

LINCOLN UNIVERSITY

Procedure:	Personnel Requisitioning, Recruitment, and Selection Procedures
Procedure Number:	HRM – 104p
Effective Date:	August 2011
Created/Revised:	August 2011
Review Officer:	Chief Human Resources Officer
Status:	Approved by President and Active

Statement of Purpose

When a position has become vacant due to a departmental need and / or an incumbent's retirement, resignation, change in assignment, transfer, promotion, demotions, dismissal, the Department Administrator will initiate the recruitment and selection process to fill the position vacancy. The purpose of this procedure is to ensure compliance with established University policy and consistency and timeliness in filling position vacancies.

Reference

LU Policy HRM – 104: Personnel Requisitioning, Recruitment, and Selection

Procedure

1. Personnel Requisitioning

- a. To initiate the recruitment and selection process, the Department / Hiring Administrator will complete the Personnel Requisition ("PR") form and route to the appropriate channels to obtain approval from the Division Vice President (or designee), Title III Administrator, Special Programs Administrator, and President (or designee) (see attached). Upon receipt of the approved PR and job description in the Office of Human Resources ("HR"), the position vacancy will be posted internally and with external agents for at least 14 calendar days to recruit qualified candidates. The requested position must be allocated in the current salary budget. Within 10 business days of receipt of the approved PAF in HR, the recruitment process will commence.
- b. Incoming application documents (i.e., applications, resumes, and EEO forms) will be routed to HR for tracking and prescreening. Those of qualified applicants for a posted position will be forwarded electronically to the hiring administrator within five (5) business days after the job posting closing date.

- c. Upon receipt of written request by the Hiring Administrator, job postings may be extended in five (5) business day increments. All application documents received in such timeframe shall be screened for consideration.

2. Recruitment

- a. The Hiring Administrator will evaluate application documents and select at least three qualified candidates (to the extent possible) for formal interview. The Hiring Administrator will schedule and conduct interviews with selected candidates. The interview team or search committee approach is strongly recommended for professional and faculty positions and required for administrative / executive positions. A benefits summary and salary schedule may be shared with the candidates for regular full-time benefited positions during the interview process. (See Search Committee Guidelines.)
- b. The Hiring Administrator or search committee will select the best-fitting candidate for hire, based on various factors, which may include, but not limited to specialized training, education, certification, demonstrated working knowledge, professional skills, exceptional abilities, major expertise, related experience and significant accomplishments, interview performance, fit/suitability, and information obtained from references and/or gleaned from letters of recommendation.
- c. For administrative or executive positions, interview and selection committees shall consist of a cross representation of personnel, to the extent possible. Upon completion of the initial evaluation of those candidates who meet the minimum and / or preferred qualifications, the top ranked candidates will be contacted and scheduled for a formal interview with the respective committee. The committee will recommend the top two (2) finalists (when possible) to the Vice President or President for final interview and selection.

3. Candidate Interview

- a. The search committee shall be responsible for the following activities:
 - 1. Developing selection criteria;
 - 2. Ensuring that the criteria are applied consistently for all candidates;
 - 3. Selecting a short list of candidates for interview;
 - 4. Developing an interview schedule;
 - 5. Conducting interviews; and

6. Recommending a finalist to the Dean / Vice President or next level Hiring / Department Administrator.
- b. All candidates must complete an employment application prior to being interviewed.
 - c. The search committee shall not ask questions that are not related to the position, including marital status, parental status, age, national origin, race, religion, criminal record, disability, sexual orientation, physical characteristics or any other protected class
 - d. Interview evaluation forms shall be completed by each search committee member for each candidate who interviews for the open position. At the conclusion of the search process, the search committee chair should forward all evaluation forms and employment applications to HR for the recruitment file.
 - e. The search committee shall not extend or imply any verbal or written promises (tentative offers of employment, travel reimbursement, relocation expense reimbursement, etc.) to any candidate.

4. Selection

- a. For non-faculty positions, the Hiring Administrator will complete the Request to Hire form and submit with the interview documents (i.e., candidate ranking form, etc.) to HR for processing.
- b. For faculty positions, the Hiring Administrator will complete the *Request to Hire* form and submit along with a copy of the PR and interview documents to the appropriate Academic Dean or designee.
- c. The Hiring Administrator or search committee chairperson will prepare and send a regret letter to unsuccessful candidates that were interviewed and a copy of such letter to HR to be retained in the position recruitment file.
- d. The Chief Human Resources Officer or designee will extend to the selected candidate the official employment offer. Note: Only the Office of Human Resources is authorized to extend employment offers.
- e. The selected candidate will have 24 hours to accept or decline the employment offer. If the selected candidate declines the offer, HR will notify the Hiring Administrator to obtain the next steps and / or extend an employment offer to the next highest-ranking candidate.

