



Office of Human Resources

## Hiring Guide for Supervisors & Selection Committee Members

Updated December 2021

*For use when hiring staff and faculty positions at Central Ohio Technical College and staff positions at The Ohio State University at Newark.*

The purpose of this guide is to assist supervisors and selection committee members at Central Ohio Technical College and The Ohio State University at Newark in the search and selection for regular staff and COTC regular faculty positions (For Ohio State Newark faculty positions, please refer to the Faculty Search Guide). This guide is based on the premise that a fair and consistent search process will provide the opportunity for all applicants, including underrepresented applicants, to demonstrate their qualifications for a position, and will assist in identifying the best-qualified candidate.

Central Ohio Technical College's and Ohio State Newark's recruitment and selection procedures promote the fundamental philosophy of equal opportunity by selecting the best qualified individuals available and meeting the college's and university's missions. Recruitment and hiring procedures as defined here are to be applied uniformly. A qualified individual is one who meets the minimum required qualifications for any position advertised. The minimum qualifications should be reflected in the candidate's training and experience, either through education, work, volunteer experience, or a combination thereof.

All COTC and Ohio State Newark full- and part-time regular staff and COTC faculty positions are covered by these policies and procedures. Recruitment for temporary appointments are not bound by these procedures, however, whether in the formal process or not, inclusive hiring should always be the goal. The standard recruitment procedure must be followed if an employee on a temporary appointment chooses to compete for a regular full- or part-time position.

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Central to the success of both the college and the university is the quality of our faculty and staff. In order to sustain its ability to deliver high quality educational services and opportunities, we must continue to attract and retain the highest quality faculty and staff. The recruitment and retention of the best faculty and staff are of the highest priority.

Diversity is critically important to our college and university. Student learning is augmented significantly when students are exposed to a wide range of perspectives, especially those that challenge their own views in positive ways enabling them to grow intellectually, to respect others from whom they are different, and ultimately, to broaden their experiences and enjoy a higher quality of life. We must attract a wide range of talented personnel equipped with the ideas,

intellectual skills, and experiences that will help ensure leadership for the college and university throughout the 21<sup>st</sup> century. Additionally, this talented, diverse group will foster a continually safe, inviting environment that marks our college and university as model institutions, committed to teaching and practicing sensitivity towards and respect for diversity.

As employers, both the college and university are subject to federal and state laws which affect the selection process. We recruit and select the most qualified individuals for open positions. In all cases, recruitment and selection activities are guided by a commitment to diversity through equal employment opportunity.

## OVERVIEW

The Central Ohio Technical College President and/or the Ohio State Newark Dean/Director are responsible for decisions to create new positions and to fill vacant positions.

At the conclusion of the search process, the responsible supervisor provides the Office of Human Resources with the hiring recommendation (for COTC positions, a Hiring Proposal is completed in the PeopleAdmin system and for Ohio State Newark positions, the supervisor provides the HR Consultant with the name of the recommended candidate). On receipt, the Human Resources Consultant reviews the entire packet and will notify the supervisor of the outcome of the review. ***Only then is the hiring manager to offer the position to the successful candidate.*** The final hiring decision requires agreement on the part of the Office of Human Resources, the appropriate cabinet member, and, for cost-shared positions, the Ohio State Newark Dean/Director. Negotiations with a candidate should not begin without such agreement.

Once the supervisor notifies the Office of Human Resources that the candidate has accepted the verbal offer of employment, the candidate must successfully complete an online background check prior to employment. The Office of Human Resources sends an official offer letter to the candidate. For faculty positions, the offer is contingent upon the verification of credentials and the receipt of official transcripts. For safety sensitive positions, the offer is contingent upon the successful completion of a BCI/FBI criminal background check.

The Hiring Guide is intended to provide you with a resource throughout the employment process and general guidelines to be followed. This guide outlines the 13-step process that should be followed.

- STEP 1 – Getting Started and Initiating the Search
- STEP 2 – Understanding Operating Rules of the Search Process
- STEP 3 – Reviewing the Applicant Pool
- STEP 4 – Ensuring a Common Understanding of & Agreement on Job Requirements
- STEP 5 – Determining Assessment Methods
- STEP 6 – Short-listing Candidates
- STEP 7 – Contacting Short-listed Candidates
- STEP 8 – Conducting the On-Campus Evaluation
- STEP 9 – Checking References

- STEP 10 – Documenting and Recommending Your Selection
- STEP 11 – Obtaining Human Resources' Review & Approval
- STEP 12 – Extending the Offer of Employment
- STEP 13 – Conducting Background Checks & Drug Screenings

Used in conjunction with the various policies that set our philosophy and direction, the guide provides the core elements of a fair and equitable search process. The guide is by no means inclusive of all of the laws and regulations concerning employment. If you need additional information, please call the Office of Human Resources at (740) 364-9550.

