume), events, correspondence, notes, and status updates. The Demographics page lets you really dig down through the information stored about a particular applicant within the ATS. Any activity or task associated with this applicant can be done from this page. Whenever you're ready to return to the main applicants list, simply click on the View Applicants by Job link [**C**].

Although you will be returning to the APPLICANTS tab many times in the course of reviewing applicants and moving them through the process, you will primarily be working through the POSITIONS tab where you can focus on the applicants for one particular search at a time.

Working in the Positions Tab

Selecting the POSITIONS tab brings up a list of your open searches. It lets you view information about your posted position(s). Additionally, like the APPLICANTS tab, the POSITIONS tab allows you to view and work with prospective applicants who have applied for your position(s) within the ATS.

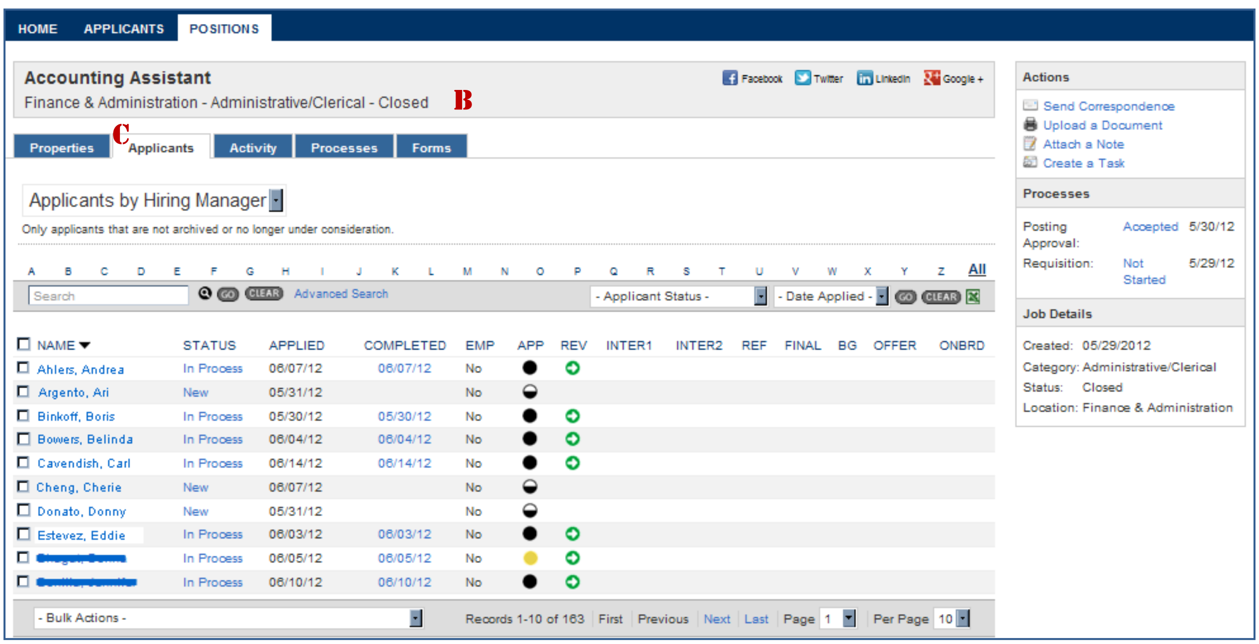
Screenshot 5 – POSITIONS Tab:



Navigation Key:

A Select the position title for your search and the Applicants list appears [Screenshot 6, below]

Screenshot 6 – Applicants Page (within Positions Tab):



Navigation Key:

B Displays position title with department, position type, and search status

C Choice of five sub-tabs; the Applicants page is currently open (tab appears white)

The POSITIONS tab features several pages (Properties, Applicants, Activity, Processes, and Forms) shown below the position title. The default view is the Applicants page [Screenshot 6, **C**, previous page] which looks nearly identical to the APPLICANTS tab view although we are currently in the POSITIONS tab.

The APPLICANTS page contains the same navigational and search features as the APPLICANTS tab view [Screenshot 3, page 8]. Clicking on an applicant's name will bring up the Demographics page for that applicant, just as it does from the APPLICANTS tab view [Screenshot 4, page 9].

The column to the immediate right of the listed applicants shows the current STATUS of each applicant. In Screenshot 6, we can see that most of the applicants are currently "in process" with applications ready for review. The APPLIED column shows the date that each applicant initially applied. The COMPLETED column provides the date that each applicant actually completed the online application. The EMP column denotes employee status; a YES in this column tells you that this applicant is an internal candidate. The remaining columns correspond to different steps in the search process:

- APP = Application; provides shortcut links to applicant's documents
- REV = Review
- INTER1 = First Campus Interview
- INTER2 = Second Campus Interview
- REF = Reference Checks
- FINAL = Final Approval of Offer by HR
- BG = Background Checks
- OFFER = Offer Letter
- ONBRD = Onboarding

For centralized searches, the hiring manager is only responsible for moving candidates through the second campus interview step and into the reference checks step. Some tasks within these steps may be delegated to an administrative support person. The starting and ending process steps are handled by HR.

The Properties page contains the job posting [Screenshot 7, next page]. The job posting is a concise version of the position description including job title, department, summary of purpose, key accountabilities, special considerations, qualifications (e.g., education, experience, and skill requirements), and other details such as work schedule, hiring manager, etc. Prospective applicants are able to view most, but not all, of the job posting. Some details, including names and contact information is shielded from the applicants' view. This posting can also be sent by HR to various external sites (e.g., higheredjobs.com, HERC) for wider recruitment.

Screenshot 7 – Properties Page:

HOME APPLICANTS POSITIONS

Accounting Assistant

Finance & Administration - Administrative/Clerical - Posted

Properties | Applicants

Details | Additional Information

Properties

Job Details

Title: Accounting Assistant

Position Number: S76540

Job Category: Administrative/Clerical

Job Family: Finance/Accounting

Website: http://www.lehigh.edu/~inburs/

VP Stem: Finance & Administration

Department: [redacted]

Hire Type: External

Contact: [redacted]

Opened Date: 05/30/2012

Closed Date:

Summary: The primary purpose of this position is to perform accounting or clerical duties in the [redacted]. Some of these duties are greeting and assisting customers at the office counter and accepting payments. The incoming mail is retrieved, sorted and distributed accordingly each day. Application of checks to student accounts is

Accountabilities:

1. Daily Mail Processing
   - Pick up mail from mailroom; sort, open, and distribute to appropriate individuals
   - Receive express mail packages and route appropriately
   - Research and forward mail for other departments
2. Post check and credit card payments to accounts accurately and timely

Special Considerations:

1. Periods of high volume/work load at the beginning of school terms
2. Occasional evening, weekend, and holiday hours during registration

Qualifications:

1. High school diploma or equivalent combination of education and experience
2. One to three years related work experience
3. Excellent communication and interpersonal skills

Months Worked: 12

Hours Worked per Week: 37.5 hours per week

Annual FTE: 1.00%

Hiring Minimum (for nonexempt positions): 5 - 37.5; $23,350 per year

Hiring Manager: [redacted]

Initial Screening of Applicants

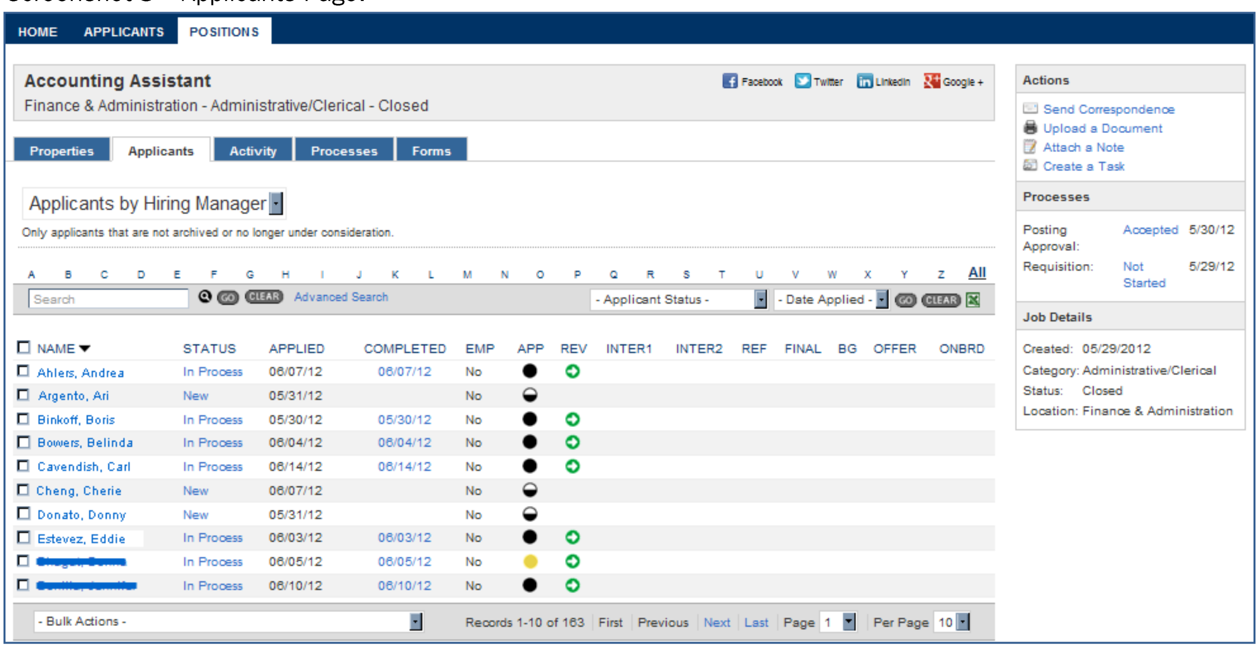
In a centralized search, the initial screening of applicants is performed by HR. As hiring manager, you can access the ATS at any time, once your open position is posted, to check out the applicant pool and monitor progress. Select the POSITIONS tab and then click on your position title. The Applicants page will appear by default [Screenshot 8]. As the applicant pool grows, you will see that the APP (application) column contains a circle by each applicant:

- ○ or ◒ = application started but not completed by applicant
- ● or ● = application complete

The yellow circle means the applicant has indicated that he/she would like to receive a copy of his/her credit report if one is requested. In some views, this may be indicated by a ❗. *This alert is for HR purposes only… no action is required by the hiring manager.*

Additionally, you'll see green circles with arrows ➲ in the REV (review) column. This arrow always indicates an action step. During the search process, this arrow will move forward from column to column as each step in the process is completed for a particular applicant.

