

So you have an open staff position...

Below is a summary of the search process. Please also consult the **Staff Handbook**, pages 1 – 8, before you start your search.

Step One: Determine job responsibilities and qualifications

Write a job description including related qualifications. You can ask the Business Office for copies of similar position postings if you need a place to start.

Step Two: Business Office evaluation

The Business Office evaluates responsibilities to set classification level and wage rate.

Step Three: Post the vacancy

The Business Office will create the position posting based on your job description and will submit it to you for approval before posting. When the position posting is ready, it will be posted in the bulletin board case outside the Business Office, and also to the Earlham website. A notice is sent to the faculty and staff listserves when it has been posted to the website. The posting is also mailed to several Quaker churches, college placement offices and other entities targeting underrepresented populations in the area; the Business Office can provide the list if you are interested.

The position must be posted before anyone may be interviewed. The position must be posted internally for five business days before an offer of employment may be made to any candidate. Postings for short-term vacancies (coverage for a staff employee on a leave of absence, for example), are not held to the same posting requirements as other searches.

Should you decide that you want to advertise the position in the Palladium-Item, the cost is charged to your departmental budget and can be in the range of \$400 - \$500 for one Sunday classified ad. It will be arranged through the Business Office upon your request.

Step Four: Receive and review applications

The Business Office will forward copies of applications to the hiring supervisor upon receipt. The Business Office keeps the originals to avoid having anything lost in the shuffle of the hiring process. It also allows us to be sure that we notify all applicants when a position has been filled. If you receive any applications directly, please let the Business Office know.

Step Five: Interview candidates

The hiring supervisor selects and interviews candidates. See the Staff Handbook for information about potential promotions/transfers of internal candidates. Anyone you interview **MUST** submit an application or resume, or he/she is not considered an applicant for the position. See the section about Illegal Interview Questions at the end of this document **BEFORE** you interview any candidates by phone or in person.

Step Six: Select the top candidate and complete “Request to Hire” form

Evaluate candidates and select the top candidate. When you are **ready to offer** the position to a candidate, complete and submit a “Request to Hire” form. The Request to Hire form is also available on the business office Web site (<http://www.earlham.edu/business/content/forms/request2hire.pdf>). The form helps to ensure that a fair search has been conducted. Our Affirmative Action Officer may be

consulted if necessary. Once the Business Office approves your request to hire, you can make the offer and negotiate a start date with the candidate.

Step Seven: Physicals, credit checks and criminal records checks

The three following “checks” may be performed only AFTER a candidate has been offered a position.

Physicals for Maintenance, Grounds and other positions requiring lifting or work with large or heavy equipment are standard, and the new hire should be informed that their offer of employment is contingent upon a satisfactory report from the West Side Medical Center (bill to Earlham), indicating no restrictions on his or her ability to perform the job duties.

Credit checks are required for those employees who will regularly handle cash, and the new hire should be informed that their offer of employment is contingent upon a satisfactory credit report. Contact the Accounting Office to arrange for a credit check and the consent form required to perform the check.

If you want a criminal records check (recommended for all hires; required for Security, Maintenance and Grounds, and anyone handling cash), have the employee complete the form in the Business Office on his or her first day. Keep in mind it will only report information from criminal reports within Wayne County. **If you receive information from a records check which concerns you, please contact the Business Office before you take any action.**

Step Eight: Call the Business Office and the candidates you interviewed

Notify the Business Office when you have made a successful hire and determined the start date. The Business Office then notifies the unsuccessful applicants that the position has been filled. As a courtesy, you should personally contact those **interviewed** to notify them that the position has been filled, particularly if you interviewed a current employee. If we know the start date it also allows us to prepare for the new employee’s arrival.

Step Nine: Employee’s first day!

On the employee’s first day, bring them to the Business Office to complete tax and benefit paperwork. Remind the new employee to bring his or her Social Security card and a driver’s license, US Passport or state ID card.

Step Ten: Keep your records

Keep a file of all notes from the search (letters sent from you, notes from phone calls, interviews and reference checks, copies of applications). This is important for documenting the fairness and good faith of your hiring process.

Step Eleven: Record 90 day on calendar

Mark on your calendar the employee’s 90th day (if they start January 1, their 90 day is April 1). You should receive a performance evaluation prior to this date from the Business Office. We need the form returned in order to perform the 90 day increase in pay for your new employee.

Quick Tips and Guidelines for a Successful Search:

If you have any questions, contact the Business Office.

The same questions should be asked of each candidate to ensure fairness and consistency in the interviews. If several people are interviewing a candidate, be sure that the same people are asking the same question/s each time.

When contacting references, ask the same questions of each reference as much as possible. A former employer will provide different information than a personal friend, but even if all they can say is, "I haven't observed that aspect of John Doe in the workplace," it is most fair to the applicant to ask standard questions across the board.

Internal applicants may be applying confidentially, so be certain to consult with the employee before contacting their supervisor. Employees are encouraged to notify their supervisor upon application, but are not required to notify their supervisor until they are interviewed. The Staff Handbook includes more information about internal applicants.

Be sure to allow time during the interview for any questions that the applicant may have.

Many applicants are simply interested in working at Earlham, and may not have kept a copy of the actual position posting for themselves when they submitted the application. It's a good idea to show the candidate the position posting again and ask if they have any questions about particular job responsibilities.