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## STEP 1 – GETTING STARTED AND INITIATING THE SEARCH

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To initiate the search process, the responsible supervisor must:

- For COTC-paid positions, initiate the online Advertising Requisition via the PeopleAdmin system (<http://jobs.cotc.edu/hr>).
- For OSU-paid positions, contact the HR Consultant to initiate the hiring exception approval process. Once approval has been secured, initiate the Job Requisition in the Workday system.

Through the requisition process, the supervisor notes any special advertising requests, and recommends any preferred qualifications and the composition of the search committee, if applicable. Therefore, prior to initiating an Advertising Requisition, the supervisor of the vacant position must:

- **Review and update the position description for the available position and formulate the position requirements for the search in consultation with the appropriate cabinet member.** Copies of job descriptions for COTC-paid positions may be accessed online via the PeopleAdmin system. For OSU-paid positions, if the Job Description needs to be updated, complete the 'Edit Position Restrictions' task in Workday prior to creating the job requisition. Safety sensitive positions, including COTC health related faculty positions require a pre-employment physical and/or drug screening. This requirement must be included in the position posting/advertisement. Please contact Human Resources if you need assistance in determining if the position you are posting requires pre-employment drug screening.

**Establish the search committee.** Search/interview committees are required for all COTC faculty and director-level positions, and are recommended for all professional positions. The supervisor of the vacant position appoints the selection committee members and typically serves as the chairperson of the committee; however, another person may be designated or a facilitator may be appointed. Search committee orientation/implicit bias training is required at least once per year for all search committee members prior to the review of applications. Please contact Human Resources for assistance.

For all searches, an Affirmative Action Advocate must also be designated. All members of a search committee serve as Affirmative Action/Diversity advocates; however, one member of the committee is designated as the AA advocate. The roles and responsibilities of the Affirmative Action advocate include evaluating the search process on a continuing basis, bringing process gaps to the attention of the search committee and/or the chairperson for immediate action, and reviewing all search committee activities to ensure that differences are cultivated and respected and that fairness is the norm.

The following guidelines are considered in determining the composition of a search committee:

- Strive for diverse representation on the selection committee. It may be advisable to seek designated group members from outside the department or campus in order to meet this goal. Diversity provides different perspectives for the assessment of candidates' qualifications. In selection processes, individuals tend to select people like themselves so having a range of experience on the search committee provides a balanced assessment.
- The views of staff and students may be represented on the search committee.
- Individuals who may have a conflict of interest or potential bias should not serve on the search committee.
- Representation reflecting diversity of gender, race, color, religion, age, national origin, and ability is desirable.
- **Recommend specific advertising placements for the position as appropriate.** Vigorous efforts to ensure a diverse pool of highly qualified candidates are required. The Office of Human Resources establishes the advertising plan for the position; however, the hiring manager should offer suggestions regarding professional journals or other specialty advertising opportunities appropriate for the position.

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## STEP 2 - UNDERSTANDING OPERATING RULES OF THE SEARCH PROCESS

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The hiring manager/supervisor and the search committee must set aside planning time to ensure an understanding of the operating rules. It is important that they understand their obligations under state and federal laws and college/university rules and policies and be well versed in current selection process methods. This is not just the letter of the law, but understanding how assumptions about experience and qualifications may be discriminatory and interfere with sound decisions.

The Search Committee is guided by:

- Recruitment and Selection Policies:
  - The Ohio State University - Policy 4.10 <http://hr.osu.edu/policy/policy410.pdf>
  - Central Ohio Technical College - Policy 2.7.10
  - <https://www.cotc.edu/sites/main/files/file-attachments/2.7.10.pdf?1627058079>

*For cost-shared positions--*

- Recruitment Process Resources (<https://hr.osu.edu/services/talent-acquisition/recruitment-process-resources>).
- Affirmative Action/Equal Employment Opportunity (<https://equity.osu.edu/affirmative-action> )
- Inclusive Recruitment and Hiring Practices <https://odi.osu.edu/inclusive-recruitment-and-hiring-practices>
- Resources for Hiring Managers <https://www.cotc.edu/post/employment-and-new-hire-resources>

*For OSU-paid Classified Civil Service (CCS) and/or Communications Workers of America (CWA) bargaining unit positions—*

- CCS selection, rules and process (<https://hr.osu.edu/policies-forms/rules-for-ccs>)
- Communications Workers of America (CWA) contract (<https://hr.osu.edu/services/elr/labor-relations>)

**\*\*\*Please note** – Contract provisions for bargaining unit members supersede Classified Civil Service Rules. Therefore, when hiring for a bargaining unit position, you must adhere to the contract first and then to the CCS rules where the contract is silent.

