

BURRELL COLLEGE OF OSTEOPATHIC MEDICINE

STANDARD OPERATING PROCEDURES

Recruitment and Hiring Process		SOP #: HR.001.01
Effective Date	5/12/16	
Last Revision/Review	4/29/2020	

1. Purpose

Burrell College of Osteopathic Medicine (the College) has established standards and processes for recruiting and hiring qualified individuals for vacancies within the college. The recruitment, selection, and hiring of employees is accomplished by the employing department with approval of the Dean and executive management (where applicable).

2. Related Policy/Authority

The College's Employee Handbook

3. Faculty/Staff Responsibilities

Office of Human Resources and Office of Faculty Affairs

4. Definitions/Abbreviations

None

5. Procedural Steps

1. Prior to initiating the hiring process, managers must ensure that they have identified a position, and the position is properly classified and that job data (job title, pay grade, etc.) are appropriate. Managers should contact the Office of Human Resources if there has been a significant change to the duties and responsibilities of the position and/or a change to position data is necessary prior to proceeding with the hiring process.
2. Hiring managers must ensure that they have completed the *Personnel Posting Requisition* and obtain the appropriate approvals before proceeding with the hiring process.
3. Vacant positions are to be announced on the College's Employment Opportunities web page, for a minimum of five days. Hiring managers may also choose to announce their vacancy on various discipline specific sites. All positions will also be posted on Indeed.com.
4. The College supports and encourages hiring/promoting from within and will give preference to internal applicants when appropriate.
5. Previous/current employees that have been or will be displaced from their position within the College due to the elimination of their position for business or budgetary related reasons, will receive preference (provided they have not received any disciplinary actions and are in good standing for at least the 6 months prior) for any vacant positions for which they meet the minimum qualifications and apply for. They will receive preference for the 6 months following displacement.
6. All announcements must be reviewed and authorized by the Director of Human Resources.
7. Applicants must submit an online application located under the Employment Opportunities web page. Resumes are not accepted in lieu of the online application.

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8. The Office of Human Resources will make the preliminary minimum qualification review for vacant staff positions. The applications will be referred to the hiring manager for vacant faculty positions.
9. Minimum qualification review decisions are to be made based on the minimum qualifications listed on the College's job description for the vacant position. The applicants' work history will be reviewed on the online application to determine if the applicants meet the minimum qualifications for the vacant position.
10. A further review of applicant qualifications may be performed to screen applicants based on the preferred qualifications listed on the job announcement and/or the job description.
11. Only those applicants who meet the minimum qualifications for the job may be interviewed. The College will not interview those that do not meet the minimum qualifications. It is not required that an applicant be granted an interview for a job if the applicant has been considered recently for the same job.
12. It is recommended that each member of the interview team use a structured approach for all of the interviews. This structured approach involves being clear about the competencies needed in a job candidate, preparing questions ahead of time, and sticking to the agenda. Below is a recommended format for an interview.
 - a. Set the tone of the interview
 - i. Greet and welcome the candidate
 - b. Describe your position and what you do for the department
 - i. Explain the purpose of the interview
 - ii. Give a brief overview of the College, your department goals, and objectives
 - iii. Provide a brief description of the job responsibilities
 - iv. Exchange information/the "body" of the interview
 - c. Conduct the behavioral interview using the questions you have outlined beforehand
 - i. Gain relevant information that will be useful to your decision making process
 - ii. Discuss any travel requirements
 - iii. Allow the candidate to ask you questions
 - iv. Closing the interview
 - d. Go over the next steps in the hiring process
 - i. Thank the candidate for their time
13. Interview questions must be established prior to the scheduling of interviews or screening of applicant's qualifications. Selection criteria used to formulate interview questions must be matched to critical job relevant requirements and business necessity and must be based on the knowledge, skills, abilities, competencies, training and/or experience needed to perform the job.
14. Interviews will be conducted by individuals with knowledge of the job requirements of the position. One or more of the interviewers must have managerial or supervisory responsibilities for the vacancy or a similar position.
15. Based on the information given by the applicant to include application, resume and other relevant documents, answers given to each interview question and any job relevant knowledge the interviewer has about the applicant, the interviewers will determine who is the ideal candidate for the position.
16. **NOTE:** If the hiring manager is not satisfied with the results of the recommendation process, he/she must submit a written request, outlining the specific reasons, and obtain approval from

