



STAFFING GUIDELINES

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1. AFFIRMATIVE ACTION GUIDELINES

The goal of Affirmative Action in employment is to benefit from diversity within the University community. Affirmative Action does not mean showing partiality, but rather reaching out to those underrepresented in the University community in order to achieve the most diverse community possible. Gannon's Mission states: "The University's environment is to be one of inclusiveness and cultural diversity." The absence of diversity limits our ability to create this environment.

In order to achieve the vision reflected in Gannon's Mission Statement, it is necessary for all those engaged in the employment process to reach out to women and members of underrepresented racial and/or cultural groups to assure that all qualified candidates feel welcome to apply.

The opportunity for advancing inclusiveness and cultural diversity at Gannon may be diminished if the applicants do not reflect diversity. Creating a broad, diverse pool of candidates is one of the most important functions of the hiring process.

To this end, each colleague who chairs a search committee or acts as a hiring manager must develop a search plan with the assistance of the Human Resources Department. The search plan must be approved by the appropriate vice president. If a member of the President's Staff initiates the plan, then the President must approve the plan.

Search plans describe the process in which candidates will be recruited for the position, as well as special efforts to attract candidates that reflect diversity. Specifically, the plan should address advertisement-related activities and special actions to attract women and members of underrepresented racial and/or cultural groups.

The following points and actions should be considered when designing a search plan:

- The announcement of vacancies should be included in publications and websites that reach out to members of underrepresented groups based on gender, race, and/or culture.
- Members of the Gannon community should be encouraged to nominate women and members of underrepresented racial and/or cultural groups.
- Colleagues involved with the search should use professional networks to identify members of underrepresented groups based on gender, race, and/or culture. They should provide information on potential candidates to the Human Resources Department which will follow up with a letter announcing the position and inviting applications or nominations.
- The announcement should be forwarded with a cover letter to professional associations serving specific populations, such as Women in Engineering and Association of Black Psychologists. Ask for applications and nominations. The Human Resources Department can assist with this activity.
- Where applicable, announcements should be sent, with a cover letter, to Historically Black Colleges and Universities and other institutions of higher education that have a tradition of serving women and/or members of underrepresented groups. Announcements seeking nominations should be sent to specific departments rather than to a president's or a vice president's office. The Human Resources Department can assist with this activity.
- Utilize annual directories of recent doctoral recipients. Contact potential candidates by phone to inform them of the position and follow up with an announcement and cover letter. If the persons contacted are not available or interested, ask for nominations of other potential candidates. The Human Resources Department can assist with this activity.
- Where appropriate, utilize campus-based networks, such as the Minority Alumni Association.
- For upper level administrative positions, contact the American Council on Education's National Identification Project in Washington, D.C. The project has a nation-wide network that will disseminate the announcement and offer nominations of prospective candidates.

The Human Resources Department will serve as a resource when drafting a search plan.

2. HIRING FOR MISSION

3. POSITION REQUISITION FORM

The purpose of a *Position Requisition Form* is to secure approval to fill a vacancy and to initiate the recruitment process. Each section of this form should be completed as it relates to the vacancy.

A **position description** must be attached to the *Position Requisition Form* for every faculty opening except a temporary vacancy. A **job description** must be attached to the *Position Requisition Form* for every administrative or staff position except a temporary vacancy.

Appropriate authorizations are required in the order listed below:

Dean / Director
Budget Director
Vice President for Finance and Administration
President's Staff Member
President (not required for temporary employees, special projects or graduate assistants)

Once all authorizations have been obtained, the *Position Requisition Form* is routed to the Human Resources Department. The Human Resources Department will contact the search committee chair or hiring manager to coordinate the support and services offered by the Human Resources Department.

4. SEARCH PROCEDURES FOR FACULTY AND SENIOR-LEVEL ADMINISTRATIVE VACANCIES

The following is a brief overview of recruitment procedures to fill a faculty or administrative vacancy.

It is customary to appoint a chairperson (chair) and a committee to search for a full-time faculty member. A search committee is also used to fill administrative vacancies for positions that have campus-wide impact. This includes positions at the director level and above. The significant cost in time and resources required by a search committee suggests, however, that this model is not an effective one for entry-level to mid-level administrative positions or staff positions. See Section 5 regarding remarks on the hiring manager.

4.1. Selection of Chair

The selection of a chair is the responsibility of the hiring authority who may be academic deans for faculty searches, non-academic deans and/or vice presidents for senior-level administrative searches, and the president for executive-level searches.

The chair is selected from a variety of sources depending on the type of vacancy and the previous practice of the University or the division.

- In the case of a faculty search, the chair may be a faculty member or an academic department chairperson with first-hand knowledge of the academic discipline involved.
- In the case of a senior-level administrative search, the chair may be an administrator at the same level or close to the same level as the position for which the search is being conducted.
- In the case of a mid-level administrative search, the chair may be the dean or director of the respective division or department.

The chair should be someone who is respected within the department and the Gannon community and who is able to work collaboratively in a timely manner. The chair must possess good communication and organizational skills; the ability to motivate and keep a group on track; expedite with paperwork; and skill in conflict resolution.

4.1.1. Responsibilities of the Search Committee Chair

- Assist the hiring authority with selection of the committee.
- Create a climate of trust, mutual respect and consensus building.
- Assure confidentiality of the process.
- Call the meetings.
- Organize the agendas.
- Ensure that process notes are shared promptly.
- Facilitate all meetings so that the agenda items are addressed within the time frame.
- Move the process forward according to the timeline.
- Communicate progress of the search process with the person who charged the committee.
- Prior to releasing any statement regarding the status of the search, consult with the hiring authority and the Director of Public Affairs and Marketing.
- Ensure that all forms and documents (e.g., *Authorization to Conduct Referencing and To Verify Personal and Professional Information*) are completed accurately, on time and delivered to the designated personnel.
- Delegate key responsibilities such as administrative support, scheduling and candidate visits as appropriate. The Human Resources Department will assist with coordination and support.
- Make and maintain contact with selected applicants to ascertain their expectations, assure their continued interest, collect necessary information, and schedule interviews. The Human Resources Department will assist with this.
- Address conflicts of interest and other issues that surface during the search process.
- Present a report to the hiring authority that includes a summary of the committee's work and identifies the strengths and weaknesses of the finalists.
- Once the finalist has been offered and accepted the position, assure that all applicants who were interviewed by phone and/or on campus are informed of the outcome of the search. This is done by the chair or by the Human Resources Department.
- Troubleshoot the unexpected.
- Collect all materials including copies of applicants' credentials and committee members' notes and forward to the Human Resources Department.

4.2. Search Committee

The selection of search committee members is the responsibility of the hiring authority with assistance from the chair.

The committee should be large enough to assure that all established stakeholders in the selection process are represented. Stakeholders will vary depending on whether the vacancy is a faculty position or an administrative position. Stakeholders may include department members, professional peers, staff or students. It is the responsibility of the hiring authority and chair to determine who the stakeholders are.

Authorities on the subject of a committee's size suggest that fewer than five members will limit the committee's variety of perspectives while more than nine members can make the process a scheduling nightmare and unwieldy to manage. However, in the end, the right number is that number which assures a representative group that can be lead effectively by the chair.

The committee should reflect gender and cultural diversity. Those selected as members of the committee should have knowledge that would enable them to judge a candidate's qualifications and competencies. Search committee members should also possess a high level of expertise relevant to the task at hand. Members of the committee must be able to commit to the time demands of serving on the search committee. Members of the committee must appreciate the University's needs as well as those of their respective departments or divisions.

4.2.1. The Charge to the Search Committee

The hiring authority will formally charge the committee with their duties and responsibilities and provide the committee with the following:

- A description of the position to be filled with a prioritized list of qualifications, skills and traits the hiring

authority considers most desirous.

- A description of the tasks and role of the committee in the search.
- A description of the format for the committee's recommendations. (See Section 4.7.5.)
- A deadline for receiving recommendations from the committee.
- Affirmative Action considerations.
- A declaration on the importance of confidentiality and impartiality.

