



The following checklist should serve as a resource to ensure an effective and compliant hiring process. The Human Resources Office is also available as a partner and resource throughout this process.

PRE-SEARCH

- Employee vs. Independent Contractor/Consultant:** Determine whether staff need is best handled by an employee or an independent contractor/consultant. Consult with HR on needs. IRS Guidelines.
- Hiring Request Justification Form:** To be completed in collaboration with Human Resources
- Approval:** All hiring decisions must have the approval of the division head and budget approval from the VP Finance and Administration with final authorization from the President or designee. Position funding decisions must be in place prior to the start of any search activities.
- Job Description:** Develop, review, or update job description. Send electronic copy to HR.
- Signed Hiring Justification Form:** Signed forms must be received by HR prior to search process

RECRUITMENT PROCESS

- Application Method:** The standard method is to use Interfolio. Coordinate training with HR, if needed.
- Job Advertisement Language:** In collaboration with HR, draft job advertisement for Albion College website listing, electronic and/or print advertisements.
- Job Advertisement Placement:** In collaboration with HR, determine where to advertise this opening. HR will handle posting the position on general resources (e.g. InsideHigherEd, The Recorder); the department will be responsible for posting the field-specific resources (e.g. Dice, NCAA, American Anthropological Association)

REVIEW APPLICATIONS

- Confidentiality:** Names of applicants should be confidential, shared only with those who have a need to know. Candidates may not have told their current employer, supervisor, or colleagues.
- Application Materials:** Review application materials against minimum qualifications in job description. Do not interview candidates that do not meet minimum qualifications. If your candidate pool does not contain any qualified candidates, contact HR for alternative recruitment strategies.
- Avoid Discrimination:** Avoid discriminating (sexual orientation, race, color, ethnicity, religion, sex, gender identity, gender expression, age, marital status, veteran status, national origin, disabilities) criteria when making your selection for which candidates to interview or other further consideration.
- Screening:** Determine what kinds of interview questions will help determine if an applicant can perform the essential job functions. If you intend to pre-screen applicants, develop objective and relevant benchmarks, and apply them uniformly.

INTERVIEW PROCESS

- Phone Interviews:** Conduct phone interviews (or other avenue to narrow your candidate pool for on-campus interviews). HR can provide resources regarding do's and don'ts of interviewing and sample interview questions.
- Job Description:** Provide a copy of the job description to candidates invited for a phone or on-campus interview. Ideally, the job description would be provided before the interview, allowing the candidate to be well informed on the duties and expectations of the position.
- \$\$ Discuss Salary Expectations \$\$** - for a position where pay expectations may vary phone interview is the appropriate time to discuss salary range
- On-Campus Interviews:** Narrow pool to 2-3 top candidates for on-campus interviews. Schedule these interviews with all stakeholders to avoid third round interviews



Albion College

- HR Meetings:** Include HR in your on-campus interview agenda (~ 15 minutes) to discuss employment law topics and the benefits package.
- Prior Affiliation With The College:**
 - **Former Employee:** Contact HR regarding work performance
 - **Former Student:** Contact Student Affairs
 - **Former Student:** Contact the Business Office to discuss outstanding balances
- Timeline:** Share the expected timeline with your candidates. Keep the candidates updated with any changes.
- Nepotism:** Determine if the candidate has any near relatives also employed by the College and what if any nepotism issues would be a factor if hired. If the candidate has a relative that works here, consult HR to determine potential conflicts of interest. This can be addressed during the on-campus interview with the following question, “We have a nepotism policy; do you have any near relatives that also work at the College that should be explored as a conflict to our nepotism policy?”

FINAL CANDIDATE: PRE-OFFER

- Reference/Credential Check:** Prior to the final decision, conduct reference checks, employment and credential verifications. HR can provide resources for reference check questions. In some cases, the reference check may also provide the necessary employment and credential verification information.
- Offer Details:** Once a final decision has been made the details of the offer of hire should be worked out with the division head. When an offer is made, it must be communicated as a **CONDITIONAL** offer. Conditional on the clearance of a background check. The offer must be communicated by someone with the authority to make hiring decisions (e.g. VP, AVP, Director, etc.).

SUCCESSFUL CANDIDATE: CONDITIONAL OFFER

- Offer Position:** Offer the position (conditionally) including salary/benefits package.
- Acceptance:** Once the offer is accepted, follow up with [email communication](#) and copy hr@albion.edu.
- Background Check:** HR will send candidate background check authorization form and conduct background check. Results typically take 3-5 business days; in some cases additional steps are needed which will result in a longer turnaround time. Employees may not begin work prior to being cleared from background check.

