STAFF HIRING MANAGER TOOLKIT

University of Dayton

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SECTION 1: Pre-Search

1.1 IDENTIFY AND DEFINE THE POSITION

When a need for a staff position arises, regardless if it is a new or replacement position, approval from the Department Head/Chair, Unit Budget Manager, Dean or Vice President, University Budget and the Office of Human Resources is required. To receive these approvals, the position description must be created or updated in our online applicant tracking system, PageUp. Please reference the user guide, "Creating Position Descriptions" for specific system instructions on how a supervisor can create or modify a position description.

Position descriptions provide managers clear guidelines for hiring, developing, and managing employees. They act as an important and effective tool in responding to legal requirements and/or challenges. Position descriptions also provide clear expectations for employees and justify compensation decisions.

Tips for Creating and Updating Position Descriptions

- ✓ Consider how you would describe the position to another person who is unfamiliar with the role.
- ✓ Consider what objectives the position must regularly accomplish, and the essential functions.
- ✓ Determine what decision-making latitude is appropriate for the role (e.g., does the person make recommendations to a decision-maker or do they make the decision).
- ✓ Use gender-neutral pronouns like they/them/their.
- ✓ Do not write the position description with a particular person in mind. Position descriptions are about the role, not a specific person.

Things to Remember:

- ✓ Where possible, review the job responsibilities with the current employee, who typically has a deep understanding of the position.
- ✓ Include the following job details when writing the position description in PageUp:
    - Confirm the actual work schedule for the position (e.g. is this position a 9 month or 12 month position? What are the work hours for this position? Is this a full time benefit eligible position? Etc…).
    - Include the FOAPAL from which the position will be paid as well as the timesheet/leave report queue.
    - Note the supervisory information (to whom does this position report? Are there employees that report to this position, if so – which one(s)?).

Position Summary:

- ✓ Summarize the position in a way that will be interesting and attractive to potential candidates. Consider describing your division, department, or program, and any unique attributes of the university, position, or department such as industry accolades or rankings that would be appealing to the ideal candidate.
- ✓ Summarize the job duties and responsibilities in a paragraph.

Minimum Qualifications (these are your “must haves” for the role):

- ✓ Typically a short list that includes objective criteria such as education, experience, and certifications.
- ✓ Educational requirements: what educational background is *actually* needed for success on the job? It is important to note that, because we work in a university setting, many people have advanced degrees. If the job incumbent has a bachelor or master degree, it does not necessarily mean that the job requires one. You can broaden your applicant pool by requiring experience in lieu of a degree.
- ✓ Experience requirements: What is the minimum years’ experience required for success in the role?

Preferred Qualifications (these are your “nice to haves” for the role):

- ✓ Preferred qualifications help the search committee to differentiate among applicants who meet all minimum qualifications.
- ✓ This is typically a longer list that includes more subjective criteria that can be discussed in an interview.
- ✓ Soft skills such as communication, collaboration and collegiality are typically preferred qualifications.
- ✓ Preferred qualifications are not deal breakers. In other words, if an applicant does not meet one of the preferred requirements, they can still be hired for the position.
- ✓ When all the candidates meet the minimum qualifications during the recruiting process, preferred qualifications will assist in determining your top candidates and final selection.
- ✓ Avoid listing too many preferred qualifications as applicants may be overwhelmed by an exhaustive listing, believing they could not meet all of the criteria.

Duties and Responsibilities:

- ✓ List key job functions in order of significance, along with a percentage that represents the level of importance and amount of time typically spent on that function.
- ✓ Describe the duties and responsibilities as clearly and specifically as possible.
- ✓ Use clear action words and specific adjectives for each task. For instance, if the description simply says “Excel Spreadsheets,” it leaves the reader wondering if the incumbent creates them, enters data into them, or uses pivot tables, etc. A much more descriptive example would be “Creates excel spreadsheets, including pivot tables and formulas then analyzes and summarizes reports for leadership.”

Physical Requirements:

- ✓ Accurate physical requirements are important for worker's compensation and understanding employee's fitness for duty.
- ✓ Physical requirements are critical to the position description and should be updated as the job changes even for positions that are primarily sedentary.

1.2 CONDUCT A PRE-SEARCH MEETING

Pre-search meetings are required for all benefit-eligible staff positions graded "B" level and higher for university positions, or UDRI vacancies that are graded "MR1, MR2, R3, R4, R5, R6, P3, P4, P5, MA2, MA3". Although not required, pre-search meetings are recommended for all exempt level staff positions.