4.2.2. The Work of the Committee

The chair and the committee will hold an organizational meeting with the Director of Human Resources present in an advisory capacity. Subsequently, the work of the committee will include the following:

- Analyze the needs of the University relative to the vacancy and update the position description and/or job description as needed, reflecting programmatic and institutional needs.
- Establish a search timeline.
- Assess the diversity needs of the University and develop the search plan with this in mind. The Human Resources Department will assist.
- Recruit a pool of applicants.
- Agree on the criteria used to evaluate applicants' credentials.
- Impartially evaluate applicants' credentials based on established criteria.
- Determine the interview process, including the initial interview and the campus interview.
- Conduct initial interviews.
- Determine who to invite to campus for further consideration.
- Promote the University and the Erie area to the applicants.
- Facilitate campus interviews.
- Collect feedback from interview participants.
- Assign one party to conduct referencing. The Human Resources Department will assist with referencing.
- Assess applicants and submit a recommendation to the hiring authority as directed in the charge.

4.3. Confidentiality

The search process is to be conducted in a thoroughly confidential manner in order to protect the integrity of the process and the interests of the candidates. Members of a search committee should not act outside their role or engage any non-committee members in conversation regarding candidates and/or the deliberations of the search committee.

Prior to releasing any statement regarding the status of the search, the chair is to consult with the hiring authority and the Director of Public Affairs and Marketing.

4.4. Training on Process and Policies

The Director of Human Resources will meet with the committee to review the process and policies of the University that guide the search procedure. This training will address the following:

- The role of the search committee or hiring manager
- The University's commitment to diversity
- Setting reasonable expectations and time frames
- Mechanisms for screening credentials
- Conducting legal interviews and avoiding stereotypes, biases and hiring myths
- Consistency vs. fairness
- Nepotism
- Technological resources
- Referencing - how, when, and by whom
- Travel and meal expense guidelines
- Staff support for the search and coordination with the Human Resources Department
- Who will present salary and benefit information to an applicant and when
- Confidentiality

4.5. Advertising

Working with the committee chair, the Human Resources Department will coordinate the purchase of all print advertisements and electronic postings for the vacancy. Advertising will commence once an authorized *Position Requisition Form* has been received in the Human Resources Department.

Following is a list of standard advertising sources:

- Gannon's Human Resources Department Web site
- Gannon's *Alumni Bulletin* (monthly e-mail to alumni)
- Pennsylvania Black Conference on Higher Education Listserve
- Pennsylvania CareerLink Web site
- HigherEdJobs.com Web site
- *The Chronicle of Higher Education* and Web site
- National Faculty Minority Identification Web site
- Local and/or regional newspapers
- Historically Black Colleges and Universities (mailing)
- Gannon University Minority Alumni Association (mailing)
- *Diverse Issues In Higher Education* and Web site
- *Women in Higher Education*
- *The Hispanic Outlook in Higher Education Magazine* and Web site
- Discipline-specific journals, list-serves, and websites

The chair and the Human Resources Department will determine if and when advertisements need to be placed a second time.

Some electronic postings are for a limited number of days or weeks; others remain posted until removed by the Human Resources Department. Once campus interviews are scheduled, Gannon's Human Resources Web site will be updated to indicate that interviewing is in progress.

4.6. Processing of Credentials, Resumes, and Curricula Vitae

Gannon advertisements and notices of vacancies instruct candidates to send their credentials to the Human Resources Department by mail, fax or e-mail. The Human Resources Department documents applicant information in a database. Credentials, resumes or vitae sent directly to a search chair or hiring manager must be forwarded to the Human Resources Department for processing in order to be considered a valid application for employment.

The Human Resources Department acknowledges each submission with a letter that includes a voluntary *Affirmative Action Questionnaire*. This letter serves the following purposes:

- Acknowledges receipt of credentials.
- Clarifies that applicants will be contacted only in the event that they have been selected for further consideration.
- Invites voluntary participation in an *Affirmative Action Questionnaire* that is subsequently used by the Human Resources Department for tracking a variety of information pertaining to diversity.
- Directs applicants to the Gannon Web site where they may access information on the *Three-Year Crime Statistical Report* issued by the Campus Police and Safety Office.

Credentials that meet the minimum advertised qualifications for the position will be forwarded to the chair.

4.7. Evaluation and Interview of Candidates

The committee or hiring manager will review the forwarded credentials of applicants in a pre-determined manner in order to reduce the number of applicants to a manageable number.

4.7.1. Initial Interview

Applicants identified for further consideration will be contacted to ascertain their interest in the vacancy. This

contact should seek to identify the applicant's aspirations and salary expectations. The chair typically makes this contact. The Human Resources Department may assist with this step.

Interested applicants are then scheduled for an initial interview by the chair or hiring manager with assistance from the Human Resources Department. The initial interview is usually a phone interview. At this time, the applicant is also instructed to complete an *Authorization to Conduct Reference and to Verify Personal and Professional Information* form (www.gannon.edu/depts/hr/forms) giving the University permission to initiate appropriate background clearances and degree verification. The completed form should be submitted by fax or regular mail to the HR Department as quickly as possible. A copy of this form is found in the Appendix.

The format and questions for the initial interview will be pre-determined. After the initial interviews are conducted, the committee will identify those candidates to be invited to campus. See Section 9 for guidelines on developing probative, relevant and legal questions.

4.7.2. Campus Interview

The size and scope of the campus interview process will differ based on the campus-wide relations and impact of the position. In the case of an applicant for a deanship, the campus interview may involve open sessions to which all of the community is invited. However, in the case of an applicant for a faculty position, this would not be an effective use of the candidate's time or the members of the Gannon community. The search committee must balance the size and scope of the campus interview with the duties and responsibilities associated with the vacancy.

Campus interviews will be scheduled by the committee chair with assistance from the Human Resources Department.

The size and scope of the campus interview will determine the methodology for distribution of the candidates' credentials, location of interview sessions and collection of feedback from participants. The committee is responsible for collecting feedback from University members who participated in the campus interviews.

4.7.3. Welcome Packet

A welcome packet for interview candidates is provided by the Human Resources Department. This packet is designed to provide the candidate with important information about the logistics of the campus visit (e.g., driving directions; how a candidate will be met at the airport; hotel information; and expense reimbursement information).

The packet will also include a copy of the Gannon University Mission Statement, the University's Strategic Plan, *On Catholic Identity* and a summary of benefits.

4.7.4. Internal Applicants

University colleagues who meet the posted qualifications of the position are welcome to apply for the vacancy subject to the one-year service requirement set forth in Volume III of the Institutional Policy Manual. Internal applicants will be treated in a manner comparable to external applicants. It is important that an internal candidate not be put at an advantage or disadvantage when compared to external candidates.

4.7.5. Committee Recommendation

After the campus interview process, the chair facilitates a meeting designed to reach a consensus about hiring recommendations to the hiring authority. This recommendation will typically be an unranked list of finalists with a brief narrative summarizing the strengths and weaknesses of the candidates.

At this point, the work of the committee is completed and the chair is responsible for collecting all of the committee's search materials and forwarding them to the Human Resources Department.

5. SEARCH PROCEDURES FOR ENTRY-LEVEL TO MID-LEVEL ADMINISTRATIVE VACANCIES AND STAFF VACANCIES

Due to the significant cost in time and resources, the search committee model is not advised for entry-level to

mid-level administrative or staff vacancies. An entry-level to mid-level administrative position is an exempt position up to and including an assistant or associate director. A staff position is any non-exempt position.

A hiring manager is appointed by the hiring authority for searches regarding an entry-level to mid-level administrator, full-time and part-time non-exempt staff, and adjuncts. Typically, the hiring manager is the individual who will supervise the new employee.

5.1. Hiring Manager

The hiring manager, with assistance from the Human Resources Department, will be responsible for all aspects of the search. The hiring manager's responsibilities include:

- Analyze the needs of the department and the University relative to the vacancy and update the job description as needed.
- Meet with the Director of Human Resources regarding the search process.
- Assess the diversity needs of the University and develop procedures to assure a diverse pool of applicants. The Human Resources Department will assist with this assessment.
- Recruit a pool of applicants.
- Determine the process to evaluate applicants' credentials.
- Evaluate applicants' credentials.
- Determine the interview process and whether or not members of the department or division should participate.
- Maintain confidentiality throughout the process.
- Move the process forward on an established timeline.
- Address conflicts of interest and other issues that surface during the search process.
- Determine applicants continued interest in the position, salary and benefits.
- Schedule interviews.
- Conduct interviews. (Initial interviews may be conducted by phone.)
- Collect feedback from participants after campus interviews.
- Conduct referencing. Human Resources Department will assist with this.
- Confer with the next level of authority, as directed.
- Select the finalist.
- Initiate the *Appointment or Change of Status* form.
- The Human Resources Department will notify the hiring authority when the authorized *Appointment or Change of Status* form has been approved and received, and will work with the respective vice president to issue an appointment and/or appointment letter.
- Once a finalist has been offered and accepted the position, assure that all applicants that were interviewed by phone and/or on campus are informed of the outcome of the search. The Human Resources Department will assist with this.
- Troubleshoot the unexpected.
- Collect and return all search materials, including copies of applicants' credentials and notes, to the Human Resources Department.