Screenshot 8 – Applicants Page:

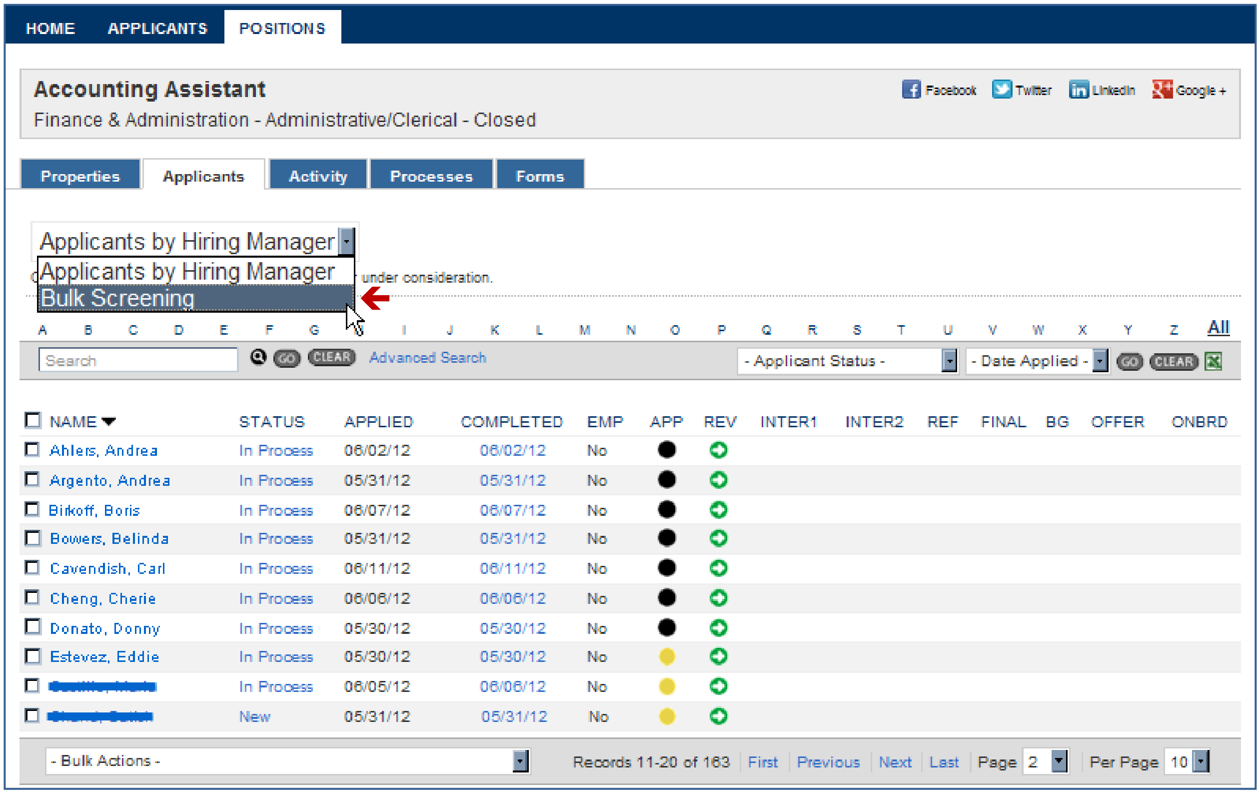


In every search, there are always some applicants who don't fully complete the application process. At least once a week, the HR associate assigned to your search will check the applicant pool for your job. Applicants with a ○ or ◒ in the APP column are sent a friendly "please complete an application" email from the ATS. Any applicant who is still showing as incomplete a week after receiving the "please complete" email is be assumed to be no longer interested and removed from further consideration.

Bulk Screening

On the Applicants page within the POSITIONS tab, applicants can be reviewed individually or using the bulk screening option [Screenshot 9, 🡐]. Unless the posted position is highly specialized, most hiring managers will be faced with a large initial pool of applicants. In a centralized search, HR will screen the applicant pool down to a more manageable-sized pool of qualified candidates for you to review. We start this process by utilizing the bulk screening option.

Screenshot 9 – Selecting the Bulk Screening Option:

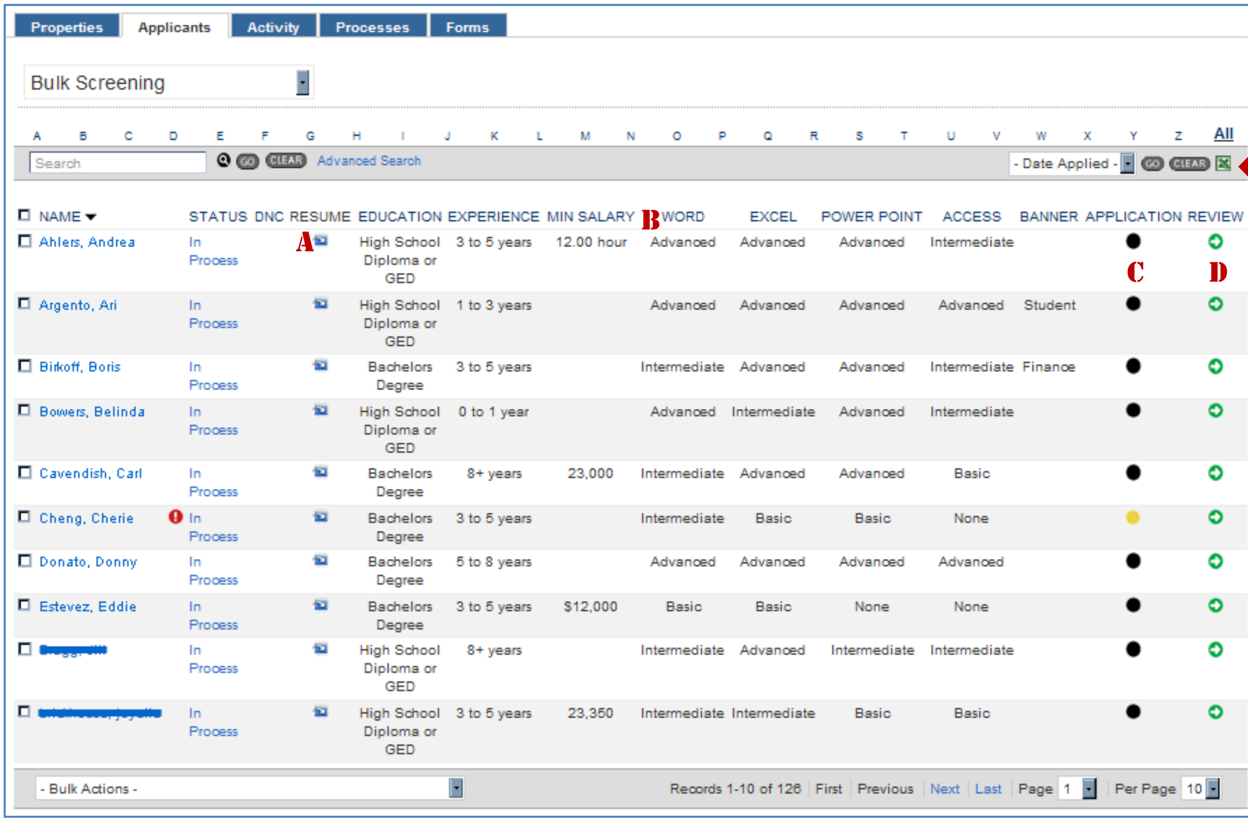


The bulk screening option pulls a variety of basic information from the *Position Questionnaire* that all applicants are asked to fill out. The questionnaire asks the following questions:

- Level of education
- Minimum salary requirement
- Number of years of related experience
- Skill level in Microsoft Word, Excel, PowerPoint, and Access
- SunGard Higher Education (Banner) experience

This information allows HR (as well as the hiring manager, designated administrative support, and/or committee members) to view and compare the qualifications of a group of applicants on a single screen rather than opening up individual applications and/or resumes. The next screenshot [Screenshot 10] illustrates the bulk screening view. The applicant name and status columns remain visible but the other columns have changed.

Screenshot 10 – Bulk Screening View:



NAME	STATUS	DNC	RESUME	EDUCATION	EXPERIENCE	MIN SALARY	WORD	EXCEL	POWER POINT	ACCESS	BANNER	APPLICATION	REVIEW
Ahlers, Andrea	In Process			High School Diploma or GED	3 to 5 years	12.00 hour	Advanced	Advanced	Advanced	Intermediate			
Argento, Ari	In Process			High School Diploma or GED	1 to 3 years		Advanced	Advanced	Advanced	Advanced	Student		
Birkoff, Boris	In Process			Bachelors Degree	3 to 5 years		Intermediate	Advanced	Advanced	Intermediate	Finance		
Bowers, Belinda	In Process			High School Diploma or GED	0 to 1 year		Advanced	Intermediate	Advanced	Intermediate			
Cavendish, Carl	In Process			Bachelors Degree	8+ years	23,000	Intermediate	Advanced	Advanced	Basic			
Cheng, Cherie	In Process			Bachelors Degree	3 to 5 years		Intermediate	Basic	Basic	None			
Donato, Donny	In Process			Bachelors Degree	5 to 8 years		Advanced	Advanced	Advanced	Advanced			
Estevez, Eddie	In Process			Bachelors Degree	3 to 5 years	$12,000	Basic	Basic	None	None			
[redacted]	In Process			High School Diploma or GED	8+ years		Intermediate	Advanced	Intermediate	Intermediate			
[redacted]	In Process			High School Diploma or GED	3 to 5 years	23,350	Intermediate	Intermediate	Basic	Basic			

Navigation Key:

- **A** The RESUME column includes a direct link to each applicant's résumé, if one was uploaded
- **B** The remaining columns allow for easy comparison of various types of qualifications including proficiency in common office software programs and Banner knowledge.
- **C** The circles in the APPLICATION column provide quick links to view individual applications
- **D** The arrow in the REVIEW column indicates an action is required

The information in most of the ATS screen views can be exported to an excel spreadsheet [ ]. Once exported to a spreadsheet, new columns can be inserted to add more information for screening comparisons or to add steps to track applicants through customized search processes. Exporting to an excel spreadsheet also enables multi-level sorting. If you decide to utilize this feature, it is important to remember that:

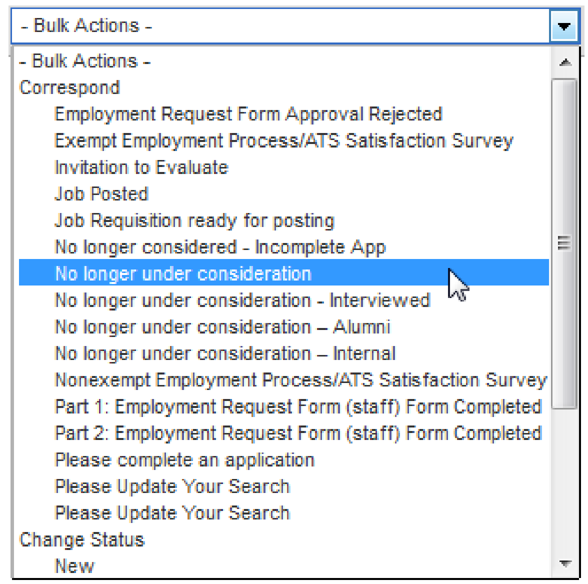
- Exporting to excel captures information available at a single point in time. New applicants added to the ATS or status changes made in the ATS will not automatically appear in the excel spreadsheet or vice versa. The export function is best used once the initial screening process is completed and preferably after the position is closed to any new applicants.
- When used, spreadsheets can provide a valuable tool for documenting the search. As such, committee members may need to be reminded that information recorded in the spread-sheet should be strictly factual and relevant. At the end of the search, the spreadsheet can be attached to the search within the ATS. Contact HR for assistance.

The bulk screening view is used by HR for the first round of applicant screening for your open position. We look at the education, years of experience, minimum salary, and computer skills information listed in the bulk screening view to compare qualifications. Any applicants deemed "not qualified" for your position are notified via email and removed from your view.

The ATS includes five variations of a *No Longer Under Consideration* email template:

- No Longer Under Consideration – Incomplete App is used for applicants who did not complete the application process
- No Longer Under Consideration is used for "not qualified" applicants with no discernible Lehigh affiliation
- No Longer Under Consideration - Alumni is sent to "not qualified" applicants who graduated from Lehigh
- No Longer Under Consideration - Internal is sent to "not qualified" applicants who are currently employed in another position at Lehigh
- No Longer Under Consideration - Interviewed is sent to "not qualified" applicants who were interviewed (by phone or in person) for the position.

Screenshot 11 – Bulk Actions Menu:

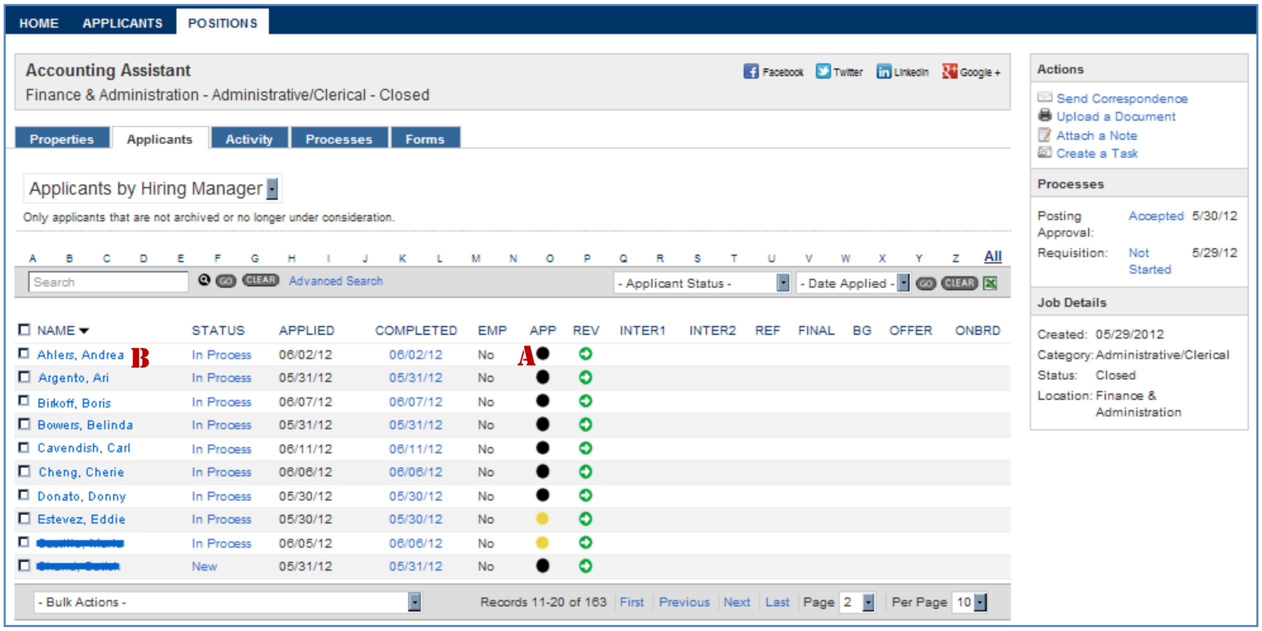


Each of these email templates may be edited to provide a customized message to the applicant. When sent, each email will include a personalized greeting to the applicant and a closing that includes the name of the hiring manager. Each time a *No Longer Under Consideration* email is sent, the recipient is removed from your view of the applicant pool.