If the search committee chair is not the hiring manager, it is helpful to have the chair in attendance as well.

1.3 APPOINT AND PREPARE A SEARCH COMMITTEE

Forming a Search Committee and Initiating the Search:

At the University of Dayton, search committees are required for all faculty and exempt staff positions. While a search committee is not required for non-exempt staff positions, at least two employees should participate in the search and selection process.

Search committee members should have a well-balanced and diverse view of the hiring department as well as the University and should represent varying perspectives and experiences. Departments should make every effort to invite search committee members from diverse backgrounds in terms of race, gender, age and ethnicity, disability, sexual orientation and/or gender identity. In cases where there is little diversity in a department, diverse faculty or staff members from another department should be invited, if appropriate, to join the search committee.

Search committee members should not have an interest in applying for the position and should not serve as a reference for any of the applicants. Prior to the search, the hiring manager should confirm this with the potential search committee member(s) as well as verify they have sufficient time to devote to the search.

While committee size may vary depending on department and role, a group of approximately three to five committee members is desirable. Other stakeholders may be involved and provide candidate feedback in the interview process or on campus interviews, but not be part of the core search committee team.

Prior to the search, the hiring manager should meet with the search committee and provide a search charge. The charge should include information such as:
1. A review of the job description including job duties and minimum and preferred qualifications.

2. The role of the committee, including its charge to recruit a diverse pool of candidates.

3. The anticipated timeline.

4. Instruction as to how the search committee should provide data and/or recommendations during and at the end of the search. (e.g. list of pros and cons, ranking, acceptable vs. not acceptable), the form in which the committee's recommendations are to be presented and information about how the hiring manager will use the recommendations.

5. Other pertinent search resources and information, such as the Staff Hiring Process, applicable policies (i.e. nepotism, equal opportunity employment, discrimination and harassment) and search materials retention guidelines outlined below.
Pursuant to EEOC regulations governing record keeping requirements for institutions of higher education, the University of Dayton must keep all applications and other records pertaining to hiring for two years from the date of receipt of the application. The files should include applicant materials as well as the search committee evaluation/screening forms for each applicant. It is the hiring manager’s responsibility to ensure these records are retained and produce them for Human Resources if requested. They can be shredded after the two year time period.

Search Committee Chair Responsibilities:

Appointed by the hiring manager, Dean/VP or Department Chair, the search chair’s role will be to serve as a liaison between the committee, hiring manager and Human Resources. The chair’s duties may include leading committee meetings, serving as the main point of contact for the candidates, ensuring applicants are evaluated objectively based on the qualifications, preparing the hiring proposal and ensuring proper recordkeeping.

Search Committee Member Duties:

The search committee member’s duties will include evaluating, screening and interviewing applicants objectively based on the qualifications of the position description. Search committee members will maintain appropriate confidentiality regarding search committee proceedings and assist the search chair with the overall search process.

1.4 POST, ADVERTISE & SOURCE POSITION

Post:

All benefit eligible staff positions must be posted through the University of Dayton's applicant tracking system, PageUp. Once the position description has been updated and approved in PageUp, the hiring manager should "request a posting" by creating a requisition in PageUp.

Most of the information from the position description will pull into the requisition form, but the manager should review the content, make necessary changes and complete the additional required fields including posting dates, advertising, etc...in the requisition. The requisition will then be sent to the employment manager for approval and posting.

HR/Staffing will make every effort to post within 1 to 2 business days of the requisition approval, provided any required pre-search meeting has been completed. Once the job has been posted, the hiring manager will receive an email from PageUp including information on how to access and review the applications.

The user guide titled, "Creating a Job Requisition" will provide the steps to create a requisition and to review applications.

Building a diverse and highly qualified applicant pool.

A goal of the hiring process is to build a diverse applicant pool from which to choose the most qualified candidate. In doing so, you should ask yourself, where these candidates likely would look for a job, and if they are not actively looking, where they would possibly learn about the role (e.g. associations, websites, conferences, contacts, etc…). It is important to understand that in times of high demand for talent, posting an open position alone may not be enough to attract a diverse and highly qualified applicant pool, and strategic sourcing methods to proactively engage active and passive talent will be necessary.

