



Staff Employment Process Guide

Human Resources Department

John Carroll University Staff Employment Process Guide

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I. QUICK START GUIDE

Introduction:

Welcome to the John Carroll University staff employment process. This guide was developed by Human Resources to offer a comprehensive resource to hiring managers, supervisors and others associated with the employment process. Although this guide cannot answer every question that might arise in the pre-employment selection context, it does provide basic guidance on the John Carroll University employment process including applicable federal and state laws and a sound process for employment screening and interviewing.

A representative from Human Resources will assist you when you are considering hiring a new employee. In particular, Human Resources is pleased to provide assistance in the following areas:

- Evaluating pre-hire needs
- Determining position title or need to create a new title
- Developing a compensation market analysis for the proposed position
- Creating an effective advertising and position marketing strategy
- Establishing access to the online PeopleAdmin Applicant Tracking System
- Designing an effective candidate evaluation strategy and process
- Ensuring adherence to University Policies and compliance with federal and state laws
- Benchmarking the position and conducting an internal equity analysis to determine the appropriate salary range and rate of pay.
- Assisting with submitting an Electronic Personnel Action Form (EPAF)
- Onboarding the new employee

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Employment Process Workflow



**Hiring Manager and Search Committee are synonymous for purposes of this flow chart.*

Shared Responsibility & Supporting Documentation:

The following chart will explain the employment process workflow along with the responsibilities and documentation necessary for executing each stage of the process.

Shared Responsibility & Supporting Documentation		
WORKFLOW	SHARED RESPONSIBILITY	SUPPORTING DOCUMENT(S)
1. Complete needs & budget analysis and job description review for the proposed position with Human Resources.	<ul style="list-style-type: none"> • Hiring Manager • Human Resources • Vice President 	➤ Position Description
2. Determine Position Type . Discuss with HR <ol style="list-style-type: none"> a. FLSA exemption status b. Hours c. Shift d. Duration 	<ul style="list-style-type: none"> • Human Resources • Legal 	➤ Position Description ➤ Departmental Budget
3. Determine Position Title	<ul style="list-style-type: none"> • Hiring Manager • Human Resources 	➤ Position Description
4. Initiate Requisition Form in PeopleAdmin	<ul style="list-style-type: none"> • Hiring Manager 	➤ PeopleAdmin Requisition form
5. Determination of Search Committee if necessary	<ul style="list-style-type: none"> • Hiring Manager • Human Resources • Vice President 	➤ None
6. Develop applicable assessments for the proposed position	<ul style="list-style-type: none"> • Human Resources 	➤ Screening questions ➤ Interview questions ➤ Candidate Rating form
7. Discuss Screening & Interview process. <ol style="list-style-type: none"> a. Review interview process / structure b. Distribute screening & interview questions c. Discuss candidate rating form 	<ul style="list-style-type: none"> • Hiring Manager • Human Resources • Office for Institutional Diversity & Inclusion 	➤ Screening questions ➤ Interview questions ➤ Candidate Rating form
8. Interview Process <ol style="list-style-type: none"> a. Screen candidates b. Face-to-face interviews c. Rate candidates d. Review interviewer notes 	<ul style="list-style-type: none"> • Hiring Manager • Search Committee (if applicable) • Human Resources 	➤ Interview questions ➤ Candidate Rating form ➤ Applicant Appraisal Flow form ➤ Employee Benefits packet