Individual Screening

Once the initial group of applicants deemed "not qualified" is screened out, a second round of applicant screening is performed through a more careful review of applicant information by HR. This is done from the Applicants by Hiring Manager screen in the POSITIONS tab in the ATS.

Screenshot 12 – Positions Tab/Applicants by Hiring Manager Screen:



Navigation Key:

A Click on the circle in the APP column to quickly find all documents available for that applicant

B Click on an applicant's name to go to the Demographics page for that applicant

For most applicants, the following documents will be available:

- **Current Employee Questionnaire** – this is a simple, one question document that is used to identify internal applicants in the system; once answered, the response appears in the Applicants by Hiring Manager screen in the EMP column [Screenshot 12]
- **Employment Application** (External or Internal) – all applicants for Lehigh positions are required to submit an application; the application provides a consistent format for easier comparisons between applicants
- **Resume** – most applicants will upload a resume although this is not required for non-exempt staff searches; the document name is determined by the applicant and will vary but if uploaded correctly, it should be identified as a resume in the document type field
- **Cover Letter** – an optional document that may be uploaded by an applicant; although optional, hiring managers are encouraged to read cover letters if available

- **Position Questionnaire** – applicants are requested to complete this questionnaire which provides the education, experience, salary requirements, and computer proficiencies used to populate the Bulk Screening view.

Other documents (e.g., writing samples, certifications, clearances, etc.) may be attached by the applicant, as desired, or as directed by the position posting. When reviewing documents, you may occasionally see duplicates or alternate versions of documents… once uploaded, neither the applicant nor the hiring manager can delete them. Each document window (pdf files only) can be easily minimized, maximized, or closed. Other types of files will open in the associated software application (e.g., Microsoft Word).

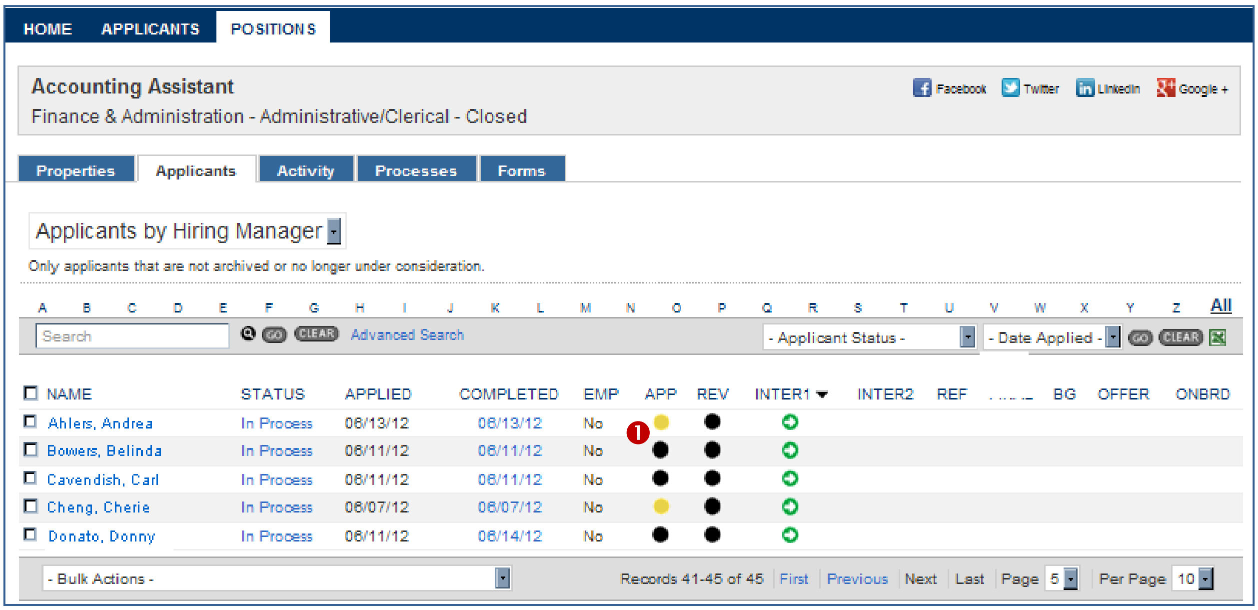
During the second round of applicant screening, HR will remove additional applicants deemed “not qualified,” move the best “qualified” applicants ahead [the ➲ will move to the INTER1 column], and may leave some “maybe qualified” applicants where they are [with the ➲ remaining under the REV column].

Task 1: Read Applicants' Documents

Once HR has completed the first and second rounds of applicant screening, you will receive a list of recommended candidates from which to select four to six people for first interviews. At this point, you will want to review the information available for each recommended candidate.

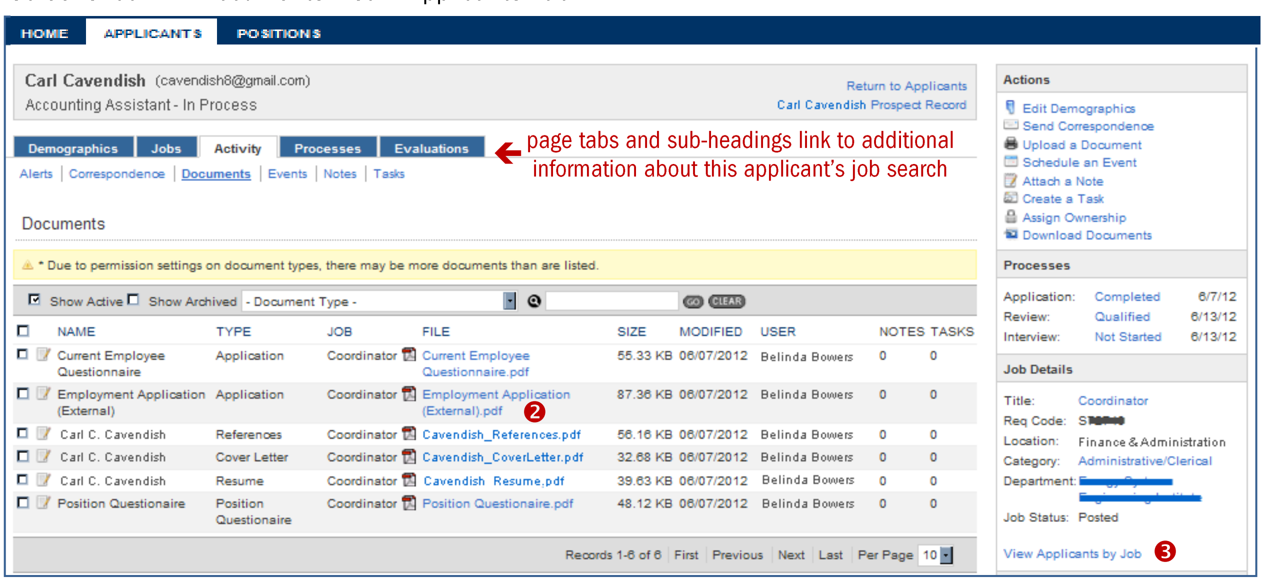
- Log into the ATS
- Select the POSITIONS tab and click on the job title for your open position; the Applicants page will open by default with the Applicants by Hiring Manager screen [Screenshot 13]

Screenshot 13 – POSITIONS Tab/Applicants Page:



- Select the circle in the APP column [❶] to bring up the documents list [Screenshot 14]

Screenshot 14 – Documents List in Applicants Tab:

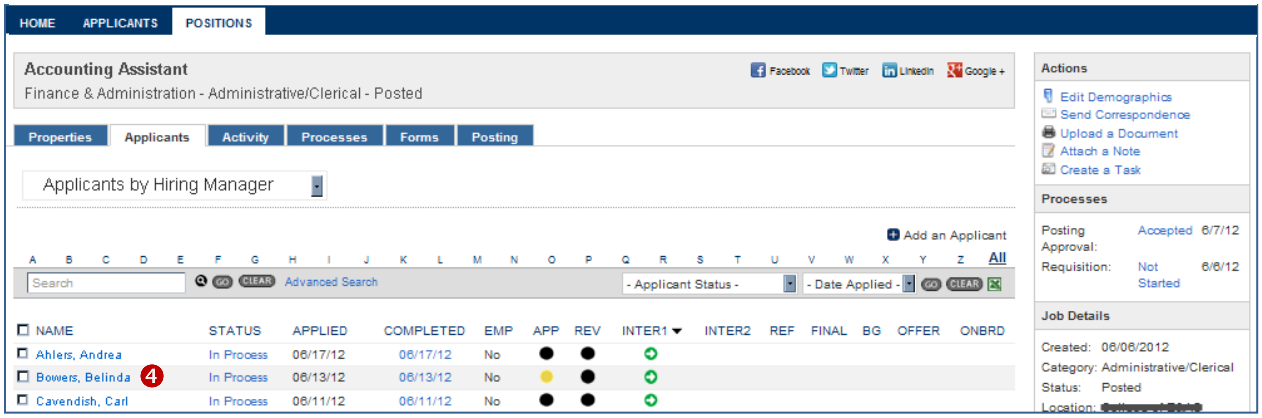


- Open each desired document by simply clicking the specific document file [❷]

Some documents will be pdf files that are easily viewed within the ATS. For other types of documents you will be asked if you want to open or save the file. Select open.

- Review the cover letter, resume, and/or application to evaluate the strength of each applicant's qualifications
- Once you've assessed an applicant's qualifications, click the View Applicants by Job link [Screenshot 14, ❸] to return to the Applicants by Hiring Manager screen [Screenshot 15].

Screenshot 15 – Applicants by Hiring Manager Screen:



After reviewing the qualified applicants' documents, you should be ready to select the candidates that you feel should move ahead to the first campus interviews.

- Notify HR of your top four to six candidates
- Let HR know if you feel any of the recommended applicants are not a good match for your position and why; this is helpful information.

First Interview(s)

The ATS has been configured to correlate with Lehigh's best practice for employment… two on-campus interviews with an optional preliminary phone interview. For centralized nonexempt searches, the standard process is a first interview conducted by HR followed by a second interview conducted by the hiring manager.

Once you've notified HR of your selection for the top four to six candidates, HR will move your selected candidates forward within the ATS to the First Interview step.

Task 2: Track Candidates' Progress Through First Interview Step

You can monitor the progress of each candidate through the First Interview step by periodically checking the View Applicants by Manager screen in the ATS [select the POSITIONS tab and then the Applicants page]:

- HR schedules the first interview within the ATS
  - In the INTER1 column, the ➲ changes to a ◒ when the first interview is scheduled
  - Hover your mouse over the icons for more information, including the date and status
- HR conducts the first interview
  - A note documenting the interview result is added to the candidate's record
- HR completes the first interview within the ATS
  - In the INTER1 column, the ◒ changes to a ●; the ➲ moves to the INTER2 column
- After the First Interview step is completed, any candidates no longer under consideration are notified and removed from your view by HR

You can view any notes entered by the HR associate in the following manner:

- From the View Applicants by Manager screen [POSITIONS tab\Applicants page], click on the candidate's name; the Demographics page opens
- Expand the Notes box to find links to any entered notes; click on the desired link
- After reading the note, click the View Applicants by Job link [Job Details box, screen right] to return to the applicants list.