The hiring manager may invite other employees who will work closely with the new employee to participate in the selection process by meeting applicants and providing confidential feedback to the hiring manager. These participants should be selected based on their knowledge of the vacancy and/or departmental operations, as well as their own professional reputation.

5.2. Training on Process and Policies

The Director of Human Resources will meet with the hiring manager to review the process and policies of the University that guide the search procedure. The training will address the following:

- The role of the hiring manager
- University's commitment to diversity
- Setting reasonable expectations and time frames
- Mechanisms for screening credentials
- Conducting legal interviews and avoiding stereotypes, biases and hiring myths
- Consistency vs. fairness
- Nepotism

- Technological resources
- Referencing – How, when, and by whom
- Travel and meal expenses
- Staff support for the search and coordination with the Human Resources Department
- When salary and benefit information is presented to an applicant and by whom
- Confidentiality

5.3. Advertising

The following is a partial list of standard advertising secured by the Human Resources Department once an authorized *Position Requisition Form* for a staff vacancy has been received by the Human Resources Department.

- The Human Resources Department Web Site
- Pennsylvania CareerLink Web Site
- Local Newspapers
- Hispanic American Council of Erie
- St. Benedict Education Center
- Martin Luther King Center
- John F. Kennedy Center
- Booker T. Washington Center
- Other community-based agencies as identified

The hiring manager and the Human Resources Department will determine if and when advertisements need to be placed a second time.

5.4. Processing of Applications and/or Resumes

Applications and resumes are to be received by the Human Resources Department and logged into the Human Resources Department database. Note: applications or resumes sent directly to a hiring manager must be forwarded to the Human Resources Department for processing in order to be considered a valid application for employment.

The Human Resources Department acknowledges each applicant with a letter that includes a voluntary Affirmative Action (AA) Questionnaire. This letter serves the following purposes:

- Acknowledges receipt of credentials.
- Clarifies that applicants will be contacted only in the event that they have been selected for further consideration.
- Invites voluntary participation in an *Affirmative Action Questionnaire* that is subsequently used by the Human Resources Department for tracking a variety of information pertaining to diversity.
- Directs applicants to the Gannon Web site where they may access information on the *Three-Year Crime Statistical Report* issued by the Campus Police and Safety Office.

Credentials that meet the minimum advertised qualifications for the position will be forwarded to the hiring manager.

5.5. Internal Applicants

Colleagues who meet the posted qualifications of a position are welcome to apply for the vacancy subject to the one-year service requirement set forth in Volume III of the Institutional Policy Manual. Internal applicants will be treated in a manner comparable to external applicants. It is important that an internal candidate not be put at an advantage or disadvantage when compared to external candidates.

5.6. Selection of Finalist

The hiring manager will direct the process by which the finalist is selected. Following campus interviews, the hiring manager will consider any feedback received from participants in the campus interview process. The hiring manager will confer with the next level of authority as directed and determine the finalist.

6. OFFERS OF EMPLOYMENT, OR PROMOTION, OR TRANSFERS

6.1. Criminal Background Check, Credential Verification, Reference Checking, and Physical Examinations

Before a formal offer of employment can be extended the following must occur:

6.1.1. Criminal Background Check

A criminal background check endeavors to ascertain whether an applicant has been convicted for a felony or misdemeanor. Convictions are a matter of public record. On the University's application forms, applicants are asked if they have ever been convicted for a felony or misdemeanor. To certify the veracity of their answers, the University (or a professional firm) searches the court records for each county and/or state where they have resided within the last seven years. At the same time, the University determines whether or not the applicants are listed on any child-abuse registries.

On Whom - A criminal background check is initiated on every applicant (excluding internal applicants) that has been selected for an initial interview, provided a signed application is on file; or as soon as a child-abuse registry clearance is also ordered.

When - The criminal background check is conducted or ordered as soon as applicants are advised that they are scheduled for an initial interview, provided a signed application form is on file; or as soon as a signed application has been received in Human Resources Department.

By Whom - The criminal background check is conducted or ordered by the Human Resources Department.

Time Frame - The process is usually completed within 48 to 72 hours from the date of inquiry, but may take up to two weeks.

Results - In the event that there is a positive finding, the Human Resources Director will review the finding with the chair or hiring manager.

In the case of a promotion or transfer that is the result of an internal candidate's application, child abuse clearances will only be conducted if the current employee is moving into a position that will involve contact with minors on a regular basis.

6.1.2. Credential Verifications

Degree and credential verifications endeavor to confirm that the applicants possess the required degree and/or licenses (or other professional credentials).

On Whom – Degree verifications of the highest degree earned are conducted on every applicant that has been selected for an initial interview, whether the initial interview is by phone or on campus. For positions requiring a valid driver's license, the final applicant is required to complete an *Application for Driving Privileges* form so that the University has access to information about the applicant's past driving record.

When - The degree verification and driver's license history check are initiated or ordered as soon as applicants are advised that they are scheduled for an initial interview, provided a signed application form is on file; or as soon as a signed application has been received in Human Resources Department.

By Whom - The degree verification and driver's license history check are conducted or ordered by the Human Resources Department. The chair of a committee may be responsible for verifying professional licenses.

Time Frame - These processes are usually completed within 48 to 72 hours from the date of inquiry, but may take up to two weeks.

Results – Once completed, the Human Resources Department will notify the search chair or hiring manager that verifications have been satisfactorily completed. In the event that there is a positive finding, the Human Resources Director will review the finding with the chair or hiring manager.

6.1.3. Reference Checks

Reference checking endeavors to verify the data presented on the resume and assertions made during the interview process, as well as to answer questions that may have surfaced during interviews. While criminal background checks result either in a finding of fact (a conviction) or in no finding, reference checks deal mostly with the opinion of the person providing the comments. Nevertheless, the information collected from a thorough referencing process may prove critical in selecting the best finalist for the vacancy.

On Whom - Conducting a thorough reference check can be time consuming. It can also expose applicants to awkward situations with their current employers. For these two reasons, it is recommended that calls are made only to references on finalists (including internal applicants).

When - Reference checks should be conducted after final interviews have concluded. This allows the referencing process to include questions about matters that may have arisen during the interviews.

Before named and unnamed references are contacted, the applicants should be informed. If an applicant makes any special request that would limit the ability of the University to conduct a thorough evaluation of references, the Director of Human Resources must be contacted.

By Whom - Reference checks may be made by a member of the search committee or the hiring manager. It is best if the same person conducts all the referencing. As stated above, this is a time consuming process, but trying to reduce the workload by dividing up the work weakens the process.

Who to Contact - Much is written about the futility of obtaining credible evaluations from named references. Yet, the practice of contacting three named references is still considered normal protocol.

Finalists should be asked to submit three professional references which should include a chair, dean, or supervisor. When finalists have submitted more than three names, only three of the named references should be contacted.

One reason for contacting named references is to ask them to provide names of other individuals who have a professional relationship with the finalists. These become the unnamed references. At least two unnamed references should be contacted.

How to Contact - The person who is providing the reference is truly doing the University a favor. With this in mind, it might be best to arrange a time in advance for the reference phone call. E-mail is one way to arrange for the time of the call, but e-mail is not recommended as a means to communicate with a reference about the substance of what he/she has to say.

In addition to setting a time, it may prove helpful to provide the reference with a copy of the position announcement. In some cases the reference may want to see a copy of the waiver that allows the University to conduct background checks. This can be faxed if necessary. Assure them of the confidentiality of the process and point out that in Pennsylvania, the comments from a reference are not available to the applicant.

What to Ask - Questions should focus on the applicant's credentials, experience, support of our mission etc. Questions about matters that amount to illegal discrimination, such as race, are never appropriate.

Initial questions to be asked may be regarding factual information and won't necessarily be open-ended; for example, a question about any years of service at a previous institution. Such questions are a good way to develop a rapport with the reference. After basic data has been verified, open ended questions should be used to get the opinion of the reference on pertinent topics.

See *Suggested Questions* in Appendix J.

Results - The information garnered through the reference process is to be summarized in writing and shared with the committee. A written synopsis of the report is to be included with the committee's report to the hiring authority. When there is no committee, the hiring manager will submit a written summary of the information for the hiring authority.