A number of resources are offered to assist in doing so, including paid advertising and free networking. Below are examples of both resources. When completing a hiring requisition, hiring managers should check the boxes on the sites they wish to advertise, or include the listing in the "Please list other sources" box. HR/Staffing will price the advertising and let the hiring manager know how much each will cost. Postings appear on the UD job opportunities sites within the hour. Some external sites take up to 24 hours for an advertisement to appear.

Ohio Means Jobs (Free): *Human resources posts all staff postings in Ohio Means Jobs. There is no cost. If the position is located outside of Ohio, it will be posted to the location's state website.*

Technology First (Free): *All IT related opportunities are posted by staffing to Technology First job board, Technology First is an industry-led, industry-driven trade association. Their goal is to develop the Dayton and southwest Ohio region into the best-connected information technology*

community. As new technologies enter the marketplace leveraging the experience of peers and the knowledge of suppliers becomes necessary to make better, faster decisions.

Engineering.com (Free): *Human Resources posts all UDRI postings to Engineering.com. There is no cost. This website is a job board for engineers.*

Handshake (Free): *It is free to advertise to students and alumni of the University of Dayton as well as various other universities through Handshake. Some Regional Universities, as well as HBCUs in which we post include UD, OU, OSU, Sinclair, Bowling Green, University of Toledo, University of Akron, Miami University, Xaiver, Wilmington, Central State, University of Kentucky, and Indiana. Notify staffing if a particular university has a program from which you would like to recruit and we can add them if they are a handshake partner, or look at other ways of posting if they use a different system (University of Cincinnati, for example).*

Chronicle of Higher Education (Free): https://jobs.chronicle.com/
All University positions are posted automatically on the Chronicle. There is no additional cost. The Chronicle of Higher Education attracts the best and brightest in academia with its authoritative news, insights, career advice, and resources, helping them advance their careers and improve their institutions.

Higher Education Recruitment Consortium (Free): https://www.hercjobs.org/
The University of Dayton is a member of HERC, the Higher Education Recruitment Consortium. Jobs can be posted online at www.hercjobs.org, and sometimes discounts are offered to other periodicals and resources.

Higher Ed Jobs: www.higheredjobs.com
HigherEdJobs is the leading source for jobs and career information in academia. More colleges and universities trust HigherEdJobs to recruit faculty and administrators than any other source. Each month the site is visited by more than 1.5 million higher education professionals who rely not only on our comprehensive list of jobs, but also on our news and career advice.

Indeed: www.indeed.com
Indeed is the #1 job site in the world with over 250 million unique visitors every month. Job seekers are given free access to search for jobs, post resumes, and research companies. For employers, jobs can be posted free or for paid premium advertising. Although not a diversity specific job posting platform, due to its high volume of job seekers, it tends to over-index for diverse talent.

LinkedIn: www.linkedin.com
We encourage the search team to share the job opening to their LinkedIn network.

Monster: https://www.monster.com/
Monster reaches talent wherever they are – on Monster, on social, on mobile or across 500+ job sites, and provides precise targeting to put you in front of the right people with the right skills – even if they are not looking for a job.

Insight into Diversity: www.insightintodiversity.com
Our reach spans across all categories of highly educated underrepresented groups in higher education, government, and corporate America. We send out weekly emails to more than 40,000 recipients, highlighting a selection of our recently posted jobs.

Journal of Blacks in Higher Education (JBHE) https://www.jbhe.com/
JBHE offers postings for Administrative, Faculty, Professional and Internship opportunities. JBHE is dedicated to the conscientious investigation of the status and prospects for African Americans in Education.

The Hispanic Outlook on Education (HO) https://www.hispanicoutlook.com/’
The Hispanic Outlook on Education is a national monthly magazine that provides education news, innovations, networking, resources and the latest trends impacting students from kindergarten through graduate school all while maintaining a unique Hispanic perspective. HO has provided a pipeline delivering nationwide news about multicultural accomplishments and challenges in classrooms for more than 28 years.

The standard boilerplate, stated below, should be included in all advertisements.

Informed by its Catholic and Marianist mission, the University is committed to the principles of diversity, equity, and inclusion. Informed by this commitment, we seek to increase diversity, achieve equitable outcomes, and model inclusion across our campus community. As an Affirmative Action and Equal Opportunity Employer, we will not discriminate against minorities, women, protected veterans, individuals with disabilities, or on the basis of race, color, national origin, religion, sex, sexual orientation or gender identity.