Screenshot 16 – Positions Tab/Applicants Page:

NAME	STATUS	APPLIED	INTERNAL	APP	REV	INTER1	INTER2 ▲	REF	FINAL	BG	OFFER	ONBRD
Ahlers, Andrea	In Process	05/26/12	No	●	●	➲						
Bowers, Belinda	First Interview	05/17/12	No	●	●	●	➲					
Cavendish, Carl	First Interview	05/22/12	No	●	●	◒						
Cheng, Cherie	In Process	05/22/12	No	●	➲							

Some hiring managers prefer to take a more active role in the first interview process. Your preferences should be discussed with the designated HR staff member during the initial consultation at the onset of your open position search.

Second Interview(s)

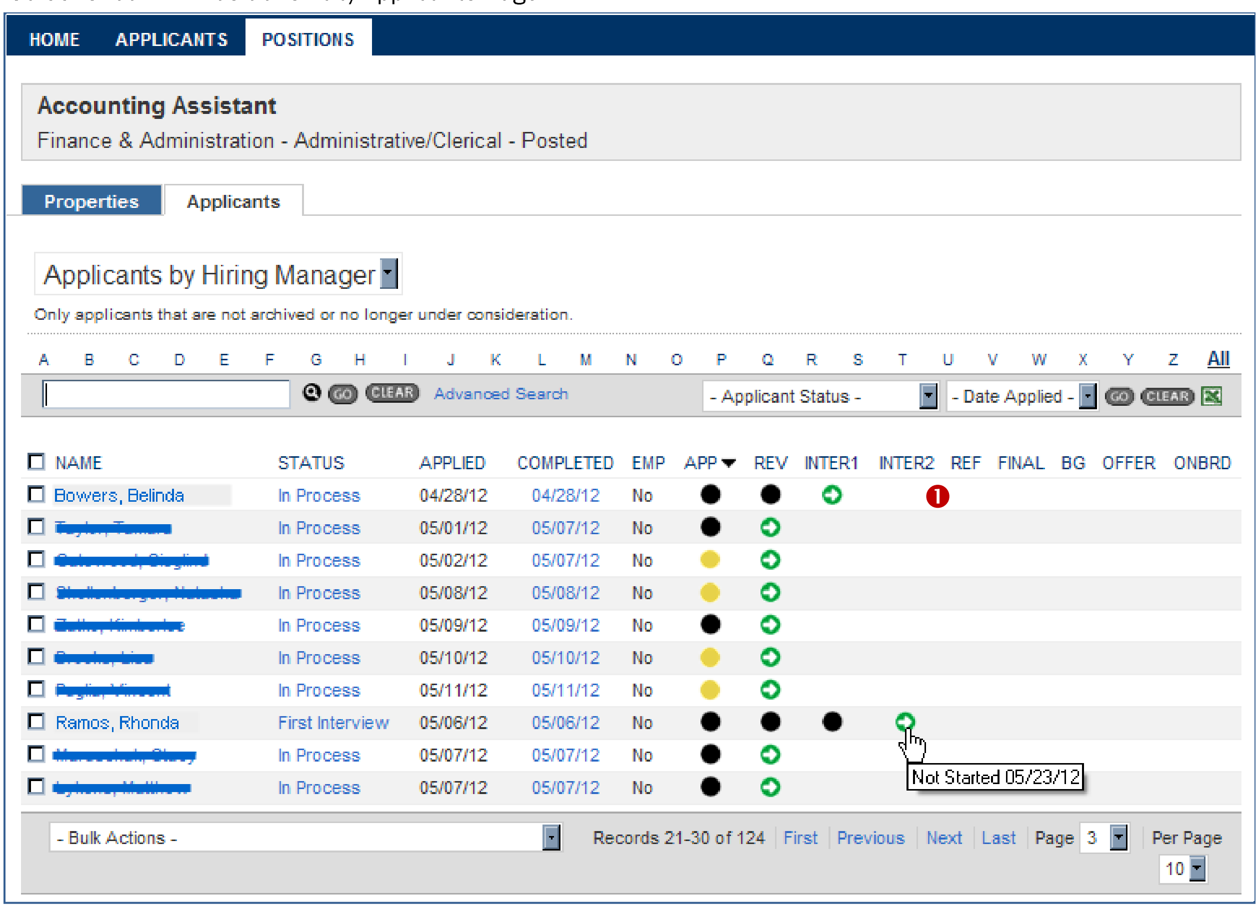
Once the First Interview step has been completed, it's time to move forward with the candidates whose qualifications best match your position's requirements. Based on the results of the first interviews, HR will recommend two to three candidates to move forward to the Second Interview step. The responsibility for the interview process now shifts to you, the hiring manager.

The Second Interview step may be a single interview with the hiring supervisor, a group interview with departmental staff (or search committee), or a series of individual or small group interviews. Within the ATS, these are considered a single Second Interview event. You (or your administrative support designate) will schedule, document, and complete the Second Interview "event" using the "event scheduling" function. Please contact HR (ext. 83916) if you need assistance.

Task 3: Schedule an Interview "Event"

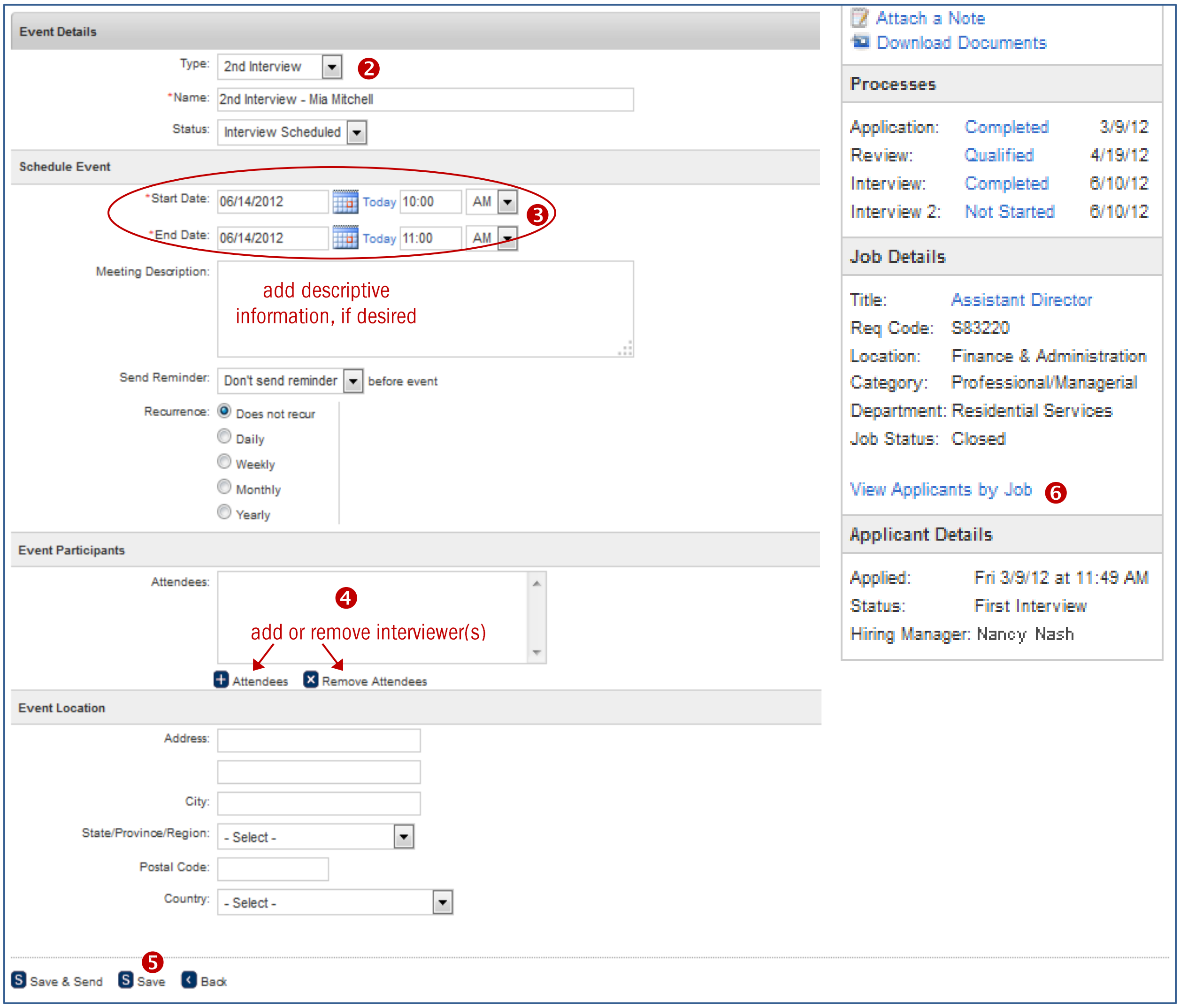
On the Applicants page, there should now be a ➲ in the INTER2 column for each candidate who successfully completed the First Interview.

Screenshot 17 – Positions Tab/Applicants Page:



Click the ➲ in the INTER2 column [❶] to schedule the desired candidate for the Second Interview; the events template opens [Screenshot 18, next page]

Screenshot 18 – Events Template:



- Use the drop-down button to select change the type of event to 2nd Interview [❷]

  The default setting is 1st Interview... be sure to change or confirm event type.

- Select the appropriate Start Date, End Date (probably the same date), and times [❸]
- Review and confirm all information on the Events template [❹]; once saved, it cannot be deleted

  You can reschedule a particular event (e.g., first interview or second interview) which will overwrite the previous event of the same type.

- Click Save [❺] or Save & Send

  The Save & Send option opens up a blank email template addressed to the candidate. This can be helpful if you wish to send a confirmation, directions, or other information regarding the upcoming interview. You can also remove the candidate's email and use the template to send a notice to search committee members or others who will be involved in the interviews.

This feature is optional and email correspondence regarding an upcoming interview may be handled separately from the "schedule an event" task. See [Task 5: Send Correspondence](#).

- Upon saving (not Save & Send), the screen will confirm that your interview event has been added successfully
- Return to the Applicants by Hiring Manager screen by clicking on the View Applicants by Job link in the Job Details box [Screenshot 18, ❻]
- You will now see a ◒ in the INTER2 column; this indicates that a Second Interview has been scheduled but not yet completed.

Hiring managers and/or their designated administrative support person will need to set up and arrange interviews by contacting the candidate to schedule and confirm a date and time. This contact may be made by telephone. However, all email correspondence with candidates should be sent from the ATS.

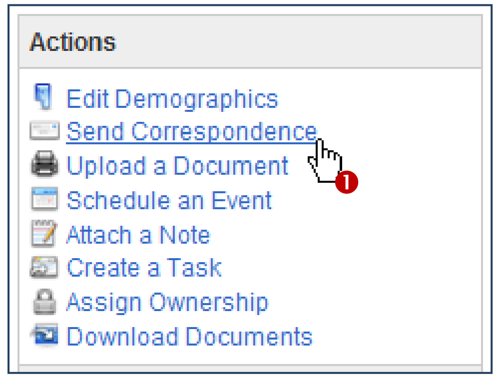
The Events function within the ATS is **not** linked to the university's Google Calendar application. The Events function simply serves as a mechanism to document interview activity for a particular candidate. As each interview is scheduled, the hiring manager and/or administrative support person should update personal calendar(s) accordingly.