Notes produced through the referencing process are to be retained with the original applications for one year.

- Candidates hired: notes will be retained in the personnel record maintained in the Human Resources Department.
- Candidates not hired: notes will be retained with the original applications for one year in the Human Resources Department.

In the case of a promotion or transfer that is the result of an internal candidate's application, all references must be contacted.

If, for some reason, an appointment is not authorized or the background clearances and verification procedures are not satisfied, the applicant will be notified by the Human Resources Department that a formal offer will not be made.

The only exception to this section is a physical examination which, when required, will be scheduled by the Human Resources Department to occur after the formal offer of employment.

6.2. Discussions With Finalists Regarding Position and Compensation

In order to determine the finalist's willingness to accept an offer of employment, an informal conversation will be initiated by the respective hiring authority (Section 4.1.1) or that person's designee. This is not the formal offer of employment. It is simply a conversation to reach a clear understanding of the finalist's awareness of the position's duties and the corresponding salary and benefits.

In the event that the finalist is an internal candidate, the hiring manager must coordinate a start date with the internal candidate's current supervisor. If a mutually agreed upon start date cannot be determined, the Director of Human Resources must be consulted.

6.3. Formal Offer of Employment

After the preceding steps have been taken, the *Appointment or Change of Status* form must be completed. The finalist's resume and/or job application must be attached to this form in order to obtain authorizations for a new hire, promotion or transfer.

All authorizations as described below must be secured before formal action can be taken and before a start date or a change date can be announced.

- Hiring Manager
- Dean / Director
- Budget Director
- President's Staff Member
- Vice President for Finance and Administration
President (not required for temporary employees, special projects or graduate assistants)
- Human Resources Verification / Payroll Verification

Once the *Appointment or Change of Status* form has received all appropriate authorizations, the respective search chair or hiring manager will be notified by the Human Resources Department. The hiring authority, or that person's designee, will notify the finalist that his or her selection has been approved and discuss his/her orientation to the University.

If an internal candidate is offered a position, the timing of the promotion or transfer to the new position will be coordinated through the Human Resources Department.

6.4. The Written Offer of Employment

For faculty and administrators, a written letter of appointment and/or appointment notice will be prepared by the Human Resources Department for the respective President Staff member's signature.

For staff, the offer of employment will be sent by the Human Resources Department, stipulating the hourly rate and work schedule.

6.5. Rejections

Once the finalist has accepted the offer of employment, all other candidates that were interviewed will receive a form letter from the Human Resources Department advising them of the outcome of the search.

7. SEARCH CLOSURE AND RECORD RETENTION

It is the responsibility of the search chair or hiring manager to collect and return all resumes and search materials in good order to the Human Resources Department immediately following the conclusion of the search. Records will be confidentially retained in the Human Resources Department for one year from the conclusion of the search after which they will be destroyed.

8. TIMELINE OF A SEARCH

The search chair and committee or hiring manager should develop a timeline that will be used as a guide for completing the search process. The table below outlines steps that should be taken into consideration in developing this timeline.

There will be some overlap among these steps. For example, the *Position Requisition Form* may be moving through the approval process at the same time that the chair or hiring manager is being selected; or campus visits may commence before the last phone interview has been completed.

Action	Action Performed By	Estimated Time Frame
Position Requisition Form	Initiated at the department level and approved by all authorized personnel	Up to 5 business days
Appoint a search chair or hiring manager	Hiring authority as described in Sections 4.1 or 5.1	2 business days
Form the search committee	Hiring authority with input from the chair	5-7 business days
Develop a position statement	Search committee	4-5 business days
HR training for committee or hiring manager regarding process and policies	HR	1 hour during first or second committee meeting
Placement of advertisements and website postings	HR	8-30+ business days based on HR's receipt of the Position Requisition Form and vendors' publication cycles
Receipt, recording, and acknowledgement of credentials	HR	Within one week of receipt of credentials; ongoing
Initial screening of applicants' credentials	Search committee or hiring manager	Based on volume of responses
Determine short list of applicants to be contacted	Search committee or hiring manager	Based on volume of responses
Contact short list of applicants to assess their continued interest	Chair or hiring manager with assistance from HR	Based on volume of responses
Schedule phone interviews and request completion of authorization form	Chair or hiring manager with assistance from HR	Based on number selected for phone interviews
Criminal Background Clearance (conducted only on short list applicants)	HR	Up to 10 business days from date of request
Child Abuse Registry Clearance (conducted only on short list applicants for positions that interact with minors on a regular basis)	Completed by the applicant	Up to 10 business days from date of request
Verification of degrees and other credentials as necessary (conducted only on short list applicants)	HR	Up to 10 business days from date of request
Faculty applicants submit official transcript and references (as requested)	Applicants selected for phone interview directed by the chair	7 business days from date of request

in the advertisement)	to provide official transcript and 3 professional references	
Administrative applicants submit references.	Applicants selected for phone interviews are directed by the hiring manager to provide 3 professional references.	1-4 business days
Phone interviews	Search chair or hiring manager	Based on number of applicants being considered
Assessment of applicants	Search chair or hiring manager	Based on number of applicants being considered
Campus interview schedule developed	Search chair or hiring manager	Up to 3 business days to make all arrangements
Campus interviews	Search committee or hiring manager	Based on volume of interviews and level of search
Assessment of applicants	Search committee or hiring manager	Based on number of applicants being considered
Conducting personal and professional reference checks	Search chair or hiring manager	Based on volume of interviews per finalist
Informal verbal offer to faculty or administrators	Hiring authority as described in Section 4.1	1-2 business days
Informal verbal offer to staff	Hiring manager as defined in Section 5.1	
Approvals secured on the Appointment or Change of Status form	Search chair or hiring manager with assistance of HR	3-5 business days
Written offer of appointment to faculty or administrator	Respective President's Staff member with assistance of HR	1-2 business days
Written offer of employment to staff	HR	1-2 business days
Commence Employment	Date established by hiring authority; if new hire is an internal candidate, the start date must be coordinated through HR	

9. CONDUCTING INTERVIEWS

(Excerpts in the section entitled "Conducting Interviews Legally" and the chart entitled "Basic Interview Guidelines Under Federal Law" are taken from UE Quick Tips, Issue 1, © 2003 by United Educators (UE). All rights are reserved and this information has been reprinted with permission from UE.)

The information in this section provides a concise overview on interviewing and addresses special concerns in the recruiting and hiring of faculty and administrators. The chart below summarizes basic interview guidelines permissible under federal law.

The interview process should be used to explore the talents that diverse individuals have to offer. Special attention must be given to the approach taken with regard to the following areas.

9.1. Disabilities

As a general rule, employers may not ask questions during job interviews that are likely to elicit information about a disability. It is best to begin with a job description that includes the essential functions of the position. Interview questions should focus on how a candidate would perform the job rather than whether the person has a disability. After an employer makes a job offer, it can ask more specific questions about a disability. However, the scope of questioning during the interview process is strictly limited, as these examples illustrate.

9.1.1. Don't Ask

- What is the nature of your disability and what limitations does it place on you? (if the disability is obvious)
- Do you have a disability? (if no disability is obvious)
- Do you need a reasonable accommodation to perform this job?
- Have you ever been injured on the job?
- Have you ever filed a workers' compensation claim?
- What medications are you currently taking?
- Have you ever been addicted to drugs or treated for drug addiction?

9.1.1. Okay to Ask

- How would you go about performing this job?
- Will you be able to perform all of the job assignments for this position in a safe manner?
- Can you meet the attendance requirements of this job?
- Do you have all of the licenses and certifications required for this job?
- Have you ever used illegal drugs?

9.2. Personal and Family Matters

Because of a long history of discrimination against women in the workplace, Congress passed numerous laws that prohibit questions about sex, family status, or pregnancy during the interviewing process. Interviewers should not limit specific questions to male or female candidates only. For example, it is permissible to ask candidates if they are willing to travel for work, but it is illegal to put that question to female applicants only.

9.2.1. Don't Ask

- Are you married?
- How many children do you have?
- What is your child-care arrangement?
- Are you planning to start a family in the near future?
- Do you have a spouse who would need relocation assistance if you are offered this job?

9.2.1. Okay to Ask

- Do you anticipate any absences from work on a regular basis?
- Have you ever used a different last name?
- Do you have any responsibilities or commitments that will prevent you from meeting specified work schedules?