- f. If the candidate accepts the employment offer, HR will send to the candidate an official employment offer letter indicating the position, starting salary, and start date along with the new employee in-processing documents. The HR staff will verify the selected candidate's credentials and other information, if applicable, and notify the Hiring Administrator of the start date.
- g. Due to the mandatory criminal history background checks, pre-employment drug testing, and other pre-employment procedures, new hire start dates will be established by HR according to the established new hire orientation and payroll processing schedules.
- h. HR will send a confirmation letter to the candidate, hiring administrator, and payroll as verification that the "new employee" is authorized to start work on the date indicated in such letter.

Note: To ensure compliance with related policies and laws and to ensure accurate and timely compensation, all candidates for employment must be "cleared" through HR prior to commencing employment or performing work in any capacity in the University.

5. Personnel Changes and Transactions

- a. The Department Administrator will complete and submit to HR a Personnel Requisition form (see attached) to process the following personnel changes:
 - 1. Change of department, funding allocation, or assignment
 - 2. Position Reclassification
 - 3. Promotion / Demotion
 - 4. Change in Employment Status, i.e., Temporary to Regular
- b. When an employee resigns from his/her position, the Department Administrator will submit the Personnel Requisition along with the original resignation letter to HR. NOTE: All employees, including part-time and casual/seasonal employees, who voluntarily resign must submit a letter of resignation to HR.)
- c. HR will contact the Department Administrator and will send the employee notification of change letter or acknowledgement of receipt to the employee's last known address as documented in the personnel record. A copy of such letter will be sent electronically to the Department Administrator.

6. Attachments

Personnel Requisition ("PR")
Request to Hire Form
Applicant Evaluation Form
Candidate Evaluation Form
Regret Letter Template
Telephone Reference Check
Candidate Interview Guide

Questions regarding this Procedure may be addressed to:

*Lincoln University - Office of Human Resources
1570 Baltimore Pike, Lincoln University, PA 19352
484-365-8059*

Lincoln University
Office of Human Resources

PERSONNEL REQUISITION

Requestor		Position Title Requested	
Position Type	<input type="checkbox"/> New – Attach Justification of Need and Job Description <input type="checkbox"/> Replacement – Position Vacated by (Name): _____ <div style="text-align: center;">Terminated Employee's Salary: _____</div> <input type="checkbox"/> Special – Grant Funded <div style="text-align: center;">Department _____ Division _____</div> <div style="text-align: center;">Supervisor _____ Credit Hrs / Number of Hrs to be Worked / Week _____</div> <div style="text-align: center;">Preferred Start / End Date _____ Work Schedule _____</div>		
Account Number		Salary / Range	
Relocation / Housing Assistance		Comments	
FLSA Status and Classification	<input type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt	<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Extra Pay for Extra Responsibility	<input type="checkbox"/> Regular <input type="checkbox"/> Temporary <input type="checkbox"/> Casual/Seasonal <input type="checkbox"/> Adjunct <input type="checkbox"/> Benefited <input type="checkbox"/> Non-Benefited
Recruiting Method	<input type="checkbox"/> Fill without Posting, Justification _____ <input type="checkbox"/> Screen existing app docs <input type="checkbox"/> Media Advertisement, Local Newspapers, or Internet Job Boards _____ <input type="checkbox"/> Post internally for 14 days		
Department Approval		Date	
Title III Approval		Date	
Grants Approval		Date	
Dean Approval		Date	
Division VP Approval		Date	
President Approval		Date	
HR OFFICE USE			
Posting Date		Closing Date	
Position Control Number		<input type="checkbox"/> Posted <input type="checkbox"/> Not Posted	
CHRO Approval		Date	

FINAL CANDIDATE RECOMMENDATION BY HIRING ADMINISTRATOR			
Submit copy of this form with original applications and interview documents to HR for processing.			
Candidate Name		Phone	
Hiring Administrator Approval		Date	

HR OFFICE USE			
Offer Extended By (HR Personnel Only)		Offer Date	<input type="checkbox"/> Accepted <input type="checkbox"/> Declined
Annualized Salary		Hourly Rate	
Start Date		End Date (if applicable)	
PCN		Account Number	



OFFICE OF HUMAN RESOURCES
REQUEST TO HIRE FORM

Hiring Administrator:
Complete the following to request an offer of employment.