Task 4: Send Correspondence

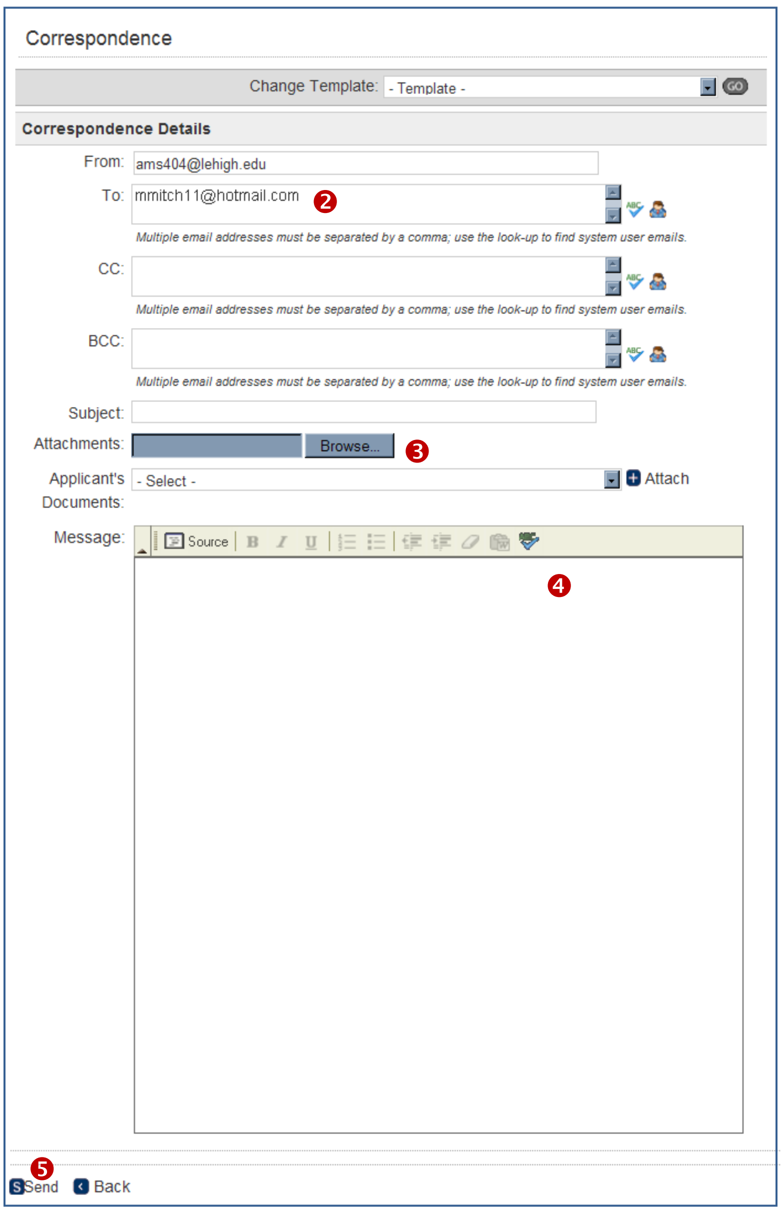
All email correspondence with applicants should be sent though the applicant tracking system using the Send Correspondence link from the Demographics page. Others involved in the interview process may be copied on emails sent through the ATS. Emails may include itineraries, directions, parking instructions, contact names, or other customized information and attachments.

- From the Applicants by Hiring Manager screen, click the desired candidate's name
- The Demographics page for this candidate opens
- In the Actions box at the top of the right menu, click on the Send Correspondence link [❶]
- A blank email template will appear [Screenshot 20]

Screenshot 19 – Actions Menu:



Screenshot 20 – Blank Email Template:



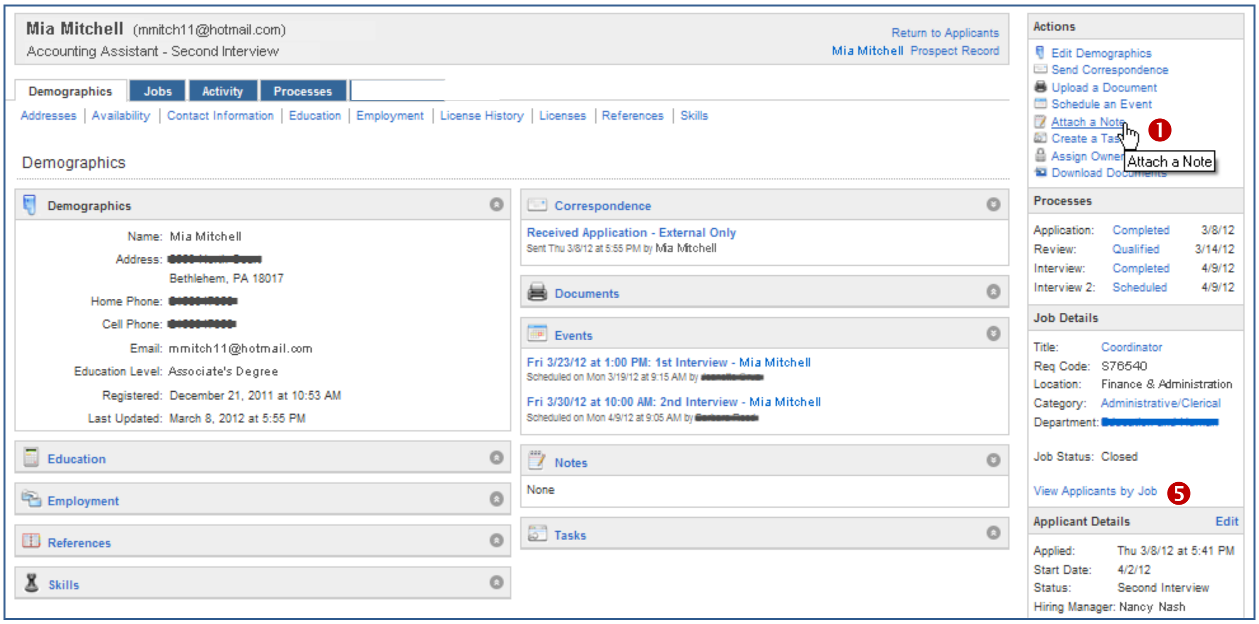
- Confirm that the email is addressed to the desired candidate [❷]
- In each of the provided fields, enter the desired information and type your message
- Add desired attachments (e.g., itinerary, agenda, directions, etc.) [❸]
- Spell check your message [❹]
- When finished, click Send [❺].

Task 5: Add a Note

During the interview(s), interviewers may keep written notes in any manner desired. However, a summary note needs to be entered into the ATS to record the interview result(s). When utilizing group interviews, each individual interviewer can add a note documenting the result of the interview(s) in which he/she participated. Alternatively, one designated person (e.g., hiring manager, or administrative support person) can collect feedback from each interviewer and then add a single summary note. Each note is dated and time stamped along with the name of the person who entered the note.

- From the Applicants by Hiring Manager screen (POSITIONS tab/Applicants page), click on the name of the candidate who was interviewed; this will bring you to the Demographics page in the APPLICANTS tab for this particular candidate [Screenshot 21]

Screenshot 21 – Demographics Page of Applicants Tab:

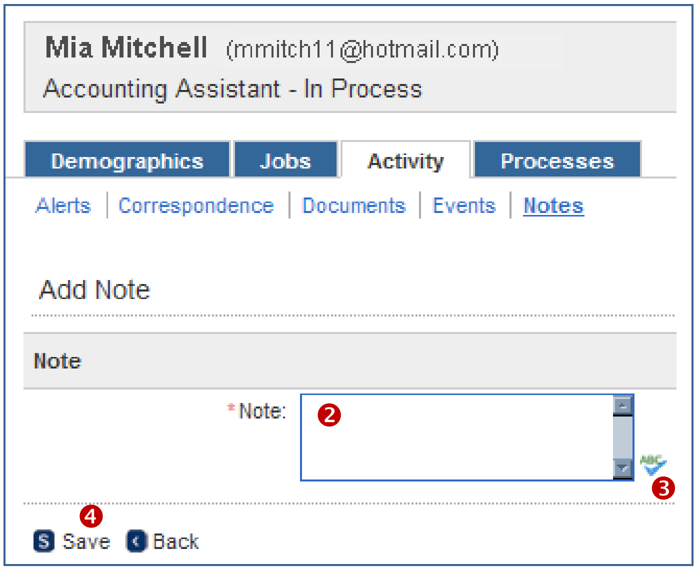


- In the Actions box, click on the Attach a Note link [❶]
- A small Add A Note window will open [Screenshot 22, next page]
- Type a short note in the space provided [Screenshot 22, ❷, next page]. A spell check feature [❸] is available.
- Click on Save [❹] to record your note; the window will close

Carefully review the spelling and content of your note before saving. Once saved, the note cannot be edited. An additional note can be added, if desired, to provide additional information or clarification. Saved notes can be deleted, if necessary, but only by HR.

- Click on the View Applicants by Job link [Screenshots 21, ❺, shown above] to return to the applicants list.

Screenshot 22 – Actions/Add A Note Window:



Also attach a note to the candidate's record if the interview was cancelled and/or needed to be rescheduled. Include a reason for the cancellation or change.

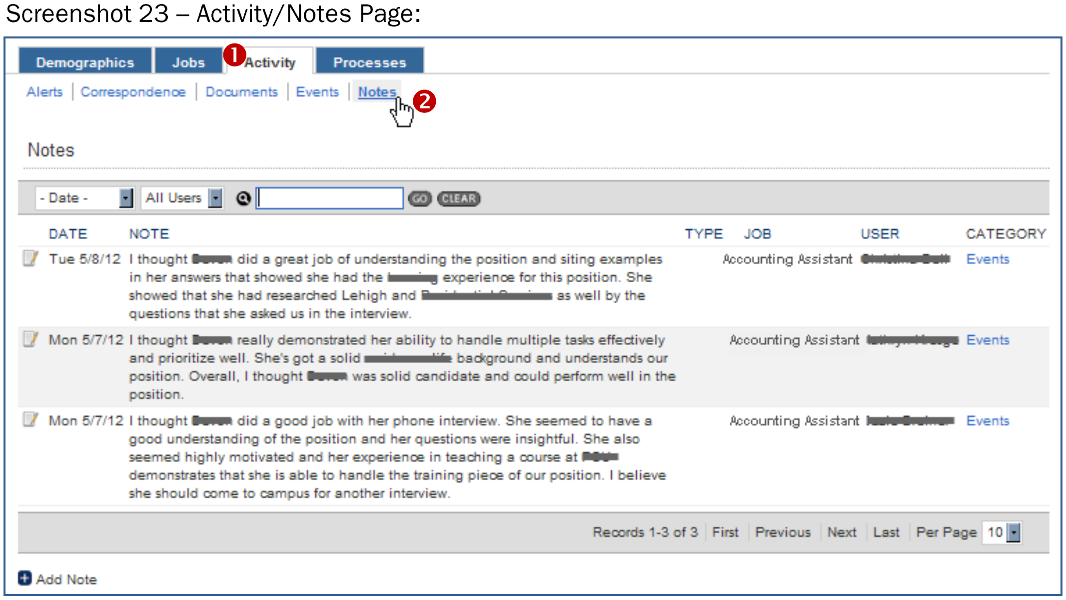
To reschedule an interview, repeat the task of scheduling an event [See Task 4, page 25].

Due to their discoverable nature, notes entered into the ATS should contain a simple, factual determination only – e.g., "Finalist for position; candidate qualifications best match position requirements" OR "Not a finalist for the position; candidate is not the best match for position requirements." Search committee members who will be adding notes should be instructed accordingly.

To see a list of all notes entered about a particular candidate [Screenshot 23]:

- ➢ Click on the candidate's name from the Applicants by Hiring Manager screen; the Demographics page will appear by default
- ➢ Click on the Activity page tab [❶] and then the Notes sub-heading [❷].

Screenshot 23 – Activity/Notes Page:



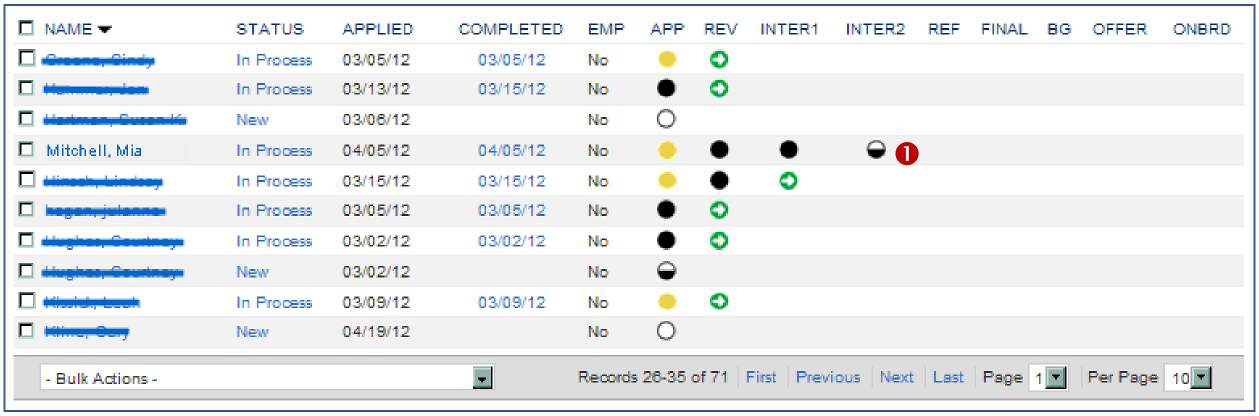
Task 6: Complete the Second Interview "Event"

After the Second Interview(s) is(are) finished and the result(s) entered as notes, you will need to complete the Second Interview step within the ATS. Select the appropriate status from the choices listed.