9.3. Age

While it is legitimate for an employer to consider job candidates' experience, the employer may not consider age unless there is a legal minimum, such as a position serving alcohol. Legal maximum ages, such as the one for commercial airline pilots, are very rare and seldom apply to educational institutions. In addition, be careful not to make stray comments in an interview such as "we are looking for new blood," which may suggest age bias.

9.3.1. Don't Ask

- What is your date of birth?
- What year did you graduate from high school or college?
- At what age do you plan to retire?

9.3.2. Okay to Ask

- If you were offered this position, could you establish that you meet the legal age minimum?
- How long do you intend to stay in the position you are seeking?

9.4. National Origin and Citizenship

An institution may not discriminate in hiring on the basis of national origin. However, it may ask whether a candidate is legally eligible to work in the United States. If English is not an applicant’s first language, the institution may consider whether the individual speaks, understands, and reads English well enough to perform the position’s essential functions.

9.4.1. Don’t Ask

- Where were you born?
- What is the origin of your last name?
- What is your native language?
- Are you a U.S. citizen?

9.4.2. Okay to Ask

- If offered this position, could you provide verification of your right to work in the United States?
- Do you speak languages other than English that might be helpful in performing this job?

9.5. Tips for Interviewing Faculty and Administrators

- Many faculty and administrators are hired on fixed-term contracts renewable at the end of the academic year. Be careful not to make representations that a candidate could reasonably construe either as a promise that the contract will automatically be renewed or that the term of employment will be different from what is stated in the written contract.
- Avoid stereotypes about what kind of candidate is needed to fill a faculty or administrative position. For example, it is illegal to assume that a man could not coach a female athletic team or that a Spanish teacher needs to be of Spanish or Latino descent. Stick to questions based on the individual’s ability to perform the job.
- In filling regular faculty positions, do not dismiss the qualifications of your own adjuncts and visiting faculty. Declining to give serious consideration to their candidacies can lead to problems. They may argue that the individual ultimately selected had less teaching experience or weaker qualifications. If differences such as gender, race, age, or disability exist, the unsuccessful adjunct or visitor may claim discrimination.

Contact the Director of Human Resources with any questions you might have with regard to the interview process.

9.6. Basic Interview Guidelines Under Federal Law

ITEM	AVOID	PERMISSIBLE
AGE	Age, birth certificate, date of high school or college graduation.	Whether candidate meets minimum or maximum age requirement that is a bona fide occupational qualification.
ALCOHOL OR DRUG USE	Whether candidate is an alcoholic or has been addicted to drugs in the past.	Whether candidate currently uses illegal drugs or has used illegal drugs in the past.
ARREST RECORD	Inquiries about arrests.	None (may have a disparate impact on certain minority groups).

CITIZENSHIP	Whether candidate is a U.S. citizen.	Whether candidate is legally eligible to work in the U.S.
CONVICTION RECORD	Inquiries relating to convictions that are not relevant to the job being applied for.	Convictions that reasonably relate to performing the job in question. Consider the nature and number of convictions, facts surrounding each offense, and length of time since the last conviction.
DISABILITIES	Questions designed to elicit information about a disability.	How candidate would perform the job and whether the candidate could perform the job with or without accommodation.
HEIGHT OR WEIGHT REQUIREMENTS	Height or weight requirements not related to job.	Height or weight requirements necessary for the job.
MARITAL AND FAMILY STATUS	Questions about marital status, childcare, number of children, or pregnancy.	Questions about whether candidate can meet work schedule. Ask all questions to candidates of both sexes.
NAME	Inquiries about national origin, ancestry, or prior marital status.	Whether candidate has ever worked under a different name.
NATIONAL ORIGIN	Lineage, ancestry, descent, native language, birthplace, and national origin of spouse or parents.	Whether candidate is legally eligible to work in the U.S. and can communicate well enough to perform the job's essential functions.
RACE OR COLOR	Complexion or color of skin.	None.
RELIGION	Religious preference or affiliation, except at religiously affiliated institutions when hiring faculty or ministerial positions that further the institution's religious mission.	Whether candidate can meet the work schedule with reasonable accommodation, if necessary.
SEX	Candidate's sex, where sex is not a bona fide occupational qualification.	Candidate's sex, where it is a bona fide occupational qualification, such as actor, actress, or locker room attendant.

10. TRAVEL ARRANGEMENTS, EXPENSE REIMBURSEMENT, AND RELOCATION EXPENSES

Receipts for travel and/or recruitment expenses incurred by the search committee or the candidate must be itemized on a *Travel Expense Report* form and forwarded to the Human Resources Department for reimbursement. Original receipts showing the actual items purchased, not just a transaction total or a credit card statement, must be included. When dining expenses are incurred for more than one person, a listing of all diners should be provided. Evidence is required for travel exceeding 50 miles one-way (e.g. Mapquest documentation or similar mapping product).

These expenses are charged to the recruitment budget and copies are kept with the recruitment files for one year after the conclusion of the search. All expenses incurred should be kept to a minimum and must comply with University guidelines.

10.1. Travel

The search chair or hiring manager will inform the candidate of travel arrangement guidelines. The candidate is responsible for booking all travel arrangements and submitting receipts for reimbursement using the *Travel Expense Report* form.

10.2. Lodging

Overnight accommodations are made by the Human Resources Department for those candidates offered lodging during a Gannon interview; spouses and dependents are not included. Reservations are secured at local hotels that provide Gannon with corporate rates. A purchase order will be issued by the Human Resources Department for lodging arrangements which includes a per day amount for miscellaneous room service charges.

The following information must be provided to the Human Resources Department by the search committee or hiring manager in order to secure appropriate reservations: title of the vacancy position, candidate's name, arrival date, departure date, and any food restrictions. The Human Resources Department will e-mail a reservation confirmation to the search chair or hiring manager.

10.3. Reservation Cancellation

In the event that a reservation must be cancelled, it is the responsibility of the search chair or hiring manager to contact the Human Resources Department as soon as possible.

10.4. Meals

Unless otherwise agreed to, the search chair or hiring manager will make arrangements for meals through the campus dining services, securing a location and setup for the meal arrangements. The Human Resources Department should be notified with the names of attendees and all associated costs so that a purchase order may be issued. Only members of the search committee or department are eligible to participate in meals; meal expenses for a spouse who is not a Gannon colleague are not considered a reimbursable expense.

Receipts for any out-of-pocket meal expenses incurred by a member of the search committee must be itemized and submitted on a *Travel Expense Report* form to the Human Resources Department for processing and reimbursement. A listing of all diners should be provided and original receipts are required that show the actual items purchased, not just a transaction total.

Receipts for any out-of-pocket expenses incurred by the applicant for meals must be itemized and submitted on a *Travel Expense Report* form to the Human Resources Department for processing and reimbursement.

11. PROMOTION AND TRANSFERS OF CURRENT EMPLOYEES

A promotion is defined as an increase in duties and responsibilities accompanied by a change in grade and increase in salary.

Promotions occur under two different sets of conditions:

- A colleague is selected to fill a vacancy or newly created position. The promotion creates a subsequent vacancy that requires action to fill that vacancy.
- Distinctly new duties (not more of the same) and responsibilities are added to an existing position. The incumbent is expected to take on the new duties and responsibilities. Since there is an incumbent, this does not involve a posted vacancy. This type of promotion is sometimes referred to as an "in-chair" promotion.

A transfer may be lateral or downward. A lateral transfer occurs when a staff member is assigned to a position with a similar level of responsibility with no change in pay. A downward transfer occurs when a staff member is assigned to a position at a lesser level or responsibility normally accompanied by a reduction in salary. A transfer does not affect seniority within the University; however, it will affect seniority within a departmental seniority.

11.1. Timing and Approval of Promotions and Transfers

When a decision is made to promote or transfer a colleague into a vacant position, that decision must be reviewed by the vice president of the respective division.

The promotion or transfer should occur as soon as it is practical. In situations when an employee from one department is promoted or transferred to a vacancy in another department, the department directors must work together to determine the timing of the promotion or transfer.

Promotions that are "in-chair" promotions should be implemented in the first month of the new fiscal year. "In-chair" promotions will require supporting documentation; recommendations must be submitted by March 1st. The supporting documentation will be reviewed by members of the President's Staff and the Director of

Human Resources; then forwarded to the President for approval.

11.2. Salary Increases

A salary increase that accompanies a promotion to fill a vacancy will be funded from the salary in the budget when the position was vacated or initially approved. The salary increase should be five percent, but in no event should the new salary be less than the minimum for the new salary grade. Any exception to this paragraph must be approved by the divisional vice president.