If an applicant has questions about benefits, invite them to contact the Business Office at their convenience. We have flyers available which lists and describes full time and regular part time staff benefits, which you may want to provide to the applicant. Benefits information is also available on the Business Office website, under "Employee Information".

Illegal Interview Questions

There are some areas of questioning which should be avoided during the interview and selection process, because the questions may be viewed as discriminatory. Many times illegal questions are asked out of ignorance, when an untrained interviewer is trying to be friendly and asks a question which seems innocent to him or her – typically something about a candidate's personal life or family. Keep in mind that your interview questions should be directly related to the responsibilities of the position. Topics which may be considered discriminatory are outlined in the two following charts, as well as suggested questions which help focus the interview in the right direction. Some of these questions are legal to ask after an employee is hired, but are not appropriate during the selection process. Contact the Business Office if you have any questions or concerns.

Citation for question charts:

http://www.jobweb.com/resources/library/interviews/preemployment_199_01.htm

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Handling Illegal Questions

By [Rochelle Kaplan](#)

Inquiry Area	Illegal Questions	Legal Questions
National Origin/ Citizenship	Are you a U.S. citizen? . Where were you/your parents born? . What is your "native tongue"?	Are you authorized to work in the United States? . What language do you read/speak/write fluently? (This question is okay only if this ability is relevant to the performance of the job.)
Age	How old are you? . When did you graduate? . What's your birth date?	Are you over the age of 18?
Marital/ Family Status	What's your marital status? . With whom do you live? . Do you plan to have a family? When? . How many kids do you have? . What are your child-care arrangements?	Would you be willing to relocate if necessary? . Would you be able and willing to travel as needed for the job? (This question is okay if it is asked of all applicants for the job.) . Would you be able and willing to work overtime as necessary? (This question is okay assuming it is asked of all applicants for the job.)
Affiliations	What clubs or social organizations do you belong to?	List any professional or trade groups or other organizations that you belong to that you consider relevant to your ability to perform this job.
Personal	How tall are you? How much do you weigh? (Questions about height and weight are not acceptable unless minimum standards are essential for the safe performance of the job.)	Are you able to lift a 50-pound weight and carry it 100 yards, as that is part of the job? Are you able to lift a 10 pound box?
Disabilities	Do you have any disabilities? . Please complete the following medical history. . Have you had any recent or past illnesses or operations? If yes, list them and give dates when these occurred. . What was the date of your last physical exam? . How's your family's health? . When did you lose your eyesight? How? . Do you need an accommodation to perform the job? (This question can be asked only after a job offer has been made.)	Are you able to perform the essential functions of this job? (This question is okay if the interviewer has thoroughly described the job) . Can you demonstrate how you would perform the following job-related functions? . As part of the hiring process, after a job offer has been made, you will be required to undergo a medical exam. (Exam results must be kept strictly confidential, except medical/safety personnel may be informed if emergency medical treatment is required, and supervisors may be informed about necessary job accommodations, based on exam results.)
Arrest Record	Have you ever been arrested?	Have you ever been convicted of _____? (The crime named should be reasonably related to the performance of the job in question.)
Military	If you've been in the military, were you honorably discharged? In what branch of the military did you serve?	What type of training or education did you receive in the military?

Pre-employment Inquiries—Disability

Illegal Questions	Legal Questions
<p>Do you have any disabilities?</p> <p>Do you have a disability that would prevent you from performing the essential functions of the job with or without an accommodation?</p>	<p>Are you able to perform the essential functions of the job?</p>
<p>Please complete the following medical history as part of the application process.</p> <p>Have you had any recent or past illness or operations? If yes, list and give dates.</p> <p>What was the date of your last physical exam? What medications do you take?</p>	<p>As part of the hiring process, after a job offer has been made, you will be required to under go a medical exam. The results will remain confidential and will only be used if emergency medical treatment is necessary or to assist in the determination of a job accommodation, if needed.</p>
<p>Are you able to sit?</p>	<p>Can you sit for four hours at a time? (Assuming this is an essential function of the job.)</p>
<p>Can you carry objects?</p>	<p>Can you carry three-pound boxes to the copier? (Assuming this is an essential function of the job)</p>
<p>Are you color blind?</p>	<p>Can you distinguish between color bands? (Assuming this is an essential function of the job.)</p>
<p>What is your corrected vision? When did you lose your eyesight? How did you lose your eyesight?</p>	<p>Do you have 20/20 vision? (If this is a job requirement.)</p>
<p>Do you see a psychiatrist for stress?</p>	<p>How well can you handle stress?</p>
<p>Are you an alcoholic? How often do you drink alcoholic beverages?</p>	<p>Do you drink alcoholic beverages?</p>
<p>What is wrong with your leg?</p>	<p>How did you break your leg? (If it is obvious the person's leg is broken because the person is wearing a cast)</p>
<p>How often were you sick?</p>	<p>What was your attendance record?</p>
<p>Do you need an accommodation to perform the job? (This question can be asked only after a job offer has been made.)</p>	<p>Can you demonstrate how you would perform the following job functions?</p>
<p>Why do you use a wheelchair and will we have to make any accommodations for the wheelchair?</p>	<p>Will you need any accommodation to participate in the recruiting process?</p>
<p>Tell me all of your disabilities.</p>	<p>What are your job skills, educational background, and prior work experiences?</p>