<p>9. Reference Checks, Credit Checks, Degree Verifications, and Criminal Background Checks</p> <ul style="list-style-type: none"> a. Reference checking completed by hiring manager and/or Human Resources b. Employment verification completed by Human Resources c. Degree verification completed by Human Resources d. Execution of criminal background check & credit check completed by Human Resources 	<ul style="list-style-type: none"> • Hiring Manager • Human Resources 	<ul style="list-style-type: none"> ➤ Employment Application via PeopleAdmin ➤ Reference Check & Employment Verification form ➤ Transcript Request form ➤ Background Check release ➤ Safe Hiring Checklist form
<p>10. Selection of New Hire</p> <ul style="list-style-type: none"> a. Selection of preferred candidate in PeopleAdmin completed by Hiring Manager b. Start date determined by Hiring Manager c. Compensation determined by Human Resources d. Verbal Offer made by Human Resources e. Offer letter drafted and mailed by Human Resources f. Submit EPAF 	<ul style="list-style-type: none"> • Hiring Manager • Human Resources • Vice President 	<ul style="list-style-type: none"> ➤ EPAF ➤ Offer Letter ➤ I-9 form ➤ State & Federal W-4 Tax forms ➤ Direct Deposit form ➤ Confidentiality Agreement ➤ Copy of 90 day probationary evaluation
<p>11. Onboarding</p> <ul style="list-style-type: none"> a. Benefits orientation scheduled by Human Resources b. Campus Colleague assigned by Human Resources c. New hire orientation scheduled by Human Resources d. Employee added to Carroll STAR e. Departmental orientation 	<ul style="list-style-type: none"> • Hiring Manager • Human Resources • Staff Council • Vice President 	<ul style="list-style-type: none"> ➤ New Hire Onboarding Checklist form

II. PRE-HIRING PROCESS

Getting Started with the Employment Process:

The employment process begins when a request is made to either fill a vacant position or create a new position. However, incorporating a long range staffing plan and succession forecast is the most successful means to maintain appropriate employment levels in any division or department.

To assist in the process, Human Resources is able to provide insight into market trends and salary benchmarks. In addition, Human Resources is available to guide hiring managers as well as our newly hired employees through the entire employment process. Several training sessions are available to hiring managers and supervisors. To access the modules of all available Human Resources training programs, please visit <http://sites.jcu.edu/hr/printable-training-modules/>

A thoughtful hiring plan will lead to attracting, appropriately appraising and ultimately selecting the best qualified candidate for the position. The following is an outline of items and questions to consider in developing a hiring plan:

- 1. Vacancy / New Position Assessment:** The University seeks to build a diverse and top-performing workforce, to facilitate career and succession planning and to offer equal employment and career advancement opportunities to all individuals. Accordingly, the University will post all vacancies and new positions to properly consider internal and external candidates.

Once a supervisor receives notice that a position will be vacated, the hiring manager will need to assess whether the position remains justified by operational needs. The following considerations will need to be evaluated:

- a. Do operational needs continue to necessitate the position?
- b. Are there other ways to get the work done without adding staff?
- c. Is restructuring or reallocating the work appropriate?
- d. What are the costs and benefits of hiring now as opposed to the future?
- e. What would happen if the work did not get done?
- f. What would happen if the position is not filled?
- g. Should changes be made to the job description, specific job duties and/or compensation?

All position vacancies and any recommended changes to the position must be reviewed by the appropriate Vice President of the Division and Human Resources.

- 2. Develop a hiring plan:** Determine the work needed with Human Resources and develop the selection criteria.
 - a. Why are you hiring?
 - b. Is the workload temporary, permanent, part-time, full-time or seasonal?

- c. What are the sources for potential candidates?
 - d. Who is responsible for the hiring decision?
- 3. Define the Job:** Carefully determine the technical attributes, performance expectations and physical requirements of the job. Once defined, these areas provide a guide for evaluating every candidate.
- a. Does the job description accurately reflect the work needed?
 - b. What are the selection criteria?
 - c. What credentials and past experience are required?
 - d. What credentials and past experience are preferred?
- 4. Develop a recruiting plan:** Human Resources will provide guidance in the development of a recruiting plan.
- a. Are there any identifiable and qualified internal candidates?
 - b. How to attract top performers to John Carroll University?
 - c. How to make potential candidates aware of the opening?
 - d. What are the selling features of the job?
- 5. Review applications:** It is important to review all qualified candidates. The PeopleAdmin applicant tracking system has the capacity of filtering applicants who do not meet the minimum qualifications of the position. Make certain all qualified candidates receive prompt and accurate answers to their questions during the application and interview process. PeopleAdmin user documentation can be found at www.jcu.edu/hr/peopleadmin.
- 6. Interview:** Once the final candidates are selected, Human Resources will assist in drafting interview questions that are structured to appropriately assess the performance and behavioral attributes of each applicant. It is preferred to ask a structured set of questions for each finalist. However, it is acceptable to incorporate individualized questions to elicit a more profound understanding of the candidate's experience.