NAME: _____
(Name of individual to fill the position.)

POSITION TITLE / FACULTY RANK: _____

STARTING DATE: _____ THROUGH: _____
(if applicable)

ADJUNCT FACULTY EMPLOYMENT:

Semester (please circle one): Fall Spring Summer Year _____

Course Number / Title: _____ Credits: _____

Course Number / Title: _____ Credits: _____

Course Number / Title: _____ Credits: _____

Course Number / Title: _____ Credits: _____

Total Number of Credits: _____

RECOMMENDED HOURLY RATE: \$ _____ Hour

RECOMMENDED SALARY: \$ _____ Year / Term

IS THIS AMOUNT OVER APPROVED SALARY: Yes _____ No _____
(If yes, please contact Human Resources for further instructions.)

Attach the following documents to ensure complete processing:

- (1) Copy of Approved Personnel Requisition*
- (2) Original Interview Evaluation Forms for All Individuals Interviewed for Position*
- (3) Original Employment Applications for All Individuals Interviewed for Position*

The Office of Human Resources will extend offer of employment to final candidate upon receipt of all documents listed above.

Hiring Administrator Signature: _____ DATE: _____

Lincoln University
APPLICANT EVALUATION

Applicant _____

Position _____

Interviewer _____ Date _____

Rating Scale (1-5): 1 = Unsatisfactory, 2 = Below Average, 3 = Average, 4 = Above Average, 5 = Outstanding

Circle ONE rating or indicate N/A not applicable.

	Rating Scale	Comments
Related Education/Training		
Degree/Certification	1 2 3 4 5	
Coursework	1 2 3 4 5	
Related Experience		
Companies/products	1 2 3 4 5	
Duration in job	1 2 3 4 5	
Reason for leaving	1 2 3 4 5	
Patents/Publications	1 2 3 4 5	
Technical Ability		
Theoretical Knowledge	1 2 3 4 5	
Practical Application	1 2 3 4 5	
Overall Understanding	1 2 3 4 5	
Communication Skills		
Clarity of ideas	1 2 3 4 5	
Professional Appearance	1 2 3 4 5	
Direct Answers	1 2 3 4 5	
Writing Ability	1 2 3 4 5	
Drive/Problem Solving		
Innovative/pioneer	1 2 3 4 5	
Assertive/Driver	1 2 3 4 5	
Accountable	1 2 3 4 5	
Likes challenge offered	1 2 3 4 5	
Working with Others		
Peers/Management	1 2 3 4 5	
Team Player	1 2 3 4 5	
Interest with Company		
Researched Company	1 2 3 4 5	
Motivated to work here	1 2 3 4 5	
Fit for project/position	1 2 3 4 5	
Overall Rating	1 2 3 4 5	

Hire []

Reject []

Hold/File []

Lincoln University CANDIDATE EVALUATION

Candidate _____

Position _____

Interviewer _____ Date _____

Candidate evaluation forms are to be completed by the interviewer to rank the candidates overall qualifications for the position to which they have applied. Under each heading the interviewer should give the candidate a numerical rating and write specific job related comments in the space provided. The numerical rating system is based on the following.

5 – Exceptional 4 – Above Average 3 – Average 2 – Satisfactory 1 – Unsatisfactory

Educational Background – Does the candidate have the appropriate educational qualifications or training for this position?

Rating: 5 4 3 2 1

Comments:

Prior Work Experience – Has the candidate acquired similar skills or qualifications through past work experiences?

Rating: 5 4 3 2 1

Comments:

Technical Qualifications/Experience – Does the candidate have the technical skills necessary for this position?

Rating: 5 4 3 2 1

Comments:

Verbal Communication – How were the candidate's communication skills during the interview (i.e. body language, answers to questions)?

Rating: 5 4 3 2 1

Comments:

Candidate Enthusiasm – How much interest did the candidate show in the position and the company?

Rating: 5 4 3 2 1

Comments:

Knowledge of Company – Did the candidate research the company prior to the interview?

Rating: 5 4 3 2 1

Comments:

Teambuilding/Interpersonal Skills – Did the candidate demonstrate, through their answers, good teambuilding/interpersonal skills?

Rating: 5 4 3 2 1

Comments:

Initiative – Did the candidate demonstrate, through their answers, a high degree of initiative?