For candidates who **will be moving forward** to the next step in the process:

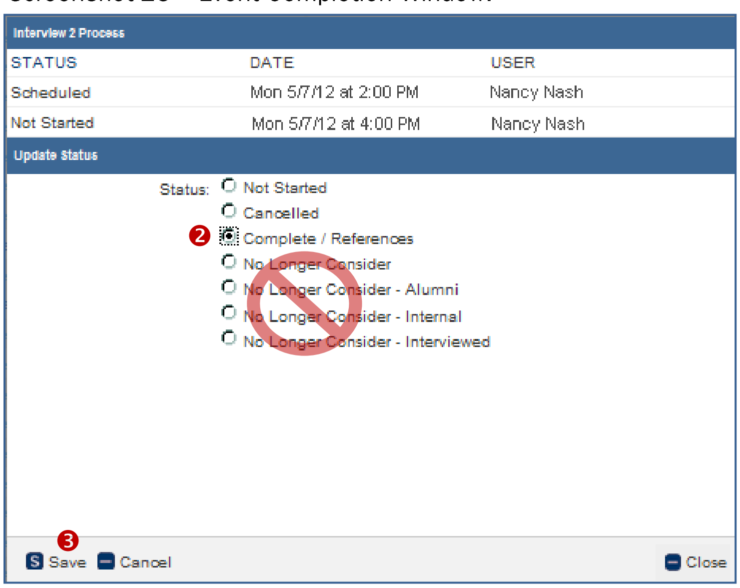
- From the Applicants by Hiring Manager screen, click the ◒ icon [❶] in the INTER2 column for the candidate who was interviewed

Screenshot 24 – Applicants by Hiring Manager View:



- An Update Status window opens [Screenshot 25]

Screenshot 25 – Event Completion Window:



- Select Complete/References [❷]
- Click Save to close window [❸].

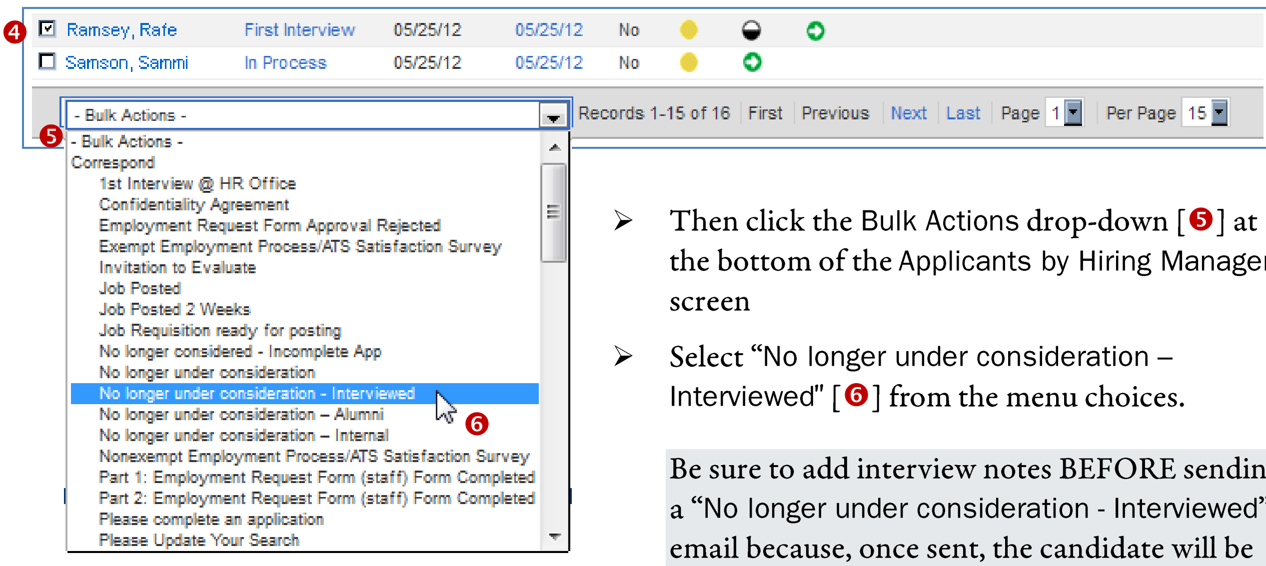
Although there are several "No Longer Consider" options available, using one of these choices automatically sends a "regrets" email to the candidate without any opportunity to review or edit the content. Most hiring managers prefer to use the bulk actions method of removing interviewed candidates from further consideration.

When the Second Interview step is complete, the ◒ icon changes to a ● in the INTER2 column and the ➲ moves to the REF (references) column for the candidate. The Second Interview step must be completed in order to move on to the References step.

For candidates who **will NOT be moving forward** to the next step in the process:

- From the Applicants by Hiring Manager screen, click the radio button [❹, Screenshot 26] next to the candidate who was interviewed but is no longer under consideration for the position

Screenshot 26 –Bulk Actions to remove candidates:



- Then click the Bulk Actions drop-down [❺] at the bottom of the Applicants by Hiring Manager screen
- Select "No longer under consideration – Interviewed" [❻] from the menu choices.

  Be sure to add interview notes BEFORE sending a "No longer under consideration - Interviewed" email because, once sent, the candidate will be removed from your view.

- A "Send correspondence to selected applicant(s)?" message will appear to verify this is the action you wish to take
- Click OK to continue; this will NOT automatically send the email
- A new window opens with a standard "no longer under consideration" email template
- Edit the message, as desired, to customize it for the interviewed candidate
- Review and spell check the message
- Click the Send option to send "regrets" to the selected candidate

  If multiple recipients were initially selected, use the Send to All option instead

- Another "Send correspondence to selected applicant(s)?" message will appear to verify this is the action you wish to take; click OK to send the email.

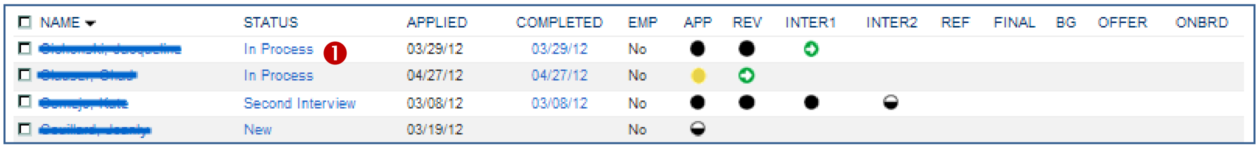
  The email will be sent and the selected candidate(s) will be removed from your view.

The Second Interview step must be completed in order to move successful candidates forward to the next step in the process.

Task 7: Voluntary Withdrawals

Included on the Applicants by Hiring Manager screen [Screenshot 27] is a STATUS column that shows the current status of all applicants listed. As you work your way through the various process steps, you will see the status of the various candidates change.

Screenshot 27 – Applicants by Hiring Manager Screen:



NAME	STATUS	APPLIED	COMPLETED	EMP	APP	REV	INTER1	INTER2	REF	FINAL	BG	OFFER	ONBRD
[redacted]	In Process ❶	03/29/12	03/29/12	No									
[redacted]	In Process	04/27/12	04/27/12	No									
[redacted]	Second Interview	03/08/12	03/08/12	No									
[redacted]	New	03/19/12		No									

Sometimes a candidate will withdraw from the process or accept another position. If this happens at the second interview stage or later, you will need to document this status change and remove the candidate from your view. Here's how:

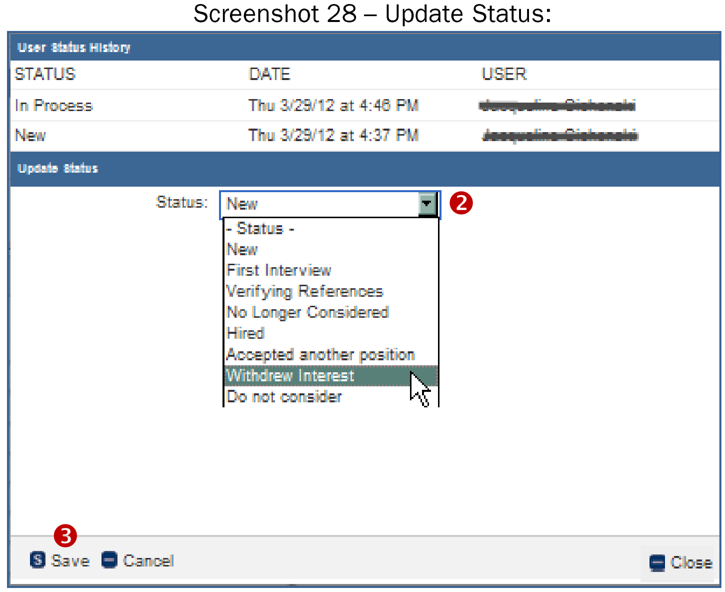
First, add a note to the candidate's record:

- From the Applicants by Hiring Manager screen, click on the name of the candidate who was interviewed; this will bring you to the Demographics page for this particular candidate
- Click the Attach a Note link in the Actions box (top right menu on the Demographics page)
- Type a short note; review spelling and content for errors
- Click on Save to record your note.

Next, change the status for this candidate to indicate that he/she withdrew interest or accepted another position:

- Click the candidate's current status [❶]; a status window opens
- Use the drop-down button to select the new status [❷]
- Click Save [❸].

Screenshot 28 – Update Status:



Selection of Finalist(s)

Once the on-campus interviews are complete, it's time to review overall qualifications to determine the best match for your open position. You will need to select the finalist(s) and check references. References are typically done only on the top finalist although there may be another qualified candidate. References on both finalists may be the final deciding factor as to which candidate gets the job offer.

Reference checks are the responsibility of the hiring manager. It is generally best practice to have one person conducting all of the reference checks.

A ➲ in the REF column indicates that you are ready to proceed with reference checks on this finalist. You will receive an email from HR [Screenshot 29] that outlines the procedure to follow along with attached information and tips for conducting reference checks.

This automatic email from HR is triggered when the hiring manager completes the Second Interview event and selects "Complete/References" from the event completion window for a particular candidate. [Refer back to Screenshot 25*, page 28].*

Screenshot 29 – Reference Checks Information Email:

Hello,

An integral part of any search process is conducting reference checks on applicants. As the hiring supervisor, it is your responsibility to conduct detailed reference checks. Some suggestions for effective work reference checks include:

- Notify the job applicant that references will be checked as part of the selection process.
- Focus on employment references, especially recent supervisors.
- Ask the same job related questions about each applicant.
- Prior to conducting the reference check, prepare a guide to be used during the phone conversation. I have attached a guide for your reference.

The most effective approach in evaluating references is to view them as just one of the factors to consider when making your final decision. I have attached a **Reference Check** form that you can follow when conducting references on the candidates and also some **Tips for Getting References**.

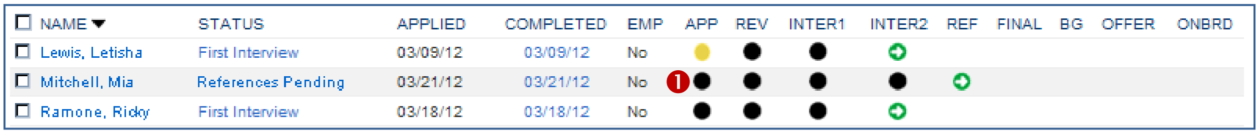
Once you have completed the reference checks and they are satisfactory, please contact me so that we can discuss the next steps including starting salary. You may contact your candidate of choice and offer them the position after we discuss the starting salary and start date. If you have any questions about reference checking, please feel free to contact me at ext: 8-3916 or via email.