The college/university has a legal responsibility to provide accommodation on grounds covered by the Americans with Disabilities Act. Applicants with a self-reported disability must be assessed solely in terms of the qualifications required for the job and their ability to perform the job (with and without accommodation). The fact that a qualified person requires some form of accommodation to perform the job cannot be used in the assessment. Contact the Office of Human Resources for more information.

The committee must maintain a high degree of confidentiality throughout the process. Under no circumstances should there be discussion outside of the committee regarding nominations or applications. Considerable caution should be exercised in discussing any other matters related to the search as a discussion that begins on non-confidential matters can easily get off track. The chair of the committee will be the committee's spokesperson to the extent communication beyond the committee about the status of the search is appropriate.

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### **STEP 3 – REVIEWING THE APPLICANT POOL**

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Applicants for all COTC and OSU staff and COTC faculty positions are required to apply online via the college's or university's online application systems. **No paper applications are accepted. Only applicants processed through the Office of Human Resources will be considered.**

The Office of Human Resources will forward guest user access to the search committee chair or the hiring manager to view online application materials.

Ensuring a broad and diverse pool of candidates is an important part of the search process. If the committee determines that the search pool is not sufficiently diverse, the chair may request that the search be extended. The search committee is tasked with actively identifying and recruiting qualified candidates from members of all groups.

#### **Expanding the Pool of Candidates**

- Contact minority/protected group caucuses of professional organizations.
- Talk with faculty or staff who are members of protected groups for help in identifying applicants or ask if they have colleagues who can assist in the search.
- Contact colleagues across the country to identify potential applicants.
- Personally encourage internal and external applicants to apply.
- Identify other strategies to ensure widest pool of applicants

- Share recruitment opportunities with attendees of job-related seminars and training events.

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## **STEP 4 – ENSURING A COMMON UNDERSTANDING OF & AGREEMENT ON JOB REQUIREMENTS**

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Conducting an efficient and equitable process requires time for the supervisor and members of the search committee to reach an understanding of and agreement on the job requirements, the skills and qualifications required, and to develop and agree on the methods of evaluation.

The search committee should review and discuss the job description, familiarize themselves with the stated minimum qualifications and determine any preferred qualifications which are job related. These preferred qualifications, along with the stated minimum qualifications, are the criteria that must be used when screening the applicants. It should be noted that ***only applicants who meet the stated minimum qualifications will be considered and interviewed.***

***A composite document of applicant responses to posted qualifying questions may be downloaded from PeopleAdmin (COTC), to determine (based on responses) which candidates to further consider based on previous identified selection criteria. Contact the HR Consultant for assistance.***

**Question 1** – Fully determine and examine the expectations of the job. What will the person do? What are the job expectations for the successful candidate?

**Question 2** -- What knowledge, skills, abilities, experience and qualities are required to do the job well? Qualifications must be job related and matched to the tasks and responsibilities that are to be accomplished.

- These include not only technical or academic skills but collegiality/relationship/people skills. The latter are often as vital as the former to the success of an individual in the job.
- The committee should work together to identify, define, and agree upon the criteria and qualifications. Committee agreement will allow greater clarity throughout the process.

*A diverse committee will bring various perspectives to the issues. Even though each may see different aspects, all need to agree on what the criteria mean before proceeding further.*

- The experience being described here is "what" the person has done, not just "how long" or necessarily "where."

**Question 3** -- What value or weight will you give to these criteria or qualifications? The reality is that no one person is likely to have equal strengths in all areas. The question is: what will you value more, faced with choices?

- What are the essential or threshold qualifications without which a candidate will not be selected, no matter how impressive he or she is in other areas?
- Consider the value of diversity.
- Rank other skills or competencies in order of importance.

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## **STEP 5 - DETERMINING ASSESSMENT METHODS**

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Decide which particular methods are best to assess various criteria. Return to your list of qualifications developed from Question 2, complete with their weightings decided for Question 3. Which of the qualifications can be assessed effectively by the methods outlined below (some may be assessed by more than one method)? How will you assess these criteria? How will you recognize these qualifications in candidates? Decide what evaluation methods will be used to shortlist and select the most suitable candidate.