A salary increase that accompanies an "in-chair" promotion will be funded from the pool of dollars set aside for such promotions as part of the annual compensation plan. The salary increase should be awarded before any merit increase is awarded. It should be five percent but in no event should the new salary be less than the minimum for the new salary grade.

11.3. Datatel Security Access Update

When the Human Resources Department receives an Appointment or Change of Status Form indicating that a Gannon colleague has been promoted or transferred within the University, the Human Resources Department will take the following action:

- Direct the Information Technology Services Department to terminate the colleague's Datatel access based on the former position effective the colleague's last day in that position.
- Notify the colleague's new director/chair or hiring manager of the following:
 - The date that the colleague's Datatel access is being terminated for the colleague's former position.
 - Request completion of a Datatel security form stipulating the Datatel access associated with the position the colleague is assuming. Once completed, the form is to be forwarded to the Information Technology Services Department for processing.

12. MISCELLANEOUS APPOINTMENTS

12.1. Adjunct Faculty Appointments

Adjunct faculty may be appointed by a program director or a department chair and are approved by the dean of the college.

Formal appointment of an adjunct faculty is initiated on an *Appointment or Change of Status* form. The appointment will not specify compensation. The Provost, Vice President for Finance and Administration, and the President do not need to approve this appointment. The dean's office will finalize the appointment when providing confirmation letters to all adjunct faculty to be employed for the semester. The confirmation letter specifies the course(s) to be taught and the pay.

The dean's office will follow-up with an *Adjunct Pay Request Form* that is approved by the Budget Office the sent to the Human Resources Department.

Note the following:

- Prior to the beginning of each semester, the Human Resources Department provides the deans with a schedule for processing the pay requests and indicates pay dates. Also provided are two sets of labels for the immediate past year's adjunct employees. One set of labels will have home addresses for the confirmation letter mailing; the second set of labels is for the *Adjunct Pay Request Forms*.
- Newly hired adjunct faculty, or individuals who have not worked for Gannon in the past three years, must visit the Human Resources Department no later than their first class day to complete an *I-9, Employment Eligibility Verification* form as well as other new hire paperwork.
- The Pay Request form must stipulate the courses and course dates. Payment is issued according to the course dates.

- Adjuncts that have paid the Erie City Emergency Municipal Services Tax through another employer should be instructed to provide the Payroll Office with proof no later than one week prior to the first payment to avoid a second withholding.

12.2. Graduate Assistants and Teaching Assistants

All graduate students employed by the University are not considered Graduate Assistants. Those paid that are not receiving a scholarship and are not enrolled in a program related learning experience are considered student employees and are not holding a Graduate Assistant or Teaching Assistant position.

The following requirements protect the integrity of the program.

- The Graduate Assistant program is to provide a work experience in the student's field of study. The student's field of study/discipline must relate to the assistantship position/experience.
- The student must be enrolled full-time in their program; an exception may be granted if in the final semester of studies.
- Appointments may be for the Academic Year (normally mid-August through mid-August) or for the Academic Year with inclusion of a summer semester.
- Appointments are for one year; renewable for the second year. In some cases when mutually agreeable, the appointment may be extended for a third year (e.g., in a 48 or more credit program such as Counseling Psychology).
- Eighteen-to-24 graduate credits per academic year and semester "University fees" are granted. The student is normally given half the credits to complete his/her master's program during the Calendar Year of the fall semester through the summer semester, regardless of the appointment period. If you wish to fund a student in a special, high-rate program, additional budget funds will need to be identified. Note that when an award is made, the student may not use all credits. To move them to another Academic Year requires permission from the Dean of Graduate Studies and the Budget Director. Any unused credits are not owed to the student.
- Allowed work is 800 hours with a 20-hour per week maximum. The hours may be worked in fall and spring semester, or spread through the calendar year. Note that these positions are hourly and classified as non-exempt under the Fair Labor Standards Act (FLSA). Although paid as a salary, assistants are required to keep weekly records of hours worked. The University has established set rates of pay for first-year and second-year Graduate Assistants. The Budget Director, the Dean of Graduate Studies, and Human Resources review the rates of pay each year.
- A position may exceed the 800 hours if additional funding is provided at the same or greater hourly rate. The hours may be exceeded by extending the number of weeks worked, such as in the summer, but may only exceed 20 hours per week while the course load is reduced and with permission from the Dean of Graduate Studies, who must safeguard the success of the student's studies.
- A full year work position (50 weeks) is possible with the approval of the Dean of Graduate Studies and the Provost. The position would allow 1,000 hours of work at 20 hours per week. The rate of pay is set each year.

To gain approval for a new position, a Human Resources *Position Requisition Form* must be submitted. The Provost must approve requisitions for new positions. In planning for a new position, the budget must include the cost of tuition for the normal credit load (normally one-half the credits to complete a two-year program) plus the per-semester University fee (times three). In some positions you may also need to include the cost of student health insurance. Resident positions must include room and board costs as well. The Budget Office can assist in identifying funds.

To make an appointment to an established position, complete and submit an *Appointment or Change of Status* form. Appointments to positions require approvals by the Dean, the Dean of Graduate Studies, and the Budget Office. The Human Resources Department is available to assist with placing advertisements for candidates; however, the Human Resources Department does not maintain record of incoming applications or search

materials.

For continuation of an appointment into a second or third year, or for the termination of an appointment, submit a memo or e-mail to the Human Resources Department.

In the unusual event that a position is to be split between two students, it will require special approval by the Dean of Graduate Studies. Splitting the position lessens the experience and may not qualify the student in a graduate or teaching assistantship status. Breaking up positions, especially beyond one-half, is not using the funding as it was approved to establish the graduate assistantship. In a situation where a student only receives a tuition scholarship (and no pay) for required services, the tuition scholarship becomes classified as compensation and is then taxable.

12.3. Student “Special Project” Employment

Student employment is typically processed through the Financial Aid Office using the federal/state work-study program. Students hired through grant funding or department budgets rather than work-study funding are considered Special Project hires. Students are to be currently enrolled at a full-time status; in the case of summer employment enrolled for the fall semester.

During the fall and spring semesters, undergraduate students may hold up to two campus jobs for a combined total of 20 hours per week and must have the approval of each supervisor. During the summer, students may work 35 hours per week. A *Student Dual Job Approval* form is available for obtaining approvals.

Special Project hires are initiated on the *Special Project Student Personnel/Payroll Notice* form available in the Human Resources Department. The hiring manager sets the hourly rate of pay; however, it is recommended that the rate be at the federal minimum to be consistent with the work-study program. In some cases a higher rate of pay may be warranted when special skills are required. In this situation, the Human Resources Department must be consulted to determine an appropriate rate of pay.

If grant funds are being used, the *Special Project Student Personnel/Payroll Notice* form must be approved by the Finance Office Grants Accountant. If University funds are being used, the form must be approved by the Budget Director. It is then sent to the Human Resources Department where the student’s current academic status and employment status are checked.

13. TEMPORARY APPOINTMENTS

The need to hire someone to provide temporary support usually occurs for one of two reasons: a special project is planned or a colleague is on an approved leave. Below are recommended steps to follow when temporary needs occurs:

- The hiring manager and the Human Resources Department discuss the need for the temporary assignment, the type of skills and job duties, the work schedule and the pay.
 - If a temporary worker is to be hired through an agency, the Human Resources Department will contact the agency to secure a bill rate for the assignment and begin the process of securing a temporary worker(s) for the assignment. The agency will complete a criminal background search on each temporary worker prior to placement.
 - If the temporary worker being hired is to be placed on Gannon’s payroll, the temporary worker must complete the *Authorization to Conduct Referencing and to Verify Personal and Professional Information* and appropriate new hire paperwork. The Human Resources Department will conduct associated background clearances and screenings.
- The hiring manager initiates a *Position Requisition Form*. The following information must be completed on the form in order to initiate the assignment:
 - Type of Opening - either Temporary (if being employed on Gannon’s payroll) or Agency Temp (if being employed through an agency)
 - Beginning and ending dates of the temporary assignment

- Budget – GL Salary
- Position Description Summary - justification for the assignment including the bill rate for the assignment
- Authorizations required: Hiring Manager, Director of Budget, Vice President for Finance and Administration, and President's Staff member
- If the need for temporary coverage occurs suddenly, the Director of Human Resources may authorize immediate employment of the temporary assignment, while remaining authorizations are secured. If full authorization is not secured, the temporary assignment will be terminated immediately.
- Once the Human Resources Department receives the approved *Position Requisition Form*, the Human Resources Department will finalize placement of the temp. The Human Resources Department will maintain contact with the hiring manager and/or the agency.
- Note: Temporary assignments for the Athletics Department are coordinated directly by the Athletics Department and not through the Human Resources Department.