Rating: 5 4 3 2 1

Comments:

Time Management – Did the candidate demonstrate, through their answers, good time management skills?

Rating: 5 4 3 2 1

Comments:

Customer Service – Did the candidate demonstrate, through their answers, a high level of customer service skills/abilities?

Rating: 5 4 3 2 1

Comments:

Salary Expectations – What were the candidate's salary expectations? Were they within the range for the position?

Rating: 5 4 3 2 1

Comments:

Overall Impression and Recommendation – Final comments and recommendations for proceeding with the candidate.

Rating: 5 4 3 2 1

Comments:

[Regret Letter Template]

Date

Name / Address Block

Name:

Thank you for applying for the position of (position title) at Lincoln University. Your qualifications are impressive and we enjoyed speaking with you about the position; however, we have selected a candidate that better suits the needs of Lincoln University.

Again, thank you for your time and interest in pursuing employment at Lincoln University. We wish you well in your future endeavors.

Sincerely,

[Signature]

[Hiring Administrator's Name]

c: File

TELEPHONE REFERENCE CHECK PROTOCOL

Applicant's Name _____

Individual Contacted _____ Title _____

Company _____ Phone Number (____) _____

1. When did the applicant work for your company? From _____ To _____

2. What was the applicant's position/title? _____

3. What were the applicant's job duties? _____

4. What information can you provide regarding the applicant's attendance? _____

5. What do you consider the applicant's strongest qualities? _____

6. What qualities, in your opinion, can the applicant improve upon? _____

7. Can you elaborate on any special projects the applicant accomplished? _____

Additional Comments? _____

Reference Check Made By _____ Date _____

CANDIDATE INTERVIEW GUIDE

I. Goals of the Interview Process

- A. Gather information
- B. Create a positive image of your institution
- C. Present a realistic description of the position
- D. Ensure that all applicants feel they have been treated fairly
- E. Establish adequate records in the event the hiring decision must be justified at some future date

II. Developing Structured, Behavioral Interviewing Plans

- A. Conduct a thorough analysis of the job
- B. List five or six job responsibilities
- C. Identify behaviors, attitudes, skills, and knowledge needed.
- D. Develop behavior-oriented questions

III. Features of a Successful Interview

- A. Establish rapport
- B. Take notes and explain why
- C. Use open-ended questions
- D. Allow silence
- E. Insist on specific responses / examples
- F. Maintain control – interrupt if necessary
- G. Seek contrary evidence
- H. Close
- I. Fill out observation list

IV. Before the interview

- A. Review the job description and specifications
- B. Identify the specific knowledge, skills, and abilities required to perform the job tasks
- C. Develop questions
- D. Select interviewers
- E. Arrange the interview
- F. Review application documents

V. Sample Interview Questions for candidate assessment

- A. Ability to take initiative
 - 1. When a specific problem arose in your current position that was not clearly within your area, how did you respond?

2. When you have nothing in particular that needs to be accomplished during a specific time block, how do you spend your time? Please give a recent example.
3. What are you working on now that is not part of what is expected of you by your supervisor / fellow associates?

B. Ability to cope with ambiguity

1. Which causes more problems for you: too much or not enough to do?
2. How do you respond when there are no clear solutions to a particular problem? Please give a recent example.

C. Ability to manage conflict

1. Describe a recent difference of opinion you experienced with a co-worker / another associate. Specifically, how did you approach the problem?
2. Around what issue has conflict arisen in your current job recently? Describe what happened.
3. When a co-worker / fellow associate did something you disagreed with, how did you deal with it?

D. Ability to work effectively with others

1. Think of a time when a co-worker or supervisor asked you to do a task you felt was useless. What happened?
2. Describe a situation where you discovered some information that would increase productivity but you knew would not be well received by your work group. How did you handle it?
3. What did you do in your last job to contribute toward teamwork environment?

VI. Avoid asking the following or similar types of inappropriate questions during the interview:

- A. Are you married? Is this your maiden or married name? How many kids do you have? Do you plan to have children? Are you pregnant?
- B. How old are you? What year were you born? When did you graduate from high school?
- C. Where were you born? Where are your parents from? What's your heritage? What race are you? Are you a member of a minority group?
- D. What religion are you? Which religious holidays will you be taking off from work? Do you attend church regularly? If so, where?
- E. Have you ever been arrested? Have you ever spent a night in jail?
- F. Do you have any disabilities? What's your medical history? How does your condition affect your abilities?