### **ASSESSMENT TOOLS**

There are a number of methods available to allow candidates to demonstrate their skills and experience and provide the search committee with enough information to complete an evaluation.

- application package
  - interview (telephone, Zoom, and in person)
  - samples of work
- Usually the method of assessment is based on the nature of the qualification to be assessed. Consistency is necessary to give each candidate the opportunity to demonstrate and be evaluated on their qualifications for the job.
  - Using a variety of measures provides the search committee with a broader range of information about the candidates.
  - As you decide on the assessment tools, recognize that there may be different communication styles. A variety of evaluation formats may allow a more complete and accurate assessment of an individual's qualifications.
  - Understand your obligations for accommodation. It may be necessary to accommodate a person with a disability during the selection process by ensuring events are scheduled in accessible locations.

The objective of the interview process is to find the person who best fits the job as you have described it, and to do so in a way that disposes the candidate to respond favorably to an employment offer. Remember that bringing a large number of candidates to campus puts too great a strain on the time, budget, and arrangement-making capabilities of too many parties. It necessarily means, too, that each visit may be too hasty for good learning on the part of candidates and the campus. Most importantly, it overestimates what you will be able to learn through interviews: you can learn 80% of what you will need to learn about each candidate before

he or she sets foot on campus through good investigative techniques. Using these techniques, you will find three or four candidates to invite to interview.

Telephone or Zoom interviews may be conducted with those individuals who have been selected. Personal interviews should be conducted with the top candidates who were selected after the telephone/Zoom interviews.

After all of the interviews are complete, each selection committee member should review all of the final candidates and provide advice to the committee chair regarding his/her opinion of the strengths and weaknesses of each candidate.

### **DRAFTING INTERVIEW QUESTIONS**

- The purpose of interview questions is to recognize the extent to which candidates meet the criteria. Develop questions to “test” each candidate on criteria.
- The developed set of questions should be asked of all candidates.
- The questions that are most predictive of success are behavioral-based questions which ask the candidates to demonstrate that they have the knowledge and skills required and how they have demonstrated them.
- **Ask only job-related questions.** Questions that relate to a person’s race, marital status, age, sex, etc. are prohibited by the federal law and cannot be asked. Conviction related questions regarding felonies/misdemeanors cannot be asked. Note: Convictions are addressed in Step 13. In addition, the Americans with Disabilities Act prohibits disability related questions.
- For each question, you need to know the range of answers expected. This expectation assists in evaluating answers and is important for the documentation process.
- The number of questions is dependent on the criteria to be evaluated. If criteria have been identified as being necessary for successful performance, each candidate must be evaluated on them. Criteria that are more heavily weighted should be given a greater number of questions designated to that area.
- Also include questions that assess whether an individual is committed to our institutional values:

#### THE OHIO STATE UNIVERSITY Values—

- Excellence and Impact
- Diversity and Innovation
- Inclusion and Equity
- Care and Compassion
- Integrity and Respect

#### CENTRAL OHIO TECHNICAL COLLEGE Values—

- Helpful and Inclusive, driven by compassion and the desire to care about others.

- Resilient and Tenacious, driven by overcoming challenges through grit and determination.
- Forward-thinking and Innovative, driven by a commitment to positive change.

Sample interview questions are available on the HR website under *Resources*.

## **OTHER FORMS OF EVALUATION**

PRESENTATION/TEACHING DEMONSTRATION (for faculty positions) – Determine what criteria are being evaluated as part of a presentation

- Plan a criteria checklist to hand out to those attending.
- Use of a checklist helps any evaluator focus specifically on the criteria the selection committee has identified as important.
- In this way, anyone listening to the presentation can provide an assessment based only on the criteria.

MEETING COLLEAGUES AND CONSTITUENCY GROUPS

- Ensure that anyone offering opinions on candidates speaks to the criteria being sought. Provide others with a checklist of criteria to assess candidates.
- Maintain these lists as part of the selection documentation.

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## **STEP 6 – SHORTLISTING CANDIDATES**

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Candidates' application packages should be assessed on the basis of the criteria developed earlier. Review packages to ensure underrepresented group members are not incorrectly screened out. If members of designated groups are not shortlisted, reevaluate the applications and check the criteria for bias and discriminatory effect.