APPENDIX A – POSITION REQUISITION FORM



POSITION REQUISITION FORM

- Use this form to initiate the recruitment process and secure approval to fill a vacant position.
- Complete all information except shaded areas, which are for HR use only.
- Attach a Position Description and forward for appropriate authorizations.

Type of Opening <input type="checkbox"/> New Position <input type="checkbox"/> Transfer <input type="checkbox"/> Temporary <input type="checkbox"/> Replacement <input type="checkbox"/> Restructure <input type="checkbox"/> Agency Temp		Position Title _____	
Department _____		Division _____	
Budgeted Salary \$ _____ /yr \$ _____ /hr	Salary Grade _____ Min \$ _____ Mid \$ _____ Max \$ _____	Salary GL # _____ % # _____ % # _____ % # _____ %	
Estimated Relocation Expenses \$ _____			
Position Classification			
Classification <input type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt	Tenure Status <input type="checkbox"/> Tenured <input type="checkbox"/> Tenure-Track <input type="checkbox"/> Notice Appointment <input type="checkbox"/> Temporary	<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time <input type="checkbox"/> Temporary Dates: From _____ To _____	Estimated Expenses Advertising \$ _____ Other \$ _____ \$ _____
Work Schedule <input type="checkbox"/> Monday – Friday <input type="checkbox"/> Sunday – Thursday <input type="checkbox"/> Other _____	Shift <input type="checkbox"/> 1 st Shift <input type="checkbox"/> 2 nd Shift <input type="checkbox"/> 3 rd Shift <input type="checkbox"/> Other: _____	<input type="checkbox"/> 12 Month <input type="checkbox"/> 10 Month <input type="checkbox"/> 9 Month <input type="checkbox"/> _____	Hours Per Week <input type="checkbox"/> 40 <input type="checkbox"/> 30 <input type="checkbox"/> 8 <input type="checkbox"/> 37.5 <input type="checkbox"/> 20 <input type="checkbox"/> 32 <input type="checkbox"/> 16 <input type="checkbox"/> Other
Required Qualifications / Experience / Clearance Requirement (check all that apply)			
<input type="checkbox"/> High School / GED <input type="checkbox"/> Trade School <input type="checkbox"/> Associate Degree	<input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Master's Degree <input type="checkbox"/> Doctorate Degree	<input type="checkbox"/> 1-2 Years' Experience <input type="checkbox"/> 3-5 Years' Experience <input type="checkbox"/> ___ Years' Experience	<input type="checkbox"/> Valid Driver's License <input type="checkbox"/> Child Abuse Registry <input type="checkbox"/> Other _____
Advertising <input type="checkbox"/> Campus-Wide Search Only <input type="checkbox"/> External Concurrent w/ Campus Search		Application/Resume Distribution Where applications, resumes, and/or credentials are to be sent:	
Budget Comments _____ _____ _____			
Authorizations: Please sign and forward for appropriate authorizations			
Original/Hiring Manager _____			Date _____
Dean / Director _____			Date _____
Budget Director _____			Date _____
President's Staff Member _____			Date _____
Vice President for Finance and Administration _____			Date _____
President _____			Date _____
This section for HR use only.			
Classification No. _____	Incumbent _____	New Hire/Replacement _____	Date of Hire _____
			<input type="checkbox"/> Internal Hire <input type="checkbox"/> External Hire

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The purpose of a *Position Requisition Form* is to secure approval to fill a vacancy and to initiate the recruitment process. Each section of this form should be completed as it relates to the respective vacancy. A position description must be attached to the *Position Requisition Form* for every opening except a temporary vacancy.

NOTE: Advertising and interviewing will not commence before authorizations as described below are secured and the *Position Requisition Form* is received in the Human Resources Department (HR).

Required Data – Following is a brief description of the information necessary to complete the *Position Requisition Form*.

Type of Opening:

- New Position - A vacancy created due to a newly budgeted position
- Replacement – A vacancy created due to the promotion or transfer of an incumbent or an incumbent's separation from employment
- Temporary – A vacancy with a specific end date intended to fill a temporary need

Position Title: The name of the respective position

Department: The name of the respective department

Division: The name of the respective division

Budgeted Salary: The annualized salary or hourly wage budgeted for the respective position

Salary Grade: The grade associated with the respective position; if not known, contact HR. Salary grades do not apply to faculty vacancies

Salary GL: The budget code associated with the respective position. If the position is funded from multiple sources, each budget code and percentage distribution must be listed

Estimated Relocation Expenses: The dollar amount of applicable relocation expenses.

Position Classification: Check the appropriate box/es that apply to the respective position.

- Exempt (annualized salary) or Non-exempt (hourly wage)
- Employment Status (full-time, part-time, or dates of temporary or agency temp employment)
- Tenure Status (for faculty vacancy only)
- Work Schedule (days scheduled to work)
- Shift Schedule (non-exempt shift schedule)
- 12-month/10-month/9-month
- Hours Per Week
- Required Qualifications / Experience (check the appropriate box/es that apply to the position)

Advertising: Whether the search will be conducted as a campus search only or a campus search concurrent with external advertising

Application/Resumes Distribution: To whom and where the applications, resumes, and/or credentials are to be sent

Budget Comments: This section is reserved for comments by the Budget Office

Authorizations: Appropriate authorizations are required prior to securing recruitment advertisements and should be secured in the order listed below:

- Originator / Hiring Manager
- Dean / Director
- Director of Budget
- VP Finance & Administration
- President's Staff Member
- President (not required for temporary employees, special projects or graduate assistants)

Once all authorizations have been obtained, the *Position Requisition Form* is routed to HR. HR will contact the originator to coordinate advertising and discuss other search-related matters.

APPENDIX B – AUTHORIZATION FORM

**AUTHORIZATION TO CONDUCT REFERENCING
AND TO VERIFY PERSONAL
AND PROFESSIONAL INFORMATION**

NAME _____

POSITION APPLIED FOR _____

DATE _____



The Mission of Gannon University

Gannon is a Catholic, Diocesan, student-centered University, which provides for the holistic development of undergraduate and graduate students in the Judeo-Christian tradition. As such, it offers each student outstanding teaching and a value-centered education in both liberal arts and professional specializations, in order to prepare students for leadership roles in their careers, society and church. The University faculty and staff are committed to excellence and continuous improvement in teaching, learning, scholarship, research and service. The University's environment is to be one of inclusiveness and cultural diversity.

Complete In Person:

Gannon University
Human Resources Department
Student Services Building
111 West 5th Street

OR

Mail or Fax To:

Gannon University
109 University Square
Erie, PA 16541-0001
Fax: (814) 871-7514

AUTHORIZATION TO VERIFY INFORMATION PERSONAL AND PROFESSIONAL INFORMATION

The following information is being requested in order for Gannon University to verify credentials and complete applicable reference and background checks. Gannon University is an Equal Opportunity Employer that encourages diversity and invites women and members of underrepresented groups to apply. You are not required to give any information on this form that is prohibited by applicable laws. Applicants may request reasonable business accommodation to participate in the application process.

PERSONAL DATA							
Last Name		First Name		MI	Date of Birth	Social Security No.	
Address					Home Phone ()		
City			State	Zip Code		Work Phone ()	
Current Position Held				May Gannon contact your current employer? <input type="checkbox"/> Yes <input type="checkbox"/> No		Email Address	
Post Secondary Education <input type="checkbox"/> Incomplete Bachelors <input type="checkbox"/> Bachelors <input type="checkbox"/> Masters <input type="checkbox"/> Ph.D. <input type="checkbox"/> Other _____			Institution (highest completed degree)			Verifications (HR Dept Use Only) <input type="checkbox"/> Degree or Enrollment Verified <input type="checkbox"/> Professional License Verified <input type="checkbox"/> Criminal Background Clearance <input type="checkbox"/> Child Abuse Registry Clearance <input type="checkbox"/> Driving History Clearance <input type="checkbox"/> Transcript Required	
			Campus Location		State		
Current Driver's License No.		State	Date Degree Granted				
Professional License No. & Type		State	Professional License No. & Type		State	Professional License No. & Type	
Have you ever been convicted of or pled no contest to a misdemeanor or felony? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain the nature of the offense, date, court, and description:							
A conviction may not necessarily disqualify you from employment; felony or misdemeanor convictions may be considered only to the extent to which they relate to your suitability for employment in the position for which you have applied.							
Please list any other names by which you have been known:							
Previous addresses during the past seven years:							

Disclosure Statement

I hereby certify that the foregoing statements and the information reflected in my resume are true and correct to the best of my knowledge and belief. I understand that any false statements made orally or in writing may be considered sufficient cause for rejection of this application or for dismissal, if such false information is discovered subsequent to my employment.