Outreach Efforts:

In addition to paid advertising sites, active sourcing and recruitment is critical to cultivating a diverse and qualified pool. As you consider the outreach efforts that will be needed, you should ask the two following questions:

Are you a member of an alumni or professional group?
What resources do people with the needed skill set look to for professional development?

Many networking sites offer low cost or free advertising, or allow you to send group emails. Outreach to personal and professional networks such as previous co-workers, peers, as well as organizations and associations where you are/were a member is part of a hiring manager's responsibility. Reach out to your contacts to notify them of the opportunity for themselves or anyone they may know who would be interested. Hiring managers are encouraged to have active LinkedIn profiles and create updates on their own page when jobs are posted, or publish updates to group pages. These features are generally free and target more passive job seekers.

Research Peer Schools

Network with colleagues from other institutions who might know someone who would be interested or qualified for a new opportunity. Contact referrals and encourage them to apply.

Other Sourcing Techniques:

- ✓ Consider candidates from previous searches for a similar position. Ask staffing if there have been similar positions sourced recently.
- ✓ Consider working with other university or customer contacts, to tap into their established networks.

Community Resources

The University of Dayton has relationships with community agencies including Goodwill Industries, The Department of Veterans Services, and Urban League. Staffing sends a list of open staff positions to these community contacts. Staffing also promotes openings with our partner organizations, VetJobs and Military Spouse Employment Opportunities.

The purpose of outreach efforts is to create awareness and interest in opportunities at UD, and create diverse talent pools. Outreach efforts should drive traffic to the University applicant tracking system PageUp, into a talent pool (expression of interest campaign) or job posting.

At no time should interviews be conducted or application materials be sent to the hiring managers prior to formal application in PageUp. For tracking purposes, it is important for the University to collect appropriate demographic data through our online application process

Social Media

Social media is an incredibly valuable tool in a constantly evolving talent market. It provides a means to identify and connect primarily with passive candidates. In order to design an inclusive sourcing strategy there must also be awareness built towards where to connect with talent digitally.

Understanding the demographics of usage is critical to a successful digital sourcing strategy. Pew Research Center is one source that provides usage data by demographic. This

information helps to inform how/where a search committee engages online when attempting to identify talent and share opportunities.

Cultivating a Diverse Pool

Being inclusive in your recruiting strategy is paramount to a good search and ensures a diverse pool of talent. This involves utilization of resources in your search that are specific to certain diverse groups. For example, there are various gender and race/ethnic specific associations/organizations for practically every discipline, just as there are disability and veteran organizations that welcome recruiting within their networks. Many of these associations/organizations offer job posting and networking options.

As a long-term recruiting strategy, relationship building is essential to the authenticity and consistency of your efforts. It may be beneficial to join specific diversity/affinity groups as an ally (you do not have to personally identify with that group), to not only expand your own personal growth, but also to build potential talent pipelines. As an active member/participant, you will gain more knowledge about that group and will be presented with ways to share information about your department and available roles. Additional questions regarding outreach or the process can be directed to Angeline Washington, Associate Director of Workforce Diversification, awashington1@udayon.edu or 937-229-4895.

SECTION 2: Search & Hire

2.1 EVALUATE APPLICANTS

Evaluating Applications:

To view applicants in PageUp, click on "Requisitions" in the top right corner of the PageUp system. Click on the number of applicants to view the applications in the pool. For more information, please see the "Screening Applicants" user guide on the Human Resources website.

As applicants apply, the search committee can login to PageUp and review applications/resumes. The search chair and committee members will have access to view the application materials in PageUp if their access was set up on the requisition. As you consider the applications, please do so based on the qualifications outlined in the job description.

The hiring manager and search chair can change the status of applicants to phone interview, in-person interview or no interview and proceed to scheduling interviews once the posting has closed or an "open until filled" posting has been posted for the minimum ten business days. Though you are not required to request permission for phone or in person interviews for staff positions, you should move the applicants through the stages as you narrow your pool.

Tips on Evaluating Application Materials:

- ✓ Review the minimum and preferred qualifications listed in the position description. Any reason to hire or not hire an applicant should tie back to the qualifications. These items should be used as your primary screening criteria.
- ✓ Creating an applicant matrix will assist the search committee in evaluating the applicants based on the minimum and preferred qualifications and the matrix will provide a starting point for deliberation among search committee members. The committee may also want to utilize a rating scale or checklist to objectively compare applicants based on the qualifications. If the committee is using a rating scale, it is important to use the same scale for each applicant.

