Hiring Manager Summary of the Staff Employment Process Guide
Human Resources Department

Each Human Resources Department representative is responsible for following the Staff Employment Process with the hiring managers in their respective division. This guide will provide basic information about the process. However, the Hiring Manager is encouraged to review the Staff Employment Process Guide in its entirety prior to starting the hiring process.

I. **Pre-Hire**
   a. Meet with your HR Representative as soon as you know you need to hire an employee.
   b. Review the Staff Employment Process Guide prior to your scheduled meeting.
   c. Be prepared to discuss the operational needs for the position, any restructure opportunities and any potential viable internal candidates.
   d. Make sure the job description is updated and in the new JD template.
      1. Always try and use an existing title whenever possible. We want to limit the number of new titles we create.
      2. Pay careful attention to "required" vs. "preferred" section, making certain what is under required is necessary to be considered for the job. Anything preferred is not necessary but may help you distinguish between candidates.
      3. Any special required pre-employment screening(s) beyond the criminal background screening will be discussed. These might include a credit check, fitness examination, psychological examination, drug screening, etc.
   e. If the position is non-exempt (hourly), it does not need to be tested for FLSA exemption. However, if the position is being proposed as exempt (salaried), your HR Representative must verify that the position meets the FLSA salary basis level and certain job duty requirements to meet the FLSA exemption requirements.
   f. Ideally, the position you are posting should be budgeted up to the midpoint of the range.
      1. This budget does not represent a salary, rather the ceiling of your budget. Your HR Representative will review the compensation system used to determine rates of pay for the final candidate.
      2. Any position that exceeds the midpoint of the range needs to be approved by the Vice President of Administration and the Assistant Vice President of Human Resources.

II. **Posting the Position via PeopleAdmin**
   a. After receiving approval by your HR Representative, you will be permitted to post the position in PeopleAdmin. You can access PeopleAdmin through the HR website or through the following link https://jcu.peopleadmin.com/hr/,
   b. Every full and part-time regular position must be posted for a minimum of five business days.
      1. Any postings outside of the HR webpage (PeopleAdmin) come out of your departmental budget. HR will provide you with a list of recommendations.
      2. Your HR Representative will review any underutilization areas identified in our Affirmative Action Plan to let you know if your position should be posted on Diversity First Jobs (www.diversityfirstjobs.com) and other diversity websites.

3. The Office for Institutional Diversity and Inclusion may also post to additional job sites.

III. Appraisal & Selection

a. You are expected to coordinate a structured screening process and a structured interview process for your preferred candidate. Your Human Resources representative can assist you with this process.
   1. Behavioral Based Interview Questions are listed in the Staff Employment Process Guide.
   2. As the hiring manager, it is expected that you will rate and rank the candidates you screen and interview.
b. After internal and external interviews are finished, your HR representative will meet with you to complete the **Applicant Appraisal Flow form** for your preferred candidate
c. Once your HR Representative verifies your preferred candidate is justified and meets all position (job description) requirements, you will use the **Reference Checking and Employment Verification form** to verify employment and provide references from supervisors.
   1. Check the PeopleAdmin application to be certain the candidate provided permission to contact his/her references. (Often candidates do not want their current employer to know they applied for another position)
   2. Two - three references are preferred. A minimum of one reference is required. All completed references must be sent to Human Resources. They will be maintained in Human Resources as part of the employment file.
   3. If your preferred candidate does not want you to contact their current employer, the Hiring Manager may verify employment and check references from the candidate's <u>current</u> employer as a condition of employment after an offer has been made.
   4. For internal candidates, HR and the supervisor must review past performance evaluations, check the employee relations file and check references with the current supervisor prior to making an offer.

IV. Compensation Analysis

a. Non-market positions always start at the beginning rate regardless of years of experience. There are not many of these positions. An example would be a Mail Services Clerk.
b. For market positions (most positions) Human Resources must conduct a compensation analysis based on internal and external equity factors.
   1. The external comparator group HR uses is through CUPA. It is a comparator group that consists of "private, religious higher-educational institutions in the Midwest with similar budgets and similar number of employees."
   2. Market positions are awarded 2% per year of <u>verified</u> and <u>relevant</u> experience.
   3. 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.
   4. Human Resources may adjust the base rate by providing a slight premium or discount to ensure the offer is in line with internal equity.

    c. The HR Representative will complete the bottom portion of the **Applicant Appraisal Flow Form**. Any recommended rate beyond the midpoint needs to be signed off on the flow form by the Assistant Vice President of Human Resources and the Vice President of Administration.

    d. Your Human Resources Representative will communicate the final rate to the Hiring Manager.

    e. The hiring manager will provide the Human Resources representative with the preferred start date.

V. **Making the Offer**

    a. Human Resources will make the verbal offer to the candidate.

    b. Once the candidate accepts the offer, Human Resources will send an offer letter with the rate determined by HR. The letter will welcome the individual and will note that the offer is contingent upon the outcome of the background checks. The letter will be copied to the hiring manager and Divisional Vice President.

    c. Once the preferred candidate verbally accepts the job offer, a Criminal Background Check Release form will be sent to the candidate. Once the form is received back in Human Resources the background check will be ordered and verified. The Background Check will be received back within five-seven business days.

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

    e. The hiring manager will need to indicate the final dispositions of all finalists interviewed in PeopleAdmin after the preferred candidate's signs the offer letter. Once the deposition is entered, the candidate will receive an email stating he/she was not selected for the position.

    f. The hiring manager is expected to review and complete the steps indicated in the New Hire Onboarding Checklist in OnBase prior to the new employee starting.

Last Revised: October 8, 2019