# Human Resources Department
## Summary Guide to the Staff Employment Process

I. **Pre-Hire**
   a. Meet with departmental/divisional leaders to discuss the operational needs for the position, restructure opportunities and any potential viable internal candidates.
      i. Receive approval from leaders for new positions.
   b. Make sure the job description is in the new JD template & provide to HR.
      i. Always try and use an existing title.  We want to limit the number of new titles we create.
      ii. Pay careful attention to "required" vs. "preferred."
      iii. Consult with HR to determine exemption status (hourly v. salary)
   c. Review departmental budget and consult with HR regarding external benchmarks to determine a salary range

II. **Posting the Position via PeopleAdmin**
   a. Coordinate a meeting with Tori Stoeckinger, Human Resources Associate, to review utilizing the Applicant Tracking System (PeopleAdmin).
      i. To access PeopleAdmin go to jcu.edu/hr/pages/employment/
   b. Every full and part-time regular position is posted for a minimum of five business days.
      i. Human Resources can provide additional external sites to post to, if necessary. External posting will come out of each department's budget

III. **Appraisal & Selection**
   a. Provide a structured and standard interview process
      i. Rate and rank candidates using the same criteria.
      ii. Keep all notes
      iii. Utilize the PeopleAdmin
   b. Provide [Behavioral Based Interview Questions](#)
   c. Disposition applicants appropriately in PeopleAdmin
   d. Contact HR with desired applicant name and reference (see HR for Reference Intake Form) and conduct an Applicant Appraisal Form.
      i. HR can assist in verifying employment and checking references
      ii. Check PeopleAdmin application to be certain candidate provided permission to contact references.
      iii. Human resources may verify employment and check references from the candidate's current employer after an offer has been made.   (often candidates do not want their current employer to know they applied for another position)
      iv. Two - three references are preferred.  A minimum of one reference is required.
      v. For internal candidates, HR and the supervisor must review past performance evaluations, check the employee relations file and check references with the current supervisor.

    e. Once the preferred candidate is verified, a criminal background check will be ordered.

        i. Additional pre-employment tests (i.e. credit check) may also be ordered as required for the position.

**IV. Compensation Analysis**

    a. Non-market positions always start at the beginning rate regardless of years of experience. An example would be a Mail Services Clerk.

    b. For market positions (most positions) Human Resources will conduct a compensation analysis based on internal and external equity factors.

        i. The external comparator group HR uses is through CUPA. It is a comparator group that consists of "private, religious groups in the Midwest with similar budgets and similar number of employees."

        ii. Once a base rate is determined, an internal analysis is conducted to compare the relevant experience of the preferred candidate against JCU employees currently in the same or similar positions.

        iii. The applicant's offer will be calculated based on their years of experience & providing 2% into the range for every year of relevant experience.

    c. Human resources will provide the hiring manager with a compensation analysis for the preferred applicant.

    d. Hiring manager will provide HR with a preferred start date.

**V. Making the Offer**

    a. Typically, Human Resources will make the verbal offer. If the hiring manager prefers to make the offer, Human Resources will provide a few general guidelines.

    b. Once the candidate accepts the offer, Human Resources will send an offer letter welcoming the individual and setting up the new hire / benefits orientation. The letter will be copied to the hiring manager and Divisional Vice President.

    c. The hiring manager will begin the onboarding process.