Sample Rating Scale

1 = Met all required and most or all preferred qualifications,
2 = Met all required and some preferred,
3 = Met all required and no preferred,
4 = Did not meet required qualifications

- ✓ Compare past employment history and its applicability to the position for which they are applying, length of time in each position, promotions or awards received.
- ✓ Note gaps in employment and clarify with the applicants why they left previous employment, but do not assume it was caused by negative reasons.
- ✓ Do not assume and automatically disqualify applicants because they are overqualified or their salary expectations are too high. Instead, ask questions to clarify their interest in the position and/or salary expectations.

2.2 PREPARE AND CONDUCT INTERVIEWS

Find your best candidate by preparing ahead for the interview process. Prepare your interview questions by having a copy of the job description handy.
Interview questions should be related to the minimum and preferred qualifications of the position description. Questions pertaining to age, race, ethnicity, gender or sex, country or birthplace of origin, religion (unless the positon has been determined to meet the ministerial exception), disability, veteran status, marital or family status, gender identity or sexual preference should not be asked.

In an effort to be consistent with our Catholic/Marianist mission and diversity, equity and inclusion strategic initiatives, all applicants will be required to either provide a statement or respond to a question(s) regarding diversity, equity and inclusion. As a search committee, review the key term definitions and select a question or statement from the list of sample diversity, equity and inclusion questions (reference document Resources 1.4)

In response to the DEI interview question(s), the search committee should discuss how to best to evaluate the candidates response in context of the role while being mindful of the definition of key terms and the following University criteria:

Evidence (or Record) of building strong relationships across multiple dimensions of diversity; record of giving attention to personal and/or professional growth in the area of intercultural competency; evidence of giving attention to aspects of diversity, equity, and inclusion in teaching, research, service, supervision and leadership; strong understanding of complex and nuanced issues as it relates to diversity, equity, and inclusion in their profession, discipline, or area of expertise; evidence of recruiting (or building) and retaining diverse teams.

At times, candidates can become very comfortable and share more details about their personal life, especially if you are in a more relaxed setting such as out to lunch or dinner. If this happens, do not inquire further into their personal life; instead try to bring the discussion back on topic by asking another job-related interview question.

The document below will help to identify questions that are permissible as well as questions to avoid in an interview.

WHAT NOT TO ASK WHEN INTERVIEWING

Subject	CAN ASK	CANNOT ASK

Name	Whether an applicant's work records are under another name, for purposes of access to these records: "Have you worked for the University under a different name?"	Inquiries into any name or title that indicates race, ethnicity, religion, gender, national origin, disability, age or marital status. To ask if a woman is a Miss, Mrs., or Ms.
National Origin/Citizenship	Indicate that the institution is an equal opportunity employer "What languages do you read, speak or write fluently?" (This question is fine, as long as this ability is relevant to performance of the job)	Are you a U.S. Citizen (unless required by position) Can you provide proof of citizenship before hiring? Are your parents or your spouse U.S. citizens or naturalized citizens?
Age	Any inquiry limited to establishing that applicant meets any minimum age requirement that may be established by law (i.e. legally able to serve alcohol)	Requiring birth certificate or baptismal record before hiring. Any inquiry that may reveal the date of high school graduation. Any other inquiry that may reveal whether the applicant is over 40 years of age.
Sex/Gender/Sexual Orientation	What are your preferred pronouns?	Any inquiry which would indicate gender, sex, or sexual orientation Any inquiry made of members of one

		sex/gender, but not the other.
Marital/Parental/Family Status	Whether an applicant can meet specified work schedules or has activities, commitments and responsibilities that may hinder the meeting or work attendance requirements. "This job requires overtime occasionally, would you be able and willing to work overtime as necessary?" (This question is fine as long as ALL applicants for the job are asked consistently). "Would you be willing to relocate as necessary?"	Before hiring to ask marital status: "What's your marital status (married, single, divorced, engaged)?" To ask the number and/or age of children, who cares for them, and of applicant's plans to have more children? "Whom do you live with?" "Do you plan to have a family? When?" "How many kids do you have?" "What are your childcare arrangements?"

