

Goshen College seeks to attract the best-qualified candidates who support the mission of the College and who respect and promote excellence through diversity. The College is committed to equal opportunity and follows recruitment and selection practices that comply with all applicable employment laws. To this end, the College recruits, hires, trains and promotes individuals without regard to color, race, religious belief, sex, marital status, sexual orientation, national or ethnic origin, disability, veteran status, or age.

This policy is intended to assist supervisors who are responsible for filling vacant positions at the College. Questions about employment policies and procedures should be directed to the Office of Human Resources (HR). HR can provide insight and assistance to hiring supervisors and search committees in all areas of the search process, including screening applications, interviewing, and reference checking. Questions about equal employment opportunity and affirmative action practices should also be directed to the Office of HR.

Hiring Procedures Checklist

Item	Description	Completed
1	Resignation letter or termination notice is received and sent to the HR Director.	
2	Permission to hire is received from the Academic Dean (teaching faculty) or Vice President responsible for the department (staff and admin faculty).	
3	Job Description for Administrative Faculty, Professional Staff, and Staff is reviewed, updated, and forwarded electronically to HR Assistant Director at hr@goshen.edu. Even if no changes are made, please add a reviewed date to the job description and forward to HR. For Teaching Faculty positions, position announcements must receive approval from the Academic Dean prior to posting.	
4	If the position has changed enough to warrant reclassification , a request is made to the Director of Human Resources, who will arrange for a review.	
5	The Department chair or head of the search committee prepares a 3-4 sentence summary of the job for advertising purposes, including title, major duties, qualifications, and target start date. This is sent to the HR Assistant Director. For a sample, please see a current open position located at https://www.goshen.edu/employment/ For Teaching Faculty positions, the summary of the job must receive approval from the Academic Dean prior to posting.	
6	The Department chair or head of the search committee completes the Advertising Checklist found on the HR web page at http://www.goshen.edu/hr/supervisor-resources/ and sends to the HR Assistant Director. This indicates where the advertisements are to be placed. Nearly all position (excluding temporary ones) announcements are placed on the GC web site and in Faculty/Staff bulletin. Newspaper, Internet, and professional journal ads are determined by the position being advertised.	
7	Unless specifically decided otherwise, all application materials should be sent electronically to hr@goshen.edu. The HR Office will confirm receipt of application to the applicants and	

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	notify them that their candidacy may not be considered until all materials are received. The HR Office will create a Google Drive folder for the search and will share it with the search committee members (Academic Dean and Academic Dean's Administrative Assistant for Teaching Faculty positions) once the names are provided to the Assistant Director of HR. A subfolder will be created for each applicant.	
8	The search committee chair schedules the first meeting of the committee with the Director of HR to review Equal Employment Opportunity requirements and procedures to insure a fair selection/interviewing process. At this meeting, the HR Director will share sample documents to assist the committee with their task.	
9	HR will send each member of the search committee information on Implicit Bias Training and each member must complete that training within 30 days.	
10	The supervisor or search committee reviews the applications and selects the top candidates (usually 3-4) recommended for interviews. All qualified internal applicants are interviewed.	
11	The search committee submits the completed Applicant Tracking sheet to the HR Director and Assistant Director. Once it is reviewed by the HR Director, permission will be given to move ahead with the interview process.	
12	If the search committee decides to start with phone interviews , they will make contact with the candidates to schedule the phone interviews.	
13	<p>For Administrative Faculty, Professional Staff, and Staff:</p> <p>When the search committee is ready to proceed to on-campus interviews, they will provide a range of potential dates for the interview and the interview schedule to the HR Assistant Director. The HR Assistant Director will then contact the candidates to determine their availability, make arrangements for travel and lodging, and provide the interview schedule, job description and other details. <i>It is required that the committee provide at least a week's notice before interview dates to accommodate both HR work schedules and candidate travel schedules.</i></p> <p>The GC people included in interviews varies according to the position:</p> <ul style="list-style-type: none"> • Administrative Faculty: Search Committee, Director of HR, Vice President responsible for the department, department members. Students will be involved in selected positions (especially Student Life positions). • Staff/Professional staff: Supervisor, Department Chair, co-workers, Director of HR. 	

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14	<p>For Teaching Faculty:</p> <p>When the search committee is ready to proceed to on-campus interviews, they will provide a range of potential dates for the interview to the Academic Dean's Administrative Assistant (please also cc the HR Assistant Director) who then will schedule time with the Academic Dean, Director of HR, and the Provost. The Academic Dean's Administrative Assistant will then communicate acceptable dates and times with the search committee chair. The search committee then provides an interview schedule to the HR Assistant Director and the Academic Dean's Administrative Assistant.</p> <p>The HR Assistant Director will then contact the candidates to determine their availability, make arrangements for travel and lodging, and provide the interview schedule, job description and other details. <i>It is required that the committee provide at least a week's notice before interview dates to accommodate both HR work schedules and candidate travel schedules.</i></p> <p>The GC people included in interviews are as follows:</p> <ul style="list-style-type: none"> Teaching Faculty: Search Committee, Director of HR, Academic Dean, Provost, students, department members, and other faculty. A class presentation is also set up by the department chair. 	
15	<p>Reference checking for final candidates is conducted by the Supervisor, Department Chair, or a member of the search committee. The Director of HR can be consulted as needed. The search committee is required to submit the references, along with the questions asked, to the HR Office.</p>	
16	<p>The chair of the search committee or supervisor leading the process prepares a rationale to hire the candidate of choice after receiving summaries of interviews from the Provost and Academic Dean, if applicable. This report, emailed to the HR Director with copies to the appropriate Vice President, summarizes the reasons for recommending the top candidate, comparing skills and background with other interviewees. The Candidate Matrix (selection criteria) used by the search committee is also provided to HR.</p>	
17	<p>For Administrative Faculty, Professional Staff, and Staff:</p> <p>The Director of HR or chair of the search committee (with approval from the Director of HR) makes a verbal conditional offer of employment and prepares a letter. At this point, HR initiates a background check.</p>	
18	<p>For Teaching Faculty:</p> <p>The Department Chair/Head (after approval from the Academic Dean) makes a verbal conditional offer of employment. The official letter of invitation is composed by the Academic Dean's Administrative Assistant in consultation with the Academic Dean, signed and sent to candidate as an email attachment. After receiving the acceptance from the candidate, HR initiates a background check.</p>	

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19	<p>The following information is required by HR to setup the new employee's position: title, ranking, tenure-track or non-tenured, salary, FTE, start date. For Teaching Faculty positions, the Academic Dean's Administrative Assistant provides these details to the Assistant Director of HR requesting a Memo of Understanding to be created.</p> <p>The Department Chair/Head or hiring supervisor for all non-teaching faculty should complete the Employee Payroll Form located at http://www.goshen.edu/hr/supervisor-resources/ and send it to the Assistant Director of HR to make sure all the necessary information is submitted.</p>	
20	The Department Chair/Head of the search committee personally contacts the unsuccessful candidates who were interviewed. Emails are sent to all other applicants.	
21	The Department Head/Chair submits an announcement for Faculty/Staff Bulletin about the hiring of the new employee, including start date.	
22	The Department Head/Chair or Supervisor makes arrangements for the new employee to complete tax and enrollment forms in the HR office before or on the first day of employment. The Assistant Director of HR works with the supervisor to create an online onboarding process for .5 FTE or above administrative or staff employees. The Director of HR schedules all new employees to a new employee orientation session.	