- A checklist helps focus on those criteria and provides documentation of the process.
- Recognizing the qualifications in candidates is where most barriers arise with regard to cultural, gender and ability differences.
  - *We often judge people based exclusively on our own experience.*
  - *We tend to look for people with experience like our own.*
  - *We need to consider the experience and needs of our diverse student population.*
- Some applicants may have a non-traditional career path.
  - *Applicants may have taken maternity or parental leave.*
  - *Applicants may have had career pauses for a variety of personal reasons.*
- Service should be assessed appropriately.
- Interviews may be required for current bargaining unit member internal applicants for Ohio State paid CWA posted positions as required by current contract (<https://hr.osu.edu/services/elr/labor-relations>).

COTC and Ohio State Newark provide preference to veterans in the hiring/employment considerations. Therefore, the Office of Human Resources strongly encourages and recommends interviewing candidates claiming Veteran's Preference and who meet the stated minimum qualifications. (At minimum, a telephone interview is recommended for candidates claiming veteran's preference unless their qualifications are not consistent with identified critical criteria of the position and/or ranking is notably less in comparison to other applicants selected for further consideration). These candidates are identified on the Applicant Status Report (COTC) available in the PeopleAdmin system. If the candidate is eligible for Veterans' Preference, a "Yes" will appear in the Self-Identified Veteran column. The hiring manager is required to provide written justification regarding the non-selection of all veteran applicants and must provide this documentation on the online Hiring Summary Report. The hiring manager must enter the online non-selection reason (COTC Reason Code 16) on the Hiring Summary Report and provide specific reasons for non-selection (i.e., insufficient qualifications, skills, experience and/or preferred qualification that the veteran applicant does not possess compared to the selected applicant).

Regarding those candidates who are no longer under consideration, the hiring manager should:

- For COTC-paid positions: update each applicant's status in PeopleAdmin.
- For OSU-paid positions, the hiring manager will inform the HR Consultant of the applicants who are no longer under consideration. The HR Consultant will work with the campus recruiter to notify the applicants through Workday and mark the candidate as "not considered" in Workday.

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## **STEP 7 – CONTACTING SHORTLISTED CANDIDATES**

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### **INFORMATION PACKAGE FOR CANDIDATES**

An information package for shortlisted candidates for positions is available in the Office of Human Resources that includes a benefits overview and copies of benefits-related policies. The Ohio State University also has a website, New Employee Resources, <http://hr.osu.edu/neo/>. This site provides a gateway to information about The Ohio State University.

Additional material departments may wish to include, along with the college/university, campus, and departmental web site, may be:

- General information about the college/university, e.g. Facts and Figures, arts and sports information.
- Information about Ohio, Columbus, Newark, Coshocton, Pataskala, Mount Vernon, and other locations as appropriate.
- The supervisor shall explain to the candidate(s) during the interview process that they will be subject to a criminal background check, if an offer of employment is made.
- For faculty positions, the supervisor should inform the applicant that official transcripts are required, if an offer of employment is made.

## TRAVEL ARRANGEMENT AND OTHER RECRUITMENT EXPENSES

Typically, overnight travel for applicants is not necessary for many of our positions. However, for faculty and director-level positions, such travel may be necessary. For positions other than these two areas, please consult with the Office of Human Resources.

Necessary flight, overnight accommodations, meals, and other travel arrangements must be made in compliance with the following college/university financial policies:

Ohio State:

- Recruitment Expenses ([https://busfin.osu.edu/sites/default/files/411\\_expenditures.pdf](https://busfin.osu.edu/sites/default/files/411_expenditures.pdf)).
- Travel Policies ([https://busfin.osu.edu/sites/default/files/211\\_travel.pdf](https://busfin.osu.edu/sites/default/files/211_travel.pdf)).
- PCard Business Rules/Policies (<http://controller.osu.edu/pcard/pcard-home.shtm>)

COTC:

- Recruitment Expenses  
([https://my.cotc.edu/cotcfacultystaff/businessfinance/Documents/3.1.01%20COTC%20Expenditure%20Policy%201\\_31\\_21.pdf](https://my.cotc.edu/cotcfacultystaff/businessfinance/Documents/3.1.01%20COTC%20Expenditure%20Policy%201_31_21.pdf))
- Travel Policies  
(<https://my.cotc.edu/cotcfacultystaff/businessfinance/Documents/COTCTravelPolicy.pdf>)
- Procurement Card Policy  
(<https://my.cotc.edu/cotcfacultystaff/businessfinance/Documents/COTC%20%20PCard%20Policy.pdf>)

The Office of Human Resources can assist you in making the necessary arrangements to bring a candidate to campus.