Task 8: Check References

Candidates are requested to supply the names of references as part of their application process. However, it is preferable to contact the candidate's current and former supervisors, if possible. The employment application is the best source of this information.

- From the Applicants by Hiring Manager screen, click on the ● in the APP column for this particular finalist [Screenshot 30, ❶]

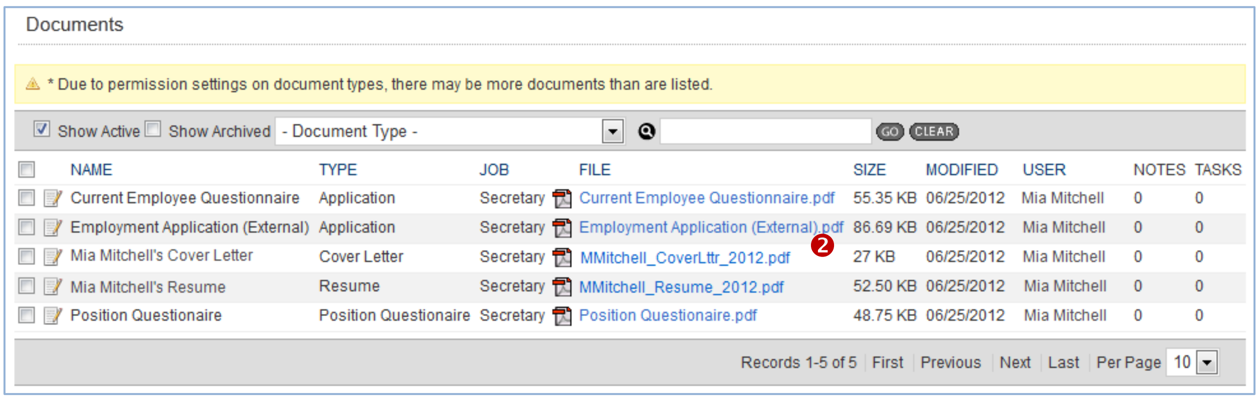
Screenshot 30 – Applicants By Hiring Manager Screen:



NAME	STATUS	APPLIED	COMPLETED	EMP	APP	REV	INTER1	INTER2	REF	FINAL	BG	OFFER	ONBRD
Lewis, Letisha	First Interview	03/09/12	03/09/12	No	●	●	●						
Mitchell, Mia	References Pending	03/21/12	03/21/12	No	❶ ●	●	●	●					
Ramone, Ricky	First Interview	03/18/12	03/18/12	No	●	●	●						

- The documents list for this finalist appears [Screenshot 31]

Screenshot 31 – Documents List:



Documents

* Due to permission settings on document types, there may be more documents than are listed.

Show Active Show Archived - Document Type - GO CLEAR

NAME	TYPE	JOB	FILE	SIZE	MODIFIED	USER	NOTES	TASKS
Current Employee Questionnaire	Application	Secretary	Current Employee Questionnaire.pdf	55.35 KB	06/25/2012	Mia Mitchell	0	0
Employment Application (External)	Application	Secretary	Employment Application (External).pdf ❷	86.69 KB	06/25/2012	Mia Mitchell	0	0
Mia Mitchell's Cover Letter	Cover Letter	Secretary	MMitchell_CoverLttr_2012.pdf	27 KB	06/25/2012	Mia Mitchell	0	0
Mia Mitchell's Resume	Resume	Secretary	MMitchell_Resume_2012.pdf	52.50 KB	06/25/2012	Mia Mitchell	0	0
Position Questionaire	Position Questionaire	Secretary	Position Questionaire.pdf	48.75 KB	06/25/2012	Mia Mitchell	0	0

Records 1-5 of 5 | First | Previous | Next | Last | Per Page 10

- Select the Employment Application link [❷] to open this document
- Locate the employment history within the Employment Application [see Screenshot 32; next page]; specifically, you are looking for the names and contact numbers of current and/or previous supervisors.

  Be sure the finalist is aware that you will be contacting his/her current supervisor before doing so.

Plan on contacting at least two people to obtain work-related references. You'll need at least two positive references before a finalist can be approved for hire. Current and/or former supervisors of the candidate are the preferred references. Former co-workers or others who knew the candidate in some sort of professional capacity are acceptable alternatives. The reference check form provided by HR includes a list of appropriate questions.

Screenshot 32 – Employment Application Detail:

Employment

Please list all employment activity. List most recent employer first. *At least one employment record is required.* If you do not have any employment history, please enter 'N/A' in all required fields.

Title:	Administrative Assistant
Employer Name:	Day-Timer, Inc.
Phone Number:	1-800-225-5005
Address:	1 Willow Lane
City:	East Texas
State:	PA
Postal Code:	18046
Is this your current employer?	No
Start:	September 1, 2003
End:	August 1, 2009
Salary:	10.75
Ending Salary:	12.00
Duties:	Meeting project deadlines, proof reading catalogs before going to print, coordinating trade & product shows. Customer contact daily through e-mails and telephone.
Reason for Leaving:	Job Security
Supervisor Name:	Dave Davenport
May we contact this employer for a reference?	

Title:	Customer Service Representative
Employer Name:	AARP United Healthcare
Phone Number:	1-800-523-5800
Address:	Tilghman Street
City:	Fogelsville
State:	Pennsylvania
Postal Code:	18051
Is this your current employer?	No
Start:	September 1, 1995
End:	September 1, 2003
Salary:	12.00
Ending Salary:	13.00
Duties:	Handled incoming customer calls with inquiries on health insurance and premiums. Quickly increased job responsibilities to become a team lead and Customer Escalation Specialist.
Reason for Leaving:	Request for Shift Change/changing family responsibilities
Supervisor Name:	Lucille Lai

Finalize Candidate Status

Once you have completed the requisite reference checks for your finalist(s) and are satisfied with the results, contact the HR associate for employment to discuss findings and your top finalist selection. The finalist(s) may also be asked to complete one or more job-related skill tests, at this time.

Upon satisfactory completion of the reference checks for a particular finalist, HR will change the finalist's status within the ATS to Final. No action is required from the hiring manager.

Within the Applicants by Hiring Manager screen, a black circle ● will now appear in the Final column for that finalist and a green arrow ➲ will appear in the BG (background checks) column.

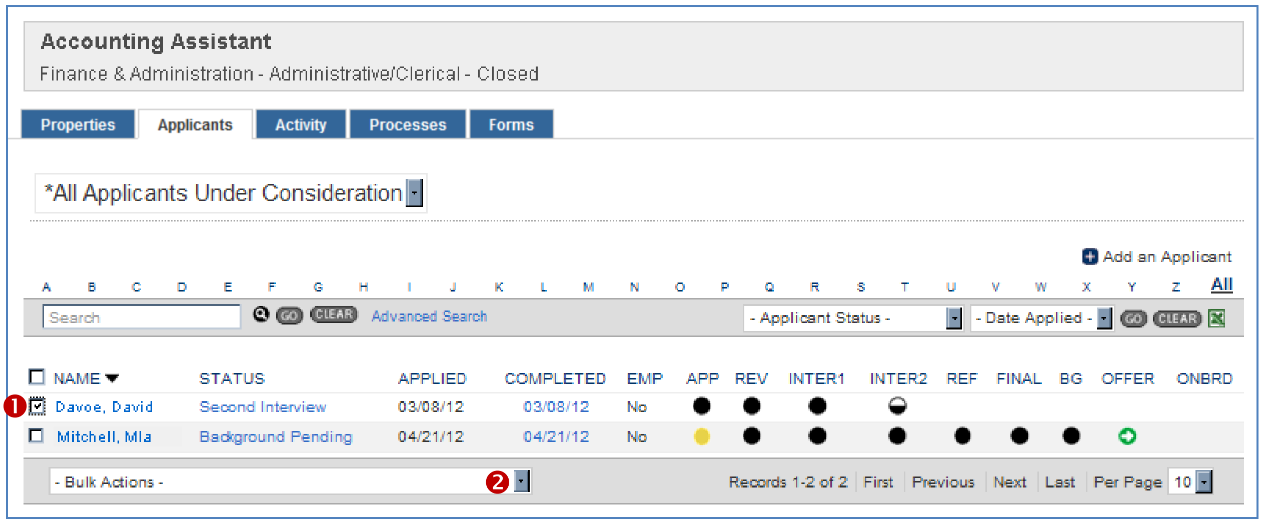
Task 9: Update the Search

Although many applicants and candidates will be removed from further consideration at various points in the search process, you may still have some "maybe" candidates or finalist runner-ups in the system. It is important that the status of all non-finalists be changed to "no longer considered" and notified of their status regarding your position. HR will handle this task for any applicants and candidates that did not progress to the second interview step. However, the hiring supervisor is responsible for closing out any candidates who made it through the second interview step but are not finalists for the position.

This process can be started and continued at any time while the search winds down to its conclusion but the visible applicant pool should consist of only the finalist(s) once the search has reached the background checks step and a verbal offer of employment is anticipated.

Use the Applicants by Hiring Manager screen [Screenshot 33].

Screenshot 33 – Applicants by Hiring Manager Screen:



- Start by clicking the selection box [❶] next to each candidate to be removed from the search

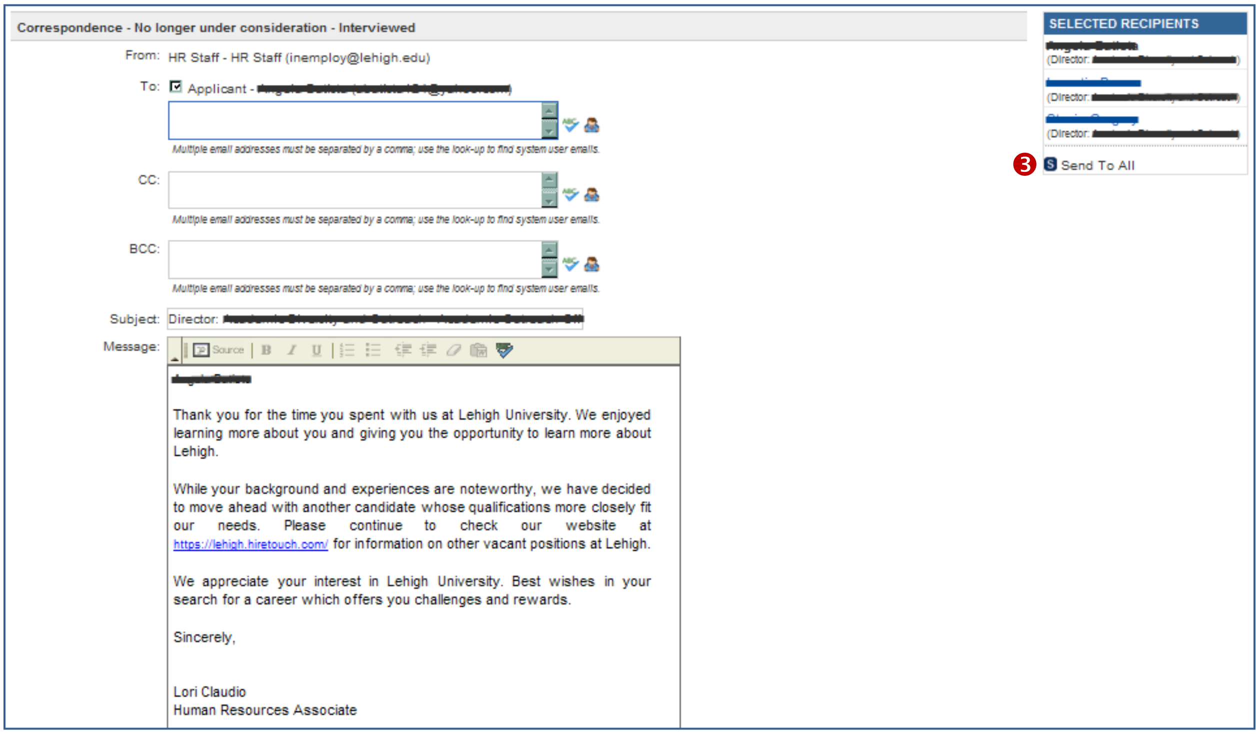
  Do this by batches – e.g., start with any external/no Lehigh affiliation applicants who were not interviewed; then internal/alumni applicants who were not interviewed, and so forth

- Select the appropriate bulk action from the drop-down menu [❷]:
  - No longer under consideration
  - No longer under consideration – Interviewed
  - No longer under consideration – Alumni
  - No longer under consideration – Internal

  Be sure to select the right template for each group of applicants/candidates to be removed

- ➢ A "Send correspondence to selected applicant(s)?" message will appear to verify that you wish to take this action; click OK
- ➢ The email template appears [Screenshot 34]; fill in the appropriate fields

Screenshot 34 – Bulk Email Template (No longer under consideration – Interviewed):



- ➢ You can personalize and/or edit the content of the email message
- ➢ Remember to select the Send to All [❸] button to send the email notification to all selected recipients; a confirmation message will appear
- ➢ Once the email template closes, you'll be returned to the Applicants by Hiring Manager screen and you'll see that this group of applicants/candidates has disappeared from view.