I authorize the employers, school or persons named in my resume to give any information regarding my previous employment, professional abilities, character, general reputation and personal characteristics. I hereby release said employers, schools or persons from all liability for any damages caused by the release of this information. I hereby authorize and grant Gannon University, or an agency retained by the University, permission to verify such information, and to further investigate work references, personal references, conviction records and credit history.

I understand that if I am offered a position of employment at Gannon University that the offer is contingent upon successful completion of any pre-employment screening procedures. I also understand that if hired, I will be required to provide verification of eligibility to work in the United States as a condition of employment.

Applicant's Signature

Date

- Completed by an applicant for a faculty, administrative, or staff vacancy when the applicant is submitting a resume.

APPENDIX C – APPOINTMENT OR CHANGE OF STATUS



APPOINTMENT -OR- CHANGE OF STATUS

- New Hire
- Change
- Additional Appointment
- Seasonal Re-Hire

- Gray shaded sections necessary for new hires only. (Complete information as available.)
- For New Hire: Use this form after the interview process has been completed and a formal offer is to be extended based on the details reported below. Please attach resume, references, transcripts, and other applicable documents.
- For Current Employee: Use this form to initiate a change in the current status or add an additional appointment.

Position		Employee Name		
Department		Campus Phone	Campus Location	
Division		Gannon ID	Home Phone	
Start/Change Date	End Date (if temporary)	Home Address		
Budget/GL#	Percent			
_____ %	_____ %			
		Comments		
Compensation		Reference Check: <input type="checkbox"/> Requested <input type="checkbox"/> On File <input type="checkbox"/> By Phone <input type="checkbox"/> By Mail <input type="checkbox"/> In Person		
Salary Grade _____		No. Contacted _____ Contacted By _____		
<input type="checkbox"/> Non-Exempt	Hourly Rate _____	Highest Educational Degree _____ Year _____ Institution _____		
<input type="checkbox"/> Exempt	Annualized Salary _____	Certified by Dean's Office: Terminal Degree? <input type="checkbox"/> Yes <input type="checkbox"/> No		
		Verified by Human Resources Representative: <input type="checkbox"/> Degree Verified OR <input type="checkbox"/> Enrollment Verified <input type="checkbox"/> Child Abuse Clearance <input type="checkbox"/> Criminal Background Check <input type="checkbox"/> Driving History Clearance <input type="checkbox"/> Transcript on File		
Classification <input type="checkbox"/> Executive <input type="checkbox"/> Managerial <input type="checkbox"/> Professional <input type="checkbox"/> Professional Technician <input type="checkbox"/> Support, Office <input type="checkbox"/> Support, Service <input type="checkbox"/> Support, Craft <input type="checkbox"/> Graduate Assistant <input type="checkbox"/> Teaching <input type="checkbox"/> Administrative/Research <input type="checkbox"/> Faculty Faculty Rank: <input type="checkbox"/> Professor <input type="checkbox"/> Assoc. Professor <input type="checkbox"/> Asst. Professor <input type="checkbox"/> Instructor <input type="checkbox"/> Lecturer (Adjunct)	New Status <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Adjunct Status Changed From <input type="checkbox"/> Part-time to Full-time <input type="checkbox"/> Full-time to Part-time Note If: <input type="checkbox"/> Transfer <input type="checkbox"/> Promotion <input type="checkbox"/> Reclassification <input type="checkbox"/> Other	Annual Term <input type="checkbox"/> 12 month <input type="checkbox"/> 10 month <input type="checkbox"/> 9 month <input type="checkbox"/> 4 month <input type="checkbox"/> Other _____ Hours/Week <input type="checkbox"/> 40 <input type="checkbox"/> 20 <input type="checkbox"/> 37.5 <input type="checkbox"/> 16 <input type="checkbox"/> 32 <input type="checkbox"/> 8 <input type="checkbox"/> 30 _____ (Former Hours _____)	Tenure <input type="checkbox"/> Tenured <input type="checkbox"/> Notice Appointment <input type="checkbox"/> Tenure-Track* <input type="checkbox"/> Temporary Appmt. *No. yrs. service credited toward tenure _____ *May apply for tenure after _____ *Must apply for tenure by _____	
			Other Expenses	
			Moving _____ Housing _____ Board _____ Tuition _____	
Comments				
AUTHORIZATIONS: Please sign and forward for appropriate authorizations				
Hiring Manager:		Date		
Dean* / Director:		Date		
Budget Director:		Date		
President's Staff Member:		Date		
V.P. for Finance & Administration:		Date		
President:		Date		
Human Resources Verification:		Date	Payroll Verified:	

*For Graduate Assistants, Graduate Dean signs as well.

APPOINTMENT OR CHANGE OF STATUS

PURPOSE OF THE APPOINTMENT OR CHANGE OF STATUS FORM

The purpose of an *Appointment or Change of Status* form is two-fold: to secure appropriate authorization to hire an individual into a vacancy; or to secure appropriate authorization to change the status of a current employee (i.e. promotion; transfer).

OFFERS OF EMPLOYMENT

For the purpose of offers of employment each section of this form must be completed as it relates to a respective position or individual. NOTE: A resume and/or job application must be attached to the *Appointment or Change of Status* form in order to obtain authorizations for a new hire. All authorizations as described below must be secured before an employee is given a start date.

Appointment or Change of Status:

- Check the appropriate box as it applies to the action being taken (upper right hand corner)
- Position - Name of the respective position
- Employee Name - Name of the respective individual
- Department/Division - Names of the respective department and division
- Campus Phone/Location – Respective campus phone number and location of individual being hired
- Gannon ID – Necessary for the change of status of an active employee, not for the appointment of a new hire
- Home Phone/Address – Necessary for the appointment of a new hire, not for the change of status of an active employee
- Start/Change Date and/or End Date – Effective start date and end date (if applicable) of the appointment or change of status
- Budget/GL#/Percent – The budget code associated with the respective appointment or change of status. If the appointment or change of status is funded from multiple sources, each budget code and percentage must be listed.

Compensation:

- Salary Grade – Salary grade assigned to the position; if unknown, contact HR.
- Non-Exempt – Hourly rate assigned to the appointment or change of status
- Exempt – Annualized salary assigned to the appointment or change of status
- Annualized Salary – Salary assigned to the position (not a range). If greater than the amount approved in the original requisition, Dean or Hiring Manager must verify with the Associate Budget Director that funds are available. The Associate Budget Director will document any changes on the form.

Classification: Check the appropriate box as it applies to the respective appointment or change in status

Reference Check: Completed by the hiring manager respective to a new appointment

Highest Educational Degree: Completed by the hiring manager respective to a new appointment

Terminal Degree: Completed by the dean's office respective to a new faculty appointment

Degree Verification / Clearances: Completed by the Human Resources Department respective to a new appointment

New Status / Status Changed From / Note If: Check the appropriate boxes as they apply to the respective appointment or change in status

Annual Term: Check the appropriate box as it applies to the respective appointment or change in status

Hours/Week: Check the appropriate box as it applies to the respective appointment or change in status

Tenure: Check the appropriate box as it applies to the respective appointment or change in status

Authorizations:

- Hiring Manager
- Dean / Director
- Budget Director
- President's Staff Member
- VP Finance & Administration
- President (not required for temporary employees, special projects or graduate assistants)
- Human Resources Verification / Payroll Verified

APPENDIX D – AFFIRMATIVE ACTION LETTER AND QUESTIONNAIRE

Dear Applicant,

Thank you for submitting your credentials to Gannon University. Should you be selected for further consideration, you will be contacted regarding subsequent steps in the recruitment process.

Please be advised of the following:

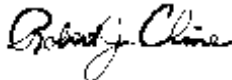
Three-Year Crime Statistics Report: Act 73 of Pennsylvania, "The College and University Security Information Act", requires institutions of higher education to provide prospective employees with information regarding crime statistics and security measures upon request. This report is available in our Human Resources Department or you can view our website at:

www.gannon.edu/depts/police&