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- the Human Resources Director to disregard the results. If the request is approved, the position can be re-announced.
17. Reference checking is an essential part of the successful hiring. The goals of reference checking are to:
 - a. Verify information provided by the candidate;
 - b. Gain additional knowledge about the candidate knowledge, skill, and abilities; and
 - c. Better predict if the candidate will be successful on the job.
 18. The applicant should provide at least three references during the application process. The reference check must be completed by the hiring manager. The reference checking process is as follows:
 - a. Obtaining three references for the top candidate.
 - b. The vacant position's supervisor or one of those making the final hiring recommendation should check the references of the top candidate.
 - c. The reference should be provided by a previous supervisor of the candidate who can provide information about the candidates work performance.
 - d. If the candidate asks that a supervisor not be contacted or the reference does not provide adequate information, hiring managers may ask the candidate for additional references.
 - e. Questions asked regarding the reference should be job related.
 - f. When conducting reference checks, the hiring manager should identify themselves, describe the position that is being filled, indicate that the candidate has given consent to conduct the reference check and indicate that all responses will remain confidential.
 19. If a letter of recommendation is received, an effort should be made to determine the legitimacy of the letter.
 20. Review of the public content of an applicant's social media page(s)/accounts via Facebook, Twitter, etc., is permissible. However, hiring managers are not permitted to ask applicants if they can view an applicant's social media accounts or request an applicant's social media account password.
 21. The candidate will be put forward on the *Personnel Hiring Requisition*. No offer of employment is to be made until appropriate approvals have been obtained by Human Resources.
 22. Hiring managers will make a hiring recommendation and request approval to hire on the *Personnel Hiring Requisition*. The hiring manager will turn in:
 - a. All applications received from applicants of the announced vacancy;
 - b. Interview questions;
 - c. Interview notes for each applicant interviewed;
 - d. Applicant reference checks.
 23. No offer of employment is to be made until all appropriate approvals are obtained. Once the approvals are obtained, a verbal employment offer may be made to the selected applicant. The verbal offer should be followed with an offer letter.
 24. Hire dates will only be on Monday's unless approved by the Director of Human Resources.
 25. Once approval for hire is given and an offer has been accepted, it is recommended that all applicants are notified that a selection has been made.
 26. The College checks the criminal history and performs a drug test of all potential employees, unless the applicant is a current College employee.

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27. Potential employees who do not consent to a background check or a drug test are given no further consideration. Potential employees who provide false information are given no further consideration.
28. Any consideration of excluding an applicant due to criminal conviction(s) must be reviewed by the Director of Human Resources. Exclusion is based on whether the criminal conduct is job related and consistent with business necessity. If the potential employee is considered for exclusion, the Director of Human Resources will contact the hiring manager regarding this decision. The potential applicant will be provided the opportunity to provide an explanation as to why the exclusion should not be applicable to them. They will also be provided with a copy of the criminal history report and a *Summary of Your Rights Under the Fair Credit Reporting Act*. This information will be sent by certified USPS mail.
29. Once the applicant has been given the opportunity to explain the criminal conviction(s), the Director of Human Resources may proceed with the approval to hire for the position or if the decision is to not hire, the potential employee will be notified. In this case, the hiring manager will proceed with forwarding a recommendation package for an alternate applicant.

6. Reports/Charts/Forms/Attachments/Cross References

<https://bcomm.org/wp-content/uploads/2016/12/Personnel-Posting-Req.-form-2.pdf>

<https://bcomm.org/wp-content/uploads/2016/12/Personnel-Hiring-Reqquisition.pdf>

7. Maintenance

Human Resources; to be reviewed every January.

8. Signature

Signature on File

4.29.2020

Dawn Leake, Director of Human Resources

Date

9. Distribution List

Internal/External

10. Revision History

Revision Date	Subsection #	Summary of Changes	New/Cancellation/Replacement Procedure? (if applicable)	Approval Date
4.29.2020	5	Added Step 5 to the procedure regarding elimination of position		4.29.202/