Education	Inquiry into the nature and extent of academic, professional or vocational training. Inquiry into language skills, such as reading and writing of foreign languages, if job related.	To ask the racial or religious affiliation of schools attended. Inquiry as to what their native language is or how their foreign language ability was acquired.
Work Schedule	Inquiry into willingness or ability to work required work schedule	Any inquiry into willingness or ability to work any religious holidays.

Religion/Creed	Questions pertaining to the applicant's familiarity and/or their interest in coming to work for a Catholic/Marianist Institution. Questions pertaining to a ministerial position qualification.	Any inquiry that would indicate or identify religious denomination or custom of the applicant. Request pastor's recommendation or reference.
Organizations/ Affiliations	Inquiry into membership in professional organizations and offices held, excluding any organization, the name or character of which indicates the race, ethnicity, religion, gender, national origin, disability, age or sexual orientation of its members.	Inquiry into every club and organization where membership is held.
Personal/Physical Data	Inquiries as to ability to perform actual job requirements.	Being a certain height or weight will not be considered to be a job requirement unless the employer can show that no employee with the ineligible height or weight could do the work

Disabilities	To ask whether the applicant is capable of performing the essential functions of the job with reasonable accommodation Note: This question may be asked after the interviewer thoroughly described the job and if all applicants are going to be asked in a consistent manner whether they are able to carry out all the necessary job assignments and perform them in a safe way.	Before hiring to initiate questions regarding the specific accommodation needed. Inquire if job applicant is disabled or ask about the nature and severity of a disability: "Do you have any disabilities?" "Have you had any operation or recent/past illnesses?"
Criminal Record	The statement can be made: "The University of Dayton requires a criminal background check post offer for all new employees. If you have questions, please contact HR."	Any inquiry relating to arrests or criminal record. "Have you ever been arrested or convicted of a crime?"

Military Service	Inquiry into service in U.S. Armed Forces when such service is a qualification for the job. Require military discharge certificate after being hired.	Inquiry about the type of discharge. To request military service records. To ask about military service in armed service of another country.
References	To request general and work references not relating to race, ethnicity, religion, gender, national origin, age, disability, sexual preference or marital status.	To request references specifically from clergy or any other person who might reflect race, ethnicity, religion, gender, national origin, age, disability, sexual preference or marital status.

When developing interview questions, begin by determining the job related questions you want to use to find out if the applicants have the ability/experience to perform the job duties. Create a list of these questions so that all candidates are asked the same questions. You can utilize your search committee to assist in suggesting interview questions

Some questions can be behavioral based questions:

- Tell me about a time you were stressed by multiple imposing deadlines. How did you organize your time and what was the outcome?
- Tell me about a time when you had to make a quick decision without the guidance of your supervisor. What was the outcome?

Some questions can be more descriptive or situational:

- What makes you interested in this position?
- What strengths do you bring to the department?
- Are you able to work weekends and evenings as described?

Interviews should include time to have the candidate review the job description and ask questions. Sometimes, search committees plan a half-day or more of panel interviews, providing candidates with the opportunity to meet a senior member of the team, and a campus tour. It is important that all candidates interviewed for the position be provided the same interview schedule.

Prior to the interview, ensure committee members have a copy of the interview questions and determine who on the team will ask each question. Be prepared to address a candidate's questions and let them know what next steps they should expect, or the general timeline with which decisions will be made.

At the conclusion of the interview, the hiring manager or search chair should collect any interview questionnaires, evaluations and notes. These become part of your applicant file. Keep the file for two years from the date of the hiring decision.

2.3 CONDUCT REFERENCE CHECKS

Checking references is a best practice to complete during the recruiting cycle. The purpose of reference checking in the University of Dayton Staff Hiring process is to confirm that the selected candidate/s presented their knowledge, skills and abilities accurately during the selection process.

Search committees/hiring managers should check references prior to submitting the hiring proposal. It is recommended that the requestor asks for specific reference information (e.g. Please provide a list of references to include contact information for a former or current supervisors, a former or current team members, and one additional reference who can attest to

your ability to meet the qualifications of the position). This specific request is preferred over the generic “Please include a list of references” request.

Once you have selected a final candidate, someone on the search committee should contact at least three of the references. A sample list of questions is below. Additional questions can be asked if they are job related.