**To make necessary travel arrangements, the search committee chair should contact the Human Resources Assistant at 740-366-9367 (preferably no less than two (2) weeks prior to the interview date) and indicate the name of the candidate, requested dates of travel, and if a rental car is needed.**

The Human Resources Assistant will contact the candidate to determine his/her preferred departure location and other preferences, make the necessary travel arrangements with the travel agency, and forward (via email) the quote received from the travel agency to the candidate for final confirmation. Once the candidate accepts the itinerary, the Human Resources Assistant provides final authorization to the travel agency.

The Human Resources Assistant will make the hotel reservation and forward confirmations to the search committee chair and candidate via email. The Human Resources Assistant will then prepare the necessary travel forms and forward to the Purchasing Office for processing.

## RECRUITMENT MEALS

Some portion of the interview usually involves a meal. These expenses are paid for using an OSU or COTC Procurement Card (P-Card). The Office of Human Resources maintains a department P-Card for recruitment purposes for COTC and COTC-CS positions, but for OSU positions a P-card

must be checked out from the Services Center. It is expected that individuals using the P-Cards will conduct purchasing activities with professional judgment and the highest ethical behavior.

**All purchases using a university or college procurement card must be pre-approved. In order to reserve the card and obtain pre-approval, please contact the Human Resources Assistant at 740-366-9367 and provide date and nature of the planned meal (i.e. breakfast, lunch, dinner), the candidate's name and title of the position for which the candidate is interviewing, and the number of individuals that will be attending the meal. Alcohol purchases are not encouraged, but in certain circumstances such as business-related events, may be justified with further pre-approval. It is recommended that the request for the PCard authorization be made at least 48 hours in advance of the expected use. When the P card is returned, The Human Resources Assistant will complete the Procurement Card Transaction form, send it to the authorized person who signed off on the receipt for signature, and then submit it to the Dean/Director (OSU) or Director of Human Resources (COTC) to authorize the procurement card transaction. The card may be picked up in the Office of Human Resources after proper authorization is obtained.**

**The college/university are exempt from paying State of Ohio sales tax. All signed, itemized receipts must accompany the procurement card when returned to the Office of Human Resources no later than two business days after purchase or return to campus.**

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## **STEP 8 – CONDUCTING THE ON-CAMPUS EVALUATION**

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Candidates should be interviewed by, at a minimum, the supervisor of the position and the search committee (if being used).

Usually the agenda for the invited candidates includes an interview with the search committee and/or supervisor, a campus/college tour, and a benefits overview packet provided by the HR Consultant. For COTC faculty positions, the COTC President will also meet with the committee's selected final candidate. The interview process may also include a group meeting with departmental employees or a general session with the campus community at large.

### **INTERVIEW:**

- Search committee members should make every effort to be present for the interviews of all candidates.
- Provide sufficient time for the candidate to deal with all the questions.
- Ask the same questions of all candidates to ensure consistency and to allow comparative judgments to be made. Ask follow-up questions if answers are not clear.
- Be aware of cultural differences that may get in the way of judging quality and content.
- Acknowledge any personal biases that may interfere with a fair assessment.

### **PRESENTATION (Primarily used for faculty positions):**

- Search committee members should make every effort to attend the presentations/lectures given by applicants.
- Schedule presentations as consistently as possible to be fair to all candidates (for example, don't schedule one late Friday afternoon and another Wednesday at 12:30).

## SITE VISIT

- Assign someone responsibility for coordinating site visit.
- Ensure that equivalent care is taken of each candidate - meet at airport, arrangements made, introductions, etc.
- For equity group candidates in departments with significant underrepresentation, create an opportunity to meet other equity group members at the college/university, i.e., women in other departments, faculties.
- Make sure that timetables, locations, instructions are clear to candidates.
- The Office of Human Resources staff is available to meet with your candidates to provide benefits information or can provide you with benefits information that you may provide to the candidates during their visit.

**NOTE: At no time should any candidate be advised that they are the “top candidate” or that they are “being recommended for the position”.**

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## STEP 9 – CHECKING REFERENCES

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Prior employment references are required for the final candidate that the supervisor/committee wishes to move forward. However, references can serve as another form of assessment and the committee/supervisor may elect to conduct references on multiple candidates in order to further evaluate each candidate.

The chairperson and/or search committee members must conduct telephone reference checks from the **supervisors of the last three employers**. Before contacting any references, notify the candidate that you plan to call them. In addition, referees should be made aware when they are asked for a reference that individuals have a right of access to references about themselves. A suggested reference check form is available in the *Resources* section on the HR website.