Determining Position Type and Title:

One of the most critical decisions made in the hiring process is determining the correct Fair Labor Standards Act (FLSA) classification. Positions are either categorized as exempt or non-exempt based on established criteria under the FLSA.

Exempt level positions are salaried and not entitled to overtime pay for any time worked in excess of 40 hours in a week. However, non-exempt level positions are paid on an hourly basis and are entitled to overtime pay. These categories are determined by Human Resources using guidelines established by the U.S. Department of Labor. It is important for Human Resources to properly classify positions to ensure compliance with state and federal laws.

Submitting an electronic Position Requisition through PeopleAdmin:

It is the responsibility of the hiring manager to initiate and submit a position requisition via the PeopleAdmin Applicant Tracking System. To log into the system, hiring manager's access the PeopleAdmin [link](#) using their designated campus network username and password. Detailed information regarding the PeopleAdmin System including user documentation can be found at www.jcu.edu/hr. All Human Resources representatives are also available for assistance.

Affirmative Action / EEO:

The Office for Institutional Diversity and Inclusion promotes equal access to employment and educational opportunities in support of the University's commitment to equal opportunity, affirmative action, diversity and inclusion. The University adopted an affirmative action plan that is administered by Human Resources. The Office for Institutional Diversity and Inclusion plays an important role in providing training and collaborative guidance with Human Resources with respect to hiring strategies.

It is the responsibility of all those engaged in the hiring process to ensure there is no discriminating against any employee or applicant for employment due to their age, race, color, religion, sex, sexual orientation, national origin, disability, or identity as a veteran protected by federal law. This applies to the following: employment, promotion, demotion, transfer, recruitment, position advertising, layoff, termination, rates of pay, selection for training, internships and apprenticeships. To learn more about the Office for Institutional Diversity and Inclusion, please visit <http://sites.jcu.edu/diversity/> or call 216-397-4425.

Forming Search Committees:

John Carroll University is committed to delivering quality teaching, research, service, administrative and professional support to advance its mission. Search Committees are typically most often utilized for faculty positions. However, on occasion, they may be formed for higher-level and strategic or unique administrative staff positions. The goal of the search committee is key to the attainment of the University's diversity goals and assuring compliance with its affirmative action plan.

The search effort advances the University's mission by attracting and selecting the best available top performing faculty and administrative professional staff. The goal of the search committee is to recruit a diverse and talented pool of qualified candidates and recommend the best candidates for employment. Human Resources supports the recruitment efforts of the search committee by providing information on planning, advertising, interviewing, evaluating, reference checking and compensation to ensure a legally sound and successful recruitment process.

Although there are no requirements governing the composition of search committees, it is recommended that search committees are diverse as it relates to

race, gender and tenure status whenever possible. The size of the committee may vary, however experience indicates that committees should be no smaller than three and no larger than ten members. It may also make sense to have student representation on the search committee. The Office for Institutional Diversity and Inclusion is a useful resource when identifying diverse members of a search committee.

The main responsibilities of search committees are:

1. recruit qualified candidates including a diverse pool of candidates as possible;
2. comply with federal and state equal employment opportunity laws and University policies;
3. formulate clear guidelines, procedures and criteria for evaluating candidates;
4. take positive steps to provide equal opportunity for all candidates;
5. recommend the best applicants for hire without regard to race, color, sex, sexual orientation, age, religion, disability, national origin, veteran's status, pregnancy and/or genetic information.