University of Dayton Telephone Reference Checklist (Format printable form)

This list includes suggested questions for telephone reference checks. Please select questions you wish to uniformly and consistently use for each candidate

My name is (________________) and I work in the (Department) at the University of Dayton. We are filling a position within our department and would like to verify employment information on (applicant’s name), who was employed by you from (beginning date) until (ending date).

1. What was the nature of his/her job?
2. Did (applicant’s name) meet expectations completing their work?
3. What are their strengths?
4. Where can they improve?
5. How did they work with other coworkers?
6. Would you comment on his/her (add job appropriate qualifications here):
   - Dependability:
   - Ability to take on responsibility:
   - Ability to follow instructions:
   - Degree of supervision needed:

- Overall attitude:

- Quality of work:

7. Why did he/she leave the position? Would you re-hire the person? Yes or No, if No, why not?

8. Is there anything else you would like to comment on regarding (applicant's name) employment or job performance?

If you have challenges interpreting a reference's response, negative information, or missing information, contact staffing for support. References are just one piece of the applicant profile, and should be taken in context with all other information gathered.

2.4 CREATE THE HIRING PROPOSAL

Once the final applicant has been identified, the hiring manager should login to PageUp and change the applicant status to "Recommend for hire." Then, follow the instructions to complete the hiring proposal. Please view the "Creating a Hiring Proposal" user guide for more information.

Prior to submitting the hiring proposal, please select the staff approval process. The approval process consists of the Department head/chair, Dean/VP, and Employment Manager for review.

Note: A formal offer should not be extended until the hiring manager has been contacted directly by Human Resources and told that it is okay to proceed.

Please be sure all other applicants in the pool have a final status of no interview or interviewed and not selected.

2.5 EXTEND THE OFFER

Verbal Offer:

Once the hiring proposal is approved by Human Resources, Staffing will notify the hiring manager that a verbal offer of employment can be extended to the finalist. A standard email will be sent to the hiring manager with next steps. For external candidates, this verbal offer should be given contingent upon receiving successful results from the background check that depending on

position may also include a drug test or motor vehicle records report. For more information on our background policy, please click on this link.

Offer Packet:

Once a verbal acceptance is received from the new hire, the hiring manager should notify HR/Staffing that the verbal offer has been accepted and confirm the salary and start date.

HR/Staffing will then draft an offer letter to send to the hiring manager for review. Staffing will also send the approved letter to the new hire with instructions on how to access the offer and new hire paperwork via the onboarding portal.

We will need the following to process the hire prior to their start date.

1) Clear background check (external new hires only)

2) Signed offer letter and

3) New hire paperwork - Primarily required for external new hires only. Staffing will communicate what if any forms or portal tasks are required of an employee transferring departments.

Applicants who were not interviewed will be notified via a standard automatic email that the position is filled once we have received the three items listed above and process the new hire.

Hiring managers or search committee chairs should notify any candidates they interviewed by phone or via email to make them aware they were not selected and the position is filled.

Electronic Personnel Action Form (ePAF):

An ePAF will be automatically generated using the information that has been entered into PageUp. Once the hiring proposal is approved by the hiring department and Human Resources, the ePAF will be generated for review and approval by Human Resources.

Once the hiring process is complete, all search materials – including applicant matrix, interview questions, evaluations forms and any other documentation -- should be kept on file for two years by the hiring manager.

2.6 ONBOARDING

Staffing will communicate with the hiring manager and new employee during the onboarding process to determine next steps and solidify the start date. The supervisor will be notified when

the new hire's successful background check is complete, and/or if paperwork is still needed to complete the process. PageUp tracks necessary paperwork and steps.

On a new hire's first day, or within 72 hours of their start date, they will need to visit Human Resources in 315 St. Mary's Hall to complete section 2 of their I-9. They can generally obtain their ID card from the One Card Services office located in Kennedy Union on this day. They should also visit Parking Services to receive their Parking permit.

The supervisor will play a crucial role in onboarding the new hire successfully. The supervisor should be the primary point of contact throughout the onboarding process from offer acceptance through the first several weeks. Please refer to the supervisor checklist in the resources section of the guidebook for a list of tasks a supervisor should complete when onboarding a new employee.

SECTIONS 3: Additional Resource Links

Sample Position Description
Diversity Recruiting Reference Guide
Recruiting Resource Catalog
Applicant evaluation matrix
Diversity, Equity & Inclusion, Sample Interview questions
Reference Check questions