Steps to Follow When Making the Reference Call:

1. Identify yourself, your position, and then give the reason for your call and the name of the candidate.
2. Ask the contact if this is a convenient time for the call, or suggest a new date/time.
3. Make sure the contact knows how long the reference check will take.
4. Briefly describe the job, your organization, and the competencies you are seeking.
5. Start with general basic questions and transition into more specific questions.
6. Ask the contact if there are additional people you might call for more information.
7. Ask if you can call back if you have additional questions.
8. Thank the reference for participating in the process.

**Be aware of the possibility of stereotyping in references.** When evaluating references, be aware that words and phrases may be used differently based on cultural factors.

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## STEP 10 – DOCUMENTING AND RECOMMENDING YOUR SELECTION

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### EVALUATION

- You have to compare candidates on the basis of a rating system that allows you to clearly distinguish between candidates.
- Scoring should also be based on the weighting of the criteria.
- Gather the various feedback/evaluation forms. Consider all methods of evaluation, e.g. interview, presentation, meetings when deciding on your final ranking of candidates.

### RECOMMENDATION

If all of the references are favorable, the search committee chairperson or hiring manager then completes and submits the following to the HR Consultant for review at the conclusion of the search process:

- Recommendation for hire:
  - For OSU positions, the hiring manager will complete the “Intent to Hire” form. The “Intent to Hire” form will provide the search committee’s hiring recommendation and proposed salary. Once completed this document is forwarded to the HRC. The HRC sends the information to the HRBP for review and approval. In certain cases, the HRBP may seek additional approvals from senior leadership. Once approval is received, the hiring manager will extend a verbal offer to the recommended candidate.
  - For COTC positions, the supervisor completes the online Hiring Proposal via the [PeopleAdmin system](http://www.cotc.edu/depts/Documents/PA7-COTC%20SupervisorGuide.pdf) and is automatically routed for approval. The supervisor must enter/disposition all other candidates in the PeopleAdmin system using the codes provided to indicate their non-selection reasons. See User’s Guide (<http://www.cotc.edu/depts/Documents/PA7-COTC%20SupervisorGuide.pdf>).
- All applications materials (i.e. applications, interview notes, rating sheets, etc.).
- Completed reference check forms documenting the reference checks conducted with the candidate’s immediate supervisors at their last three employers.
- If the applicant pool contains applicants eligible for Veterans’ Preference and they are not selected for appointment, written justification for their non-selection must be included in the email (OSU) when submitting the hiring recommendation to the HR consultant or in PeopleAdmin (COTC) when submitting the hiring proposal.

### DOCUMENTATION

Be aware that all written and electronic communications, including, possibly, personal notes, are public records. Be extremely conservative regarding what is put in writing regarding candidates and do not use e-mail to discuss candidates. E-mail usage should be limited to making arrangements for meetings.

**All other search materials, including all application materials, must be returned to the Office of Human Resources at the conclusion of the search for appropriate disposition including applicant**

files, evaluations, and any other documents generated during the search. This includes collecting all notes (i.e. interview questions and answers) made by search committee members during the search process. These records form part of the official record and may be subject to review by the EEOC in an employment charge.

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## **STEP 11 – OBTAINING HUMAN RESOURCES’ REVIEW & APPROVAL**

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The Human Resources Consultant will review the entire hiring recommendation packet to ensure that all of the necessary paperwork is in place and that all of the steps are properly documented. If necessary, the Human Resources Consultant may request additional support documentation from the chairperson or supervisor to further support and defend the applicant selection.

Under certain circumstances, the cabinet member, the COTC President, and/or the Ohio State Newark Dean/Director may reject an entire slate or reopen a search if the final list fails to produce a desired candidate or acceptance. It is up to the cabinet member to determine if the committee will assume a role in any reopened search, or in a decision to appoint a given person on an interim basis.

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## **STEP 12 – EXTENDING THE OFFER OF EMPLOYMENT**

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The Human Resources Consultant will notify the search committee chairperson or hiring manager of the outcome of the Human Resources review. Upon the successful completion of this process, the chairperson or hiring manager is authorized to verbally offer employment to the candidate pending successful completion of a background check. For COTC faculty positions, the successful candidate will be required to provide official transcripts of highest degree. Candidates should be advised that the offer is contingent upon the receipt of transcripts (for faculty) and upon the successful completion of the background check.

The chairperson or supervisor must then inform the Office of Human Resources of the candidate’s acceptance or rejection of the offer and, if acceptance, confirm the start date. The start date is projected to be about 2-3 weeks from the verbal offer date. The Office of Human Resources will submit the online background check notification, then send out the official letter of offer to the candidate after receiving successful results of background check.