Performing a Position Market Analysis:

Paying individuals fairly is a critical component of John Carroll University's Jesuit mission and identity. Internal equity is also a key component to employee morale and engagement. If the University under-compensates, employees will eventually look for a better offer. Over-payment will result in budgetary shortfalls and further morale and engagement issues that could cause other employees to leave the University.

Human Resources will partner with the hiring manager to benchmark the position and evaluate the internal equity of similar positions at the University. It is important to understand the market range when advertising the position and making a fair offer to the preferred candidate. The initial phase to determining compensation involves a market analysis report created by Human Resources. To create this report, Human Resources verifies the salary range for the relevant market. This is largely based on the job description, educational requirements and relevant experience required compared to the same or similar positions at other private religious-based universities with similar budgets in the Midwest region. The market analysis will provide a hiring range for the position.

The compensation range will be communicated to the hiring manager. The hiring manager will then evaluate the departmental funding available to support the position and take into consideration any other financial restrictions. Once the preferred candidate has been identified, Human Resources will further assist the

hiring manager by evaluating the internal equity of the same or similar positions at the University to determine the proper compensation for the position.

Posting a Position:

Once the positing requisition is submitted and approved through the PeopleAdmin system and the position description is updated, the vacancy will be posted on the JCU Human Resources website and other websites as appropriate for consideration by internal candidates and external candidates. The job posting contains the position title, work hours, brief description of duties, preferred qualifications and minimum required qualifications. Job openings are posted for a minimum of five (5) business days, excluding Saturdays, Sundays and holidays. The following exceptions to the posting requirement must be approved by Human Resources:

1. Positions that are filled as part of a work experience, internship, cooperative education program or project of limited duration requiring specialized or unique training and experience;
2. Positions that are filled through transfer(s) necessary to support reorganization, realignment or reduction in the size of staff.
3. Specific promotions that do not significantly alter the responsibilities and scope of the position.

Job postings should occur as far in advance as possible prior to the departure of the vacating employee to allow for prompt hiring, sufficient training and a complete transfer of duties to the successor employees. When significant advance posting is not possible, the position should be posted as soon as possible and Human Resources should be consulted.

A hiring department may need to execute a broader candidate search and may desire to post their position to an outside site. The Human Resources Department works in conjunction with a third party company called Jobelephant to access unique job posting opportunities. It is the responsibility of the hiring department to assume the cost of each site posting. The following steps should be taken when requesting an expanded job posting:

1. Contact Human Resources and discuss the need to expand the job posting.
2. The hiring manager will need to confirm the job advertisement with Human Resources.
3. The job advertisement is sent to Jobelephant and an inquiry is made for suggested sites to post the position. Within twenty-four hours, Jobelephant will suggest several specialized sites that would be a good fit for the position, along with pricing for each advertising opportunity. Human Resources will

communicate this information to the hiring manger.

4. The hiring manager reviews the suggested sites and respective pricing and informs Human Resources where they would like the job advertisement posted.
5. Human Resources will send the final posting to Jobelephant within three business days of receiving the hiring manager's approval.

III. APPLICATION, APPRAISAL AND SELECTION PROCESS

Applying for a Position:

Candidates seeking consideration for posted vacancies must submit an application through the PeopleAdmin applicant tracking system. Applications not submitted within the posting period will be accepted by Human Resources but need not be considered for the vacancy. Only candidates who meet all required qualifications of the position will be referred to the hiring manager for an interview.