SUCCESSFUL CANDIDATE: OFFICIAL-OFFER

- Start Date:** Work with the new hire and Human Resources to determine a start date:
 - To ensure all access, records and accounts have been properly processed before the new hire’s first day, the start date should be no sooner than 5 business days from when HR receives the signed New Hire Data Sheet.
 - Employees may not begin work until they have completed the I-9 process (handled through HR prior to/on their first day of work) which includes the presentation of acceptable documents that establish identity and employment authorization as approved by the Department of Homeland Security.
 - Supervisors are discouraged from starting an employee just prior to the end of a pay period.
- New Hire Data Sheet:** Once candidate has cleared background check, HR will notify the supervisor. Please complete the New Hire Data Sheet and submit for the appropriate signatures.
- Offer Letter:** Based on the contents of the New Hire Data Sheet (for most positions), the Business Office/Provost will prepare and send the appointment letter to the new hire.
- Official Acceptance:** Encourage the new hire to send a written acceptance of the position after receipt of the appointment letter (email is appropriate).
- New Hire Meeting:** Schedule a new hire meeting with HR on or before the first scheduled work day (~60 minutes).
- Communication to Other Candidates:** Send [notification](#) to candidates not selected for the position. Email notification is appropriate if email address was provided. Template language available below or through HR.
- Search Summary:** Complete Search Summary form and return to HR.



RESOURCES

Resources:

<http://www.albion.edu/hr/Resources/SupervisorResources.asp>

<http://www.hr.umich.edu/empserv/department/empsel/behavior.html>

<http://www.hr.umich.edu/empserv/department/empsel/legalchart.html>

Title VII of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, religion, sex, and national origin. In order to avoid potential claims of discrimination in violation of the Act, employers should avoid asking the following questions of potential employees.

What religion are you?

What church do you go to?

Are you married?

Do you have children?

Do you plan to start a family?

Are you a citizen?

What country do you come from?

What is your maiden name?

The Americans with Disabilities Act of 1990 prohibits employment discrimination against qualified employees with disabilities. To steer clear of violations of this Act don't ask potential employees these questions.

- Do you have a disability that will prevent you from doing this job?
- Will your disability interfere with your ability to do this job?
- How many days were you sick last year?
- Do you have (name of disease)?

The Age Discrimination in Employment Act of 1967 prohibits age discrimination against individuals who are forty years of age or older. In order to avoid claims of age discrimination you should not ask questions such as the following.

- How old are you?
- When did you graduate from high school?



TEMPLATES/SAMPLES

Conditional Offer - Phone Language

I would like to extend to you a conditional offer for the position of _____ with a pay rate/salary of _____ and the following benefits... If you accept the conditional offer, the condition being clearing our background check, a background check release form will be sent to you from the Human Resources Office.

Conditional Offer -Email Template (After acceptance of the conditional offer, email to candidate and copy hr@albion.edu)

We are glad that you have accepted the conditional offer for the _____ position. As discussed, the offer is conditional upon the completion of a background check. I have copied Human Resources on this email. They will get in touch with you shortly to provide the background check release form.

Optional Benefits Language to include:

A quick review of the details we discussed with the offer:

- This is a 12 months per year position
- Position will pay \$ [SALARY] with full benefits
- Offer will also include ## vacation days
- Anticipated start date will be DATE

Sample rejection email language (interview conducted):

Thank you for your interest in employment with Albion College and the time you've invested in applying for the [POSITION/DEPARTMENT] opening.

We have concluded that another candidate's qualifications more closely match our requirements for the position, but we'd like to thank you for talking to our team and giving us the opportunity to learn about your skills and accomplishments. Best wishes on your job search and future professional endeavors.

Sample rejection email language (no interview):

Thank you for your interest in employment with Albion College and the time you've invested in applying for the [POSITION/DEPARTMENT] opening.

We have concluded that another candidate's qualifications more closely match our requirements for the position. Best wishes on your job search and future professional endeavors.

SUPPORT

The Human Resources Office is available for support, guidance and resources to ensure the recruitment and selection process is effective for you and the College.

Please direct questions, suggestions, concerns to:

Catherine Lessnau
Assistant Director of Human Resources
(517) 629-0205
clessnau@albion.edu
hr@albion.edu