Once the offer has been accepted, the supervisor/manager is responsible for ensuring a smooth transition and orientation to the college/campus takes place.

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## **STEP 13 – CONDUCTING BACKGROUND CHECKS & DRUG SCREENINGS**

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The university/college conducts background checks for internal and external candidates for all faculty and staff positions, including auxiliary faculty, temporary, and term appointments (excluding graduate associates and student employees except those in sensitive positions with access to restricted data or working in programs with minors). In addition, background checks are conducted on volunteers and temporary staff provided by third party vendors unless the third-

party vendor has conducted its own background check that complies with college/university requirements. Background checks are conducted on a post-offer, pre-employment basis.

In addition, the college/campus is bound by applicable state law that requires criminal background checks/drug screenings in certain situations. Accordingly, background checks of all new staff and faculty and drug screenings of faculty hired to provide clinical education services to students per clinical affiliation agreements will be conducted following the employment offer but prior to employment.

**Standard Background Check** (conducted by the Office of Human Resources through First Advantage, current online background check vendor).

The minimum standards for the background checks will include:

- Criminal conviction history (county, state, national, federal levels),
- Sexual offender registry,
- Social security number trace, and
- Educational credentials verification, for those positions requiring a college degree.

Individuals offered employment for safety sensitive positions and faculty positions in COTC health related areas are required to successfully complete a pre-employment physical and/or drug screening as a condition of employment. Individuals that refuse to take or fail a drug test will result in removal from employment consideration. Please contact the Office of Human Resources for assistance in having the appropriate screening completed.

Criminal background checks (BCI/FBI) will be conducted following the employment offer but prior to employment for appointments to the following positions:

**Staff:**

- Ohio State Newark—
  - Employees in the OSU Education program who visit K-12 schools\*
- COTC and Cost-shared—
  - Employees (including student workers) working with children under the age of 18 (i.e. appointments for youth camps, etc.)
  - Regular employees participating in the Elementary School Tutoring Initiative
  - Employees working in Fees & Deposits
  - Employees working in the Office of Advancement.

**Faculty:**

- Central Ohio Technical College (COTC)--
  - Full- or part-time faculty appointments where teaching occurs at high school facilities
  - Full- or part-time faculty hired to work with students at the clinical agencies (i.e. Nursing, allied health, human services, and early childhood education)
  - Full- or part-time faculty hired in the criminal justice program

- Ohio State Newark—
  - Full- and part-time faculty hired in the Education program\*

***\*Positions in these areas require both the BCI check and the FBI check. (While not a university requirement, so many school districts now require the FBI check that it is essential for those who visit K-12 schools).***

**Candidates with outstanding warrants and/or open criminal cases may not be eligible for hire to be determined by the Office of Human Resources.**

**Once the prospective employee accepts the offer for a position that only requires the standard background check**, the hiring manager confirms/requests required information (full name, and email address), and advises the candidate that he/she will receive an automated email notification from First Advantage to complete the BC process. The hiring manager provides the HR Background Check Coordinator (BCC) with the candidate's above information. The BCC will enter the information in order to initiate the First Advantage BC online process. Once data is entered, First Advantage will send an automated email notification with directions to the candidate to complete the online Disclosure, Authorization, and Release Form.

**Once the prospective employee accepts the offer for a position that requires a BCI or BCI/FBI background check**, the supervisor will direct the prospective employee to complete the Background Check Disclosure, Authorization, and Release form and return it in person to the Office of Public Safety (each applicant will be fingerprinted).

- **COTC -**  
[https://www.cotc.edu/sites/main/files/file-attachments/employment\\_backgroundcheckauthorization.pdf?1604431780](https://www.cotc.edu/sites/main/files/file-attachments/employment_backgroundcheckauthorization.pdf?1604431780)
- **Ohio State**  
<http://hr.osu.edu/policy/resources/415consent.pdf>  
<https://hr.osu.edu/wp-content/uploads/form-background-check-fingerprint-consent.pdf>

Once the background check has been completed, Public Safety will provide the official copy of the background check and the completed Disclosure, Authorization, and Release form to the Office of Human Resources who is responsible for assessing the background check information and making the final determination regarding the applicant's eligibility for the position. The Office of Human Resources determines the eligibility of the applicant and notifies the supervisor. **The Office of Human Resources will not reveal the details of the background check at any time.**

For applicants who are deemed "not eligible," the Office of Human Resources will provide a copy of the report and the "summary of your rights under the fair credit reporting act" to the applicant and inform the applicant that he/she has five business days absent extenuating circumstances within which to provide documentation to refute this finding.