Current John Carroll University employees are eligible to apply for any position for which they meet the existing minimum required qualifications. Internal candidates are encouraged to notify their supervisor when they apply for another position. The following John Carroll University employees are ineligible to apply for posted positons:

1. Employees who have not completed one full year of service in their current job at John Carroll University at the time of the initial date of the posting;
2. Employees who received an overall "needs improvement" on their annual performance evaluation within one year of the initial date of the posting;
3. Employees who failed a probationary period during the twelve months preceding the initial date of the positing;
4. Employees who received a final written warning or have been suspended during the twelve months preceding the initial date of the posting.
5. Employees who have been placed on a Performance Improvement Plan at the time of the posting or who have failed a Performance Improvement plan during the twelve months preceding the initial date of the posting.

Appraisal Process:

John Carroll University will make every effort to ensure in every phase of the recruitment and selection process that equal employment opportunity is provided to all individuals, regardless of race, color, sex, sexual orientation, age, religion, disability, national origin, veteran's status, pregnancy and/or genetic information. Human Resources is committed to developing and implementing the most suitable

methods of recruitment, selection, testing and related hiring practices to ensure compliance with all applicable federal and state laws and regulations.

The candidate search will be conducted as soon as possible after the vacancy replacement or new position request is approved and posted through the PeopleAdmin system. The University will consider all qualified candidates for an interview in accordance with all applicable state and federal laws and organizational policy requirements.

Qualifications will be outlined in the job description and in the posting. The most qualified applicant as determined through the employee appraisal process will be selected. With assistance from Human Resources, the hiring manager and other representatives from the hiring department will screen and interview candidates. The hiring manager is responsible for documenting each candidate interview.

Selection Procedures and Legal Aspects of Hiring:

After all interviews are completed, the hiring manager will meet with a representative from Human Resources to review the Applicant Appraisal Flow Form and discuss their preferred candidate based on skill, knowledge, ability and experience. Former employees may be considered for rehire if they were eligible for rehire at the time they departed the University and at the time of the rehire. If an employee whose employment with the University was previously terminated for any reason, including retirement, is rehired, they will be considered as a new hire with the same 90 calendar day probationary period as all other new hires.

The selection process should be consistent and well documented. It is important to note that there are a myriad of federal and state laws and University policies and procedures that govern the selection process. Among these, the following agencies monitor compliance with a series of federal laws: The Equal Employment Opportunity Commission (EEOC), the Ohio Civil Rights Commission (OCRC) and the Department of Labor (DOL).

The Equal Employment Opportunity Commission (EEOC) has developed a uniform set of guidelines for employers to follow with respect to selection procedures used in the hiring process. These guidelines apply to all selection criteria, including educational degree requirements, job experience and skills test. Under the guidelines, employers may not use selection criteria that have a “disparate impact” on applicants in protected classes unless the criteria have been “validated.”

An employment practice has a disparate impact if it has a significant adverse impact on a protected group of individuals. As a result, the employer must make every effort to ensure that all employment selection tools, such as interviews, application forms, and skill assessments directly relate to successful performance on the job. In other words, employers cannot use pre-hire inquiries or other qualifying factors that disproportionately screen out applicants in protected classes if the inquiries or factors are invalid predictors of successful job performance or

unjustified by business necessity. If desired job qualifications disproportionately screen out applicants in protected classes, they may be discriminatory.

To help protect against discriminatory practices, appraisal and selection of candidates including the evaluation of skills as they pertain to the position in which you are attempting to fill are governed by a series of federal laws. In addition to the EEOC guidelines discussed earlier, these federal laws include the following:

- **Age Discrimination in Employment Act (ADEA):** This Act prohibits discrimination in employment on the basis of age for individuals 40 years of age or greater, subject to certain exceptions. An employer cannot discriminate in making decisions regarding hiring, firing, promotion, layoff, compensation, benefits, job assignments, training or other terms and conditions of employment.
- **Americans with Disabilities Act as Amended (ADAA):** This Act states that an employer cannot discriminate against qualified individuals with disabilities and requires reasonable accommodation for disabled applicants and employees who are capable of performing the essential function of the position.
- **Title VII Civil Rights Act of 1964, Title VII:** This Act states that an employer cannot discriminate on the basis of race, color, religion, sex or national origin. An employer cannot discriminate in making decisions regarding hiring, firing, training, discipline, compensation, benefits, classification or other terms and conditions of employment. In addition to these categories, John Carroll University also includes sexual orientation as part of its protected class.
- **Equal Pay Act:** This Act bans workplace wage differentials for equal work in the same workplace based on sex.
- **Fair Credit Reporting Act (FCRA):** This Act establishes procedural requirements and places limitations on employer use of credit ratings and third party criminal background reports as a basis for selection. This Act also provides that an employer may not obtain a credit report or a third party criminal background report on a job applicant or employee without first obtaining permission of the applicant.
- **Fair Labor Standards Act (FLSA):** This Act sets minimum hourly wage, overtime pay, equal pay, child labor standards, and record keeping requirements. This Act also addresses which employees are exempt from specific provisions of the Act, such as overtime pay. The Wage and Hour Division of the Department of Labor (DOL) issues rules, regulations and interpretations under the Act and conducts inspections and investigations to

determine compliance.

- **Immigration Reform and Control Act of 1986 (ICRA):** This Act makes it unlawful for employers to knowingly hire illegal aliens and mandates detailed record-keeping procedures for any employees hired, including U.S. citizens, regardless of the size of the employer or of the position involved.
- **Pregnancy Discrimination Act:** This Act bans discrimination against applicants and employees because of pregnancy, childbirth or a medical condition related to pregnancy or childbirth.
- **Genetic Information Non-Discrimination Act:** This Act makes it illegal to discriminate against applicants or employees because of genetic information, such as family medical history.

Human Resources is available to assist in developing interview questions to determine an applicant's experience level, suitability and whether or not they meet the minimum qualifications of a position. As done with the posting process, a set of well-structured interview questions based on job criteria should be developed with the assistance of Human Resources. It is also recommended to develop and utilize a candidate evaluation matrix for the finalists interviewed. An example of a candidate evaluation matrix is provided in the Appendix.

Interviewing Candidates:

Hiring staff is very important with respect to the employee's role in supporting the mission of the University. Therefore, interviewing is a unique opportunity for both the candidate and John Carroll University to get to know as much as possible about one another in a relatively short amount of time. Hiring managers must be properly trained to determine whether an applicant is a qualified candidate and how to minimize the risk of making a bad recruitment decision.

Human Resources is available to assist in the screening of candidates to select the most qualified pools of applicants. PeopleAdmin also has an automated screening function that can be utilized. The final applicants will then be referred to the hiring manager for interviewing.

To maximize the chances of securing the best candidate, it is important for all hiring managers to properly prepare and conduct interviews in a meaningful manner. The purpose of the interview should be to collect information on the applicant's job-related knowledge, skills and abilities that would be helpful in deciding whether he or she is likely to succeed in the job. It also makes sense to focus on eliciting as much relevant information as possible from the candidate regarding how they will behave in a particular environment and circumstance. It is also advantageous to understand the candidate's motivations while ascertaining how they might respond to a particular management style and department culture.

The hiring manager should provide a structured interview with designated questions prepared prior to meeting with the candidate. It is vital for the hiring manager to

understand the essential requirements of the job and the specific skills the candidate will need in order to perform the required tasks. It is also important for those involved in the interview process to be familiar with the candidate's resume. Questions arising from the resume should be drafted along with other performance and behavioral based questions.

Each candidate should be warmly greeted and seated comfortably. A warm greeting and suitable introduction will help establish rapport. The room(s) selected for the interview should be in a space that accurately portrays John Carroll University. Avoid sitting behind a desk during the meeting and arrange seating so the candidate feels welcomed. The interview process should be clearly explained to each candidate. Candidates who feel comfortable are more likely to embark on an open and candid discussion and the hiring manager will learn more about the significance of their background and experience.