Standard message content for the four versions of the "no longer under consideration" email template is provided in the addendum at the end of this guide. Each template can be edited and customized as desired by the hiring manager or designated admin support. By default, the hiring manager's name is included in the closing of each template so that all correspondence appears to come from the hiring manager.

Task 10: Verbal Offer of Employment

A verbal offer of employment, contingent upon successful completion of background checks, may be made at this time. However, the terms and conditions of employment and the starting salary must be discussed with and approved by HR ***BEFORE*** a verbal offer is extended. The following elements must be considered:

- Work schedule – start time/end time, hours per week/month
- Start date – expected date of hire; transition period if hiring an internal candidate, etc.
- Starting salary – desired salary offer, chosen by the hiring manager upon consultation with HR; an appropriate hiring range is developed based on a number of factors including the finalist's background and experience, comparable hiring data, and current salaries and seniority of incumbents in similar positions across campus
- Other – e.g., relocation, duration of appointment if soft money funding, sign on bonus, moving expenses, etc.

The search records within the ATS must be updated before a verbal offer is approved. Only the finalist(s) should remain visible on the Applicants by Hiring Manager *screen. All other candidates no longer under consideration need to be notified by using the bulk actions email template.*

Once the terms of employment are approved, it is the responsibility of the hiring manager to extend the verbal offer.

Background Checks

Background checks are handled by HR. Standard checks on all external finalists include social security number verification, education verification, and a county and national criminal background check. Pennsylvania Act 153 checks (PATCH, child abuse clearance, and FBI fingerprints clearance) may also be required. Additional checks may be conducted, depending on the requirements of the position – e.g., a credit check for positions with fiduciary responsibility. Some of these additional background checks may also be done on internal finalists if appropriate for their new position within Lehigh. Relevant background checks are decided upon during the initial consultation between the hiring manager and HR.

The background checks process is initiated by HR as soon as a finalist accepts a verbal offer of employment. The hiring manager will be notified by HR as soon as the background checks are complete.

Background checks involve confidential information and prevailing privacy regulations limit the amount and type of information that may be shared with hiring managers, search committee, or others.

The hiring manager will be told if the background checks raise any red flags regarding the finalist but without providing specific details. Problems arising from the background checks and the possible impact on the hiring decision will be discussed with the hiring manager to reach a determination regarding the search outcome.

The Written Offer Letter

Notice that the green arrow in the previous screenshot [Screenshot 36], is now in the OFFER column for the finalist. At this point, a written offer letter will be prepared by HR based on the terms of employment (i.e., work schedule, start date, salary, etc.) that were previously discussed and agreed upon. HR sends the written employment offer to the finalist via the Send Correspondence function within the ATS.

Once a signed copy of the offer letter is sent, HR then sends an email to the new hire with onboarding information. As hiring manager, you will also receive an email from HR containing information for onboarding your new hire.

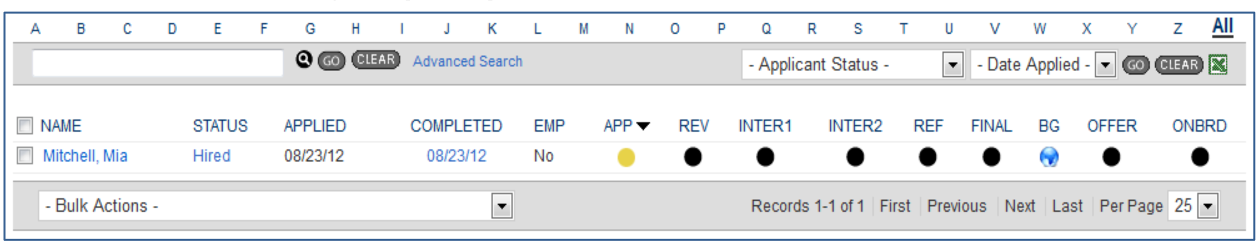
Task 12: Track Final Steps of Hiring Process

You can monitor the progress of the offer and onboarding steps by checking the Applicants by Hiring Manager screen:

- A filled ● circle in the OFFER column indicates that the written offer letter has been sent to the finalist
- A green arrow in the ONBRD column indicates that the finalist is ready to receive onboarding information
- A filled ● circle in the ONBRD column indicating that this hiring process is complete.

Within the ATS, only the name of the successful finalist should remain in the applicants list [Screenshot 35] once the hiring process is complete. If not, the hiring manager or HR will need to finish updating the search. This final update may be done as soon as the written offer letter is sent to the finalist although some hiring managers prefer to wait until receipt of a signed offer letter from the finalist. See Task 9: Update the Search.

Screenshot 35 – Applicants by Hiring Manager Screen/Search Complete:



Closing Comments

At the conclusion of your search, you will be sent a survey requesting feedback regarding your experience using the ATS as well as your satisfaction regarding the entire employment process. We hope you will take the time to respond to this survey. Your feedback is very important to us in order to provide the best support and service possible to all Lehigh hiring managers.

This User's Guide for Hiring Managers focuses on the specific tasks associated with utilizing the HireTouch applicant tracking system for conducting a centralized open position search. A similar User's Guide is available for hiring managers conducting decentralized searches. Alternate versions of this User's Guide are available for search committee members and admin support staff.

Additional information and resources on diversity recruitment, what to look for when screening applications, conducting behavioral based interviews, checking references, and other topics are available from the HR Office. Contact the HR Associate: Employment (83900 or inemploy) for assistance.

Addendum – Commonly Used Email Templates

The following pages illustrate the email templates that are used to correspond with job applicants through the Applicant Tracking System.

Please Complete an Application

This email template is sent to applicants who have indicated their interest in the position but who have not completed the online application process. It includes a warning that the incomplete application will be removed after one week.

> In order to be considered as an applicant you must submit a completed employment application in our on-line application system.
>
> ***Currently, your application is incomplete and will be removed from consideration for this position in one week's time if no additional action taken to complete the application.***
>
> Please go to https://lehigh.hiretouch.com/ to complete your application for the above referenced position.
>
> In order to complete your application, you will need to:
>
> - Log into your profile
> - Select the start link under the title of the position that you have applied to and continue the application process
> - Once you complete the application (**which includes the application, position questionnaire, and affirmative action form**), you can upload any documents you choose (resume, cover letter, etc.)
>
> Some things to remember:
>
> - You can always change/update your profile
> - Once an application/document is submitted, you cannot make changes to it
> - You will receive emails throughout the process updating you on your status and other important information so it is extremely important to keep your email address current within the system.
>
> Thank you for your interest in employment with Lehigh University.

No Longer Under Consideration – Incomplete Application

One week after sending the initial "Please Complete An Application" email, the following "No Longer Under Consideration – Incomplete App" email template may be sent to applicants who have taken no further action to complete the application process.

> Dear [[Applicant First Name]] [[Applicant Last Name]],
>
> Thank you for your interest in employment at Lehigh University. Applications must be complete in order to be considered for a position. An email was sent previously advising you of the incomplete status of your application for the above referenced position. After at least a week of no apparent action on your part, we are removing your incomplete application from this particular applicant pool.
>
> You can continue your job search by visiting our website at https://lehigh.hiretouch.com/ for information on other vacant positions at Lehigh.
>
> Best wishes in your search for a job that offers you challenges and rewards.
>
> Thanks,
> [[Job Contact First Name]] [[Job Contact Last Name]]

No Longer Under Consideration

This generic email template is sent to applicants who were not interviewed and who have no apparent Lehigh affiliation as an alumnus or internal applicant.

> Dear [[Applicant First Name]] [[Applicant Last Name]],
>
> Thank you for your interest in employment at Lehigh University. While your background and experiences are noteworthy, we have decided to move ahead with other candidates whose qualifications more closely fit the department's needs.
>
> You can continue your job search by visiting our website at https://lehigh.hiretouch.com/ for information on other vacant positions at Lehigh.
>
> Best wishes in your search for a job that offers you challenges and rewards.
>
> Thanks,
> [[Job Contact First Name]] [[Job Contact Last Name]]

No Longer Under Consideration – Alumni

This email template is sent to applicants who list Lehigh University among their educational background but who were not interviewed for the position. This email directs alumni applicants to the Alumni Career Services program.

[[Current Date Full]]

[[Applicant First Name]] [[Applicant Last Name]]
[[Applicant Street 1]] [[Applicant Street 2]]
[[Applicant City]] [[Applicant State]] [[Applicant Postal Code]]

Subject: [[Job Title]]

Dear [[Applicant First Name]],

Thank you for your interest in employment at Lehigh University. We are always honored when an alumnus or an alumna expresses interest in working at the university. Unfortunately, after a difficult selection process with a highly competitive pool, your application was not selected by the search committee to move forward within the employment process.

As your alma mater, Lehigh is pleased to offer you the Alumni Career Solutions program. Alumni Career Solutions provides resources, advice, and access to the alumni network of over 26,000 Lehigh graduates. I hope you will consider taking advantage of this valuable alumni benefit.

In the meantime, thank you again for your interest and best wishes in your search for a career that offers you opportunities to make the most of your Lehigh education.

Sincerely,

[[Job Hiring Manager First Name]] [[Job Hiring Manager Last Name]]
Hiring Manager

No Longer Under Consideration – Internal

This email template is sent to internal applicants (i.e., current Lehigh employees) who were not interviewed for the position.

Dear [[Applicant First Name]],

Thank you for your interest in furthering your career at Lehigh. While we value your background and experience, in this particular hiring search, we have decided to move forward with another candidate.

We hope you continue considering new opportunities at Lehigh by visiting the employment website at https://lehigh.hiretouch.com/. There, you'll find the online application forms as well as information about other vacant positions.

If you would like to enhance your future competitiveness as an applicant, Human Resources (HR) can help. The HR team offers assistance and programs in the following areas:

- ***CareerPower*** – an interactive program filled with self-discovery and practical, easy-to-use tools for professional development
- ***Career Values Self-Assessment*** – a tool to help you discover what parts of your career you value or find most satisfying
- ***Designing an Effective Resume*** – help with reviewing the fundamentals of a cover letter and resume
- ***Networking*** – help with forming contacts and maintaining relationships with people in a field of interest or profession you may want to pursue
- ***Real Time Coaching*** – the HR workplace learning team make time on the first and third Fridays of each month to focus on you and where you are in your work life, professional growth, career interests, and more.

You are also encouraged to contact **Linda Lefever** at extension 85195 or lip3@lehigh.edu if you would like to discuss your career with someone in HR.

Best wishes in your search for a career that offers you challenges and rewards.

Thanks,
[[Job Contact First Name]] [[Job Contact Last Name]]

Note: Temporary workers and wage employees are not considered internal applicants and should be sent the standard "No Longer Under Consideration" or "No Longer Under Consideration – Interviewed," as applicable.

No Longer Under Consideration – Interviewed

This email template is sent to all qualified candidates who were interviewed (including preliminary phone interviews), regardless of any apparent Lehigh affiliation.

> [[Applicant First Name]] [[Applicant Last Name]]
>
> Thank you for the time you spent with us at Lehigh University. We enjoyed learning more about you and giving you the opportunity to learn more about Lehigh University.
>
> While your background and experiences are noteworthy, we have decided to move ahead with another candidate whose qualifications more closely fit our needs. Please continue to review our website at https://lehigh.hiretouch.com/ for information on other vacant positions at Lehigh.
>
> We appreciate your interest in Lehigh University. Best wishes in your search for a career which offers you challenges and rewards.
>
> Sincerely,
>
> [[HR Contact First Name]] [[HR Contact Last Name]]
> Human Resources Associate