The following is a general guide on constructing interviews:

Introduction	<ul style="list-style-type: none"> • Provide a brief overview about the structure of the interview and timeline; • Discuss any questions that may be associated with the candidate's application and obtain any missing documents needed for the interview; • Let the candidate know what you would like to gain from the meeting; • Ask why the candidate is interested in John Carroll University.
Explain the Position	<ul style="list-style-type: none"> • Fully explain the position, associated responsibilities and measures of success; • Discuss the particulars of the role, the reasons why a vacancy has arisen and how the position fits within John Carroll University; • Ask the candidate about their status in their present job and what is prompting them to consider alternative job opportunities at this point in their career.
Evaluate the Candidate	<ul style="list-style-type: none"> • Evaluate the candidate's competencies and skills as related to the open position; • Behavioral based interview questions are key in allowing the candidate to demonstrate their understanding of how their skills and experiences relate to the position; • Ask the candidate to share applicable examples of past experiences including successes and failures.
Closing	<ul style="list-style-type: none"> • Ask the candidate if he or she has any questions for you; • Explain the next step in the process; • Market the virtues of John Carroll University as an "employer of choice", discuss what makes your department special; • Thank the candidate for interviewing for the position;

	<ul style="list-style-type: none"> • Provide the candidate with a friendly packet including the following: <ul style="list-style-type: none"> ○ Job description ○ University strategic plan ○ Departmental organizational chart ○ John Carroll University magazine ○ Departmental brochure (if applicable) ○ Campus map ○ Benefits summary
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Each candidate should be evaluated according to the same general criteria. A selection interview that follows a general standard outline will produce more reliable and valid information for selection than an unstructured interview. The hiring manager and/or search committee will also be less likely to violate the array of federal and state laws and regulations governing the selection process. A list of performance and behavior based questions is provided in the Appendix. These questions focus on professionalism, analytical skills, decisiveness, spoken communication, motivation, commitment to tasks and interaction skills. The interview process should only consist of questions that will provide relevant information to make a hiring decision.

Equally important is knowing the questions NOT to ask. Below is an example of unlawful or inappropriate questions that should never be asked of a candidate:

1. What child-care arrangements do you have?
2. What will you do if your children get sick?
3. How many children do you have?
4. What are the ages of your children?
5. Do you plan on having children?
6. Are you likely to quit if you have children?
7. Do you plan on getting married?
8. Does your spouse live with you or contribute to your support?
9. Do you own a home?
10. Do you own a car?
11. How do you get to work?
12. Do you have any debts or loans?
13. Were you born in this country?
14. How old are you?
15. What year did you graduate from high school?
16. Have you ever filed a workers compensation claim?
17. What religion are you?
18. What church do you attend?
19. Do you lean Democrat or Republican?
20. Have you ever been arrested?

The number of interviewers will vary based on the scope and responsibility of the position. If the position has a narrow scope and limited responsibilities, one or two

interviewers within the department may be sufficient. However, if the position impacts the work of many people and other departments or areas of campus, the number of interviewers should be representative of those groups.

Hiring managers and search committee often decide to first conduct preliminary phone interviews or conference call interviews to narrow the field of candidates. On-campus or in-person interviews vary based on the position and may last between 30 minutes to an entire day. The length of the interview will also depend on how many people are participating in the interview and how many candidates will be interviewed in a particular day. The interviewer(s) should not monopolize the interview. As long as the interviewer is talking, nothing is being learned about the applicant. Human Resources is available to provide interviewing guidance and customized interview questions to the hiring manager upon request.

Evaluation of Candidates:

As soon as possible after the interview, it is important to evaluate the candidate's knowledge, skills and abilities against the job description. Slow response time can cause hiring managers to lose their preferred candidate. Determine if a second interview is necessary. After all finalists are interviewed, the hiring manager will meet with a representative from Human Resources to discuss their assessment and selection of the most qualified applicant based on skills, knowledge, ability and experience. Human Resources will document information concerning those candidates interviewed on the Applicant Appraisal Flow Form.

Reference Checking:

Checking references is an important component of every successful candidate appraisal. As with most processes, a standard reference checking format is very useful. Upon checking references, the hiring manager should convey to the reference that their name has been provided to you with the permission of the candidate. It is also important to state the intent of the call and provide a quick overview of the position for which the candidate is being considered.

A Reference Check & Employment Verification form is included in the Appendix. Final copies of references will be provided to Human Resources for review prior to any offer being made.

Employment Verifications:

It is important to verify the employment of the preferred candidate prior to determining compensation and making an offer. Human Resources will coordinate all employment verifications to properly conduct an internal analysis. The internal analysis takes into consideration the relevant experience of the preferred candidate with respect to John Carroll University employees who are currently serving in the same or very similar positions.

Background Checking:

Human Resources conducts criminal background checks on every final candidate as a condition to every offer. Some positions also require additional tests such as a

drug test, physical fitness exam, psychological assessment and credit check. The candidate is required to submit a release to allow the criminal background check to be performed.

Human Resources is required to review each background check and any other required assessments prior to the preferred candidate's start date. In addition, the Hiring Verification Checklist form is completed by Human Resources to assure critical steps were completed with respect to the application and interview process. The Hiring Verification Checklist form is provided in the Appendix.

IV. MAKING THE OFFER

Communicating the Offer:

After internal equity is examined and the final rate or salary is determined, a representative from Human Resources will make the conditional verbal offer to the candidate and communicate the preferred starting date. All offers of employment to external candidates are conditional and subject to the receipt of acceptable prior employment verifications, reference checks, criminal background checks and any other pre-employment requirements.

Offer Letters:

All offer letters will be sent directly to the selected candidate from Human Resources. Each letter will warmly welcome the candidate to John Carroll University. Offer letters will include the position title, supervisor's name, FLSA exemption status, salary or rate of the position, starting date and regular working hours. In addition, a 90 calendar day probationary period will be referenced along with language specifying the employee is "at-will" under the State of Ohio employment laws. It is recommended that the job description accompany each offer letter.

The hiring manager and Divisional Vice President will be sent copies of all offer letters. All offers are contingent upon the successful completion of all required background checks and any other specified pre-employment requirements. Upon the candidate's formal written acceptance of the offer and the successful completion of all background checks and any additional pre-employment requirements, Human Resources will notify all internal and external candidates who were not selected for the position.

Once Human Resources receives a signed offer letter and all conditions of employment are satisfied, it will be placed in the selected candidate's employment file. An example of an offer letter is provided in the Appendix.

New Hire Paperwork:

All new employees must undergo pre-employment processing and complete all payroll and personnel documentation on or before the assigned starting date. Scheduling of all pre-employment processing is the responsibility of Human Resources.

Benefits Orientation:

The new hire benefits orientation is mandatory for all newly benefit-eligible employees. New employees will also attend a pre-scheduled new employee orientation program and will be assigned to a Campus Colleague. The Campus Colleague program matches an existing employee who has at least one year of service at John Carroll University with a new employee for a period of three months. The goal of the program is two-fold:

1. To welcome new employees and provide them with a point of contact for general inquiries regarding day-to-day aspects of working at the University, and
2. To help new employees acclimate to the culture at John Carroll University and reduce any uncertainty that comes along with a new job.

Assigning a colleague to a new employee provides them with a valuable resource, aids in early engagement, and helps affirm their decision to join the University. In addition to the Campus Colleague program and new employee orientation, to further assist in the process of acclimating a newly hired employee to John Carroll University, Human Resources has developed a comprehensive HR training series, a robust University-wide integrated employee recognition program and an Administrative Professional Networking Forum. For more information on these and other employee engagement programs, please visit the Human Resources webpage at www.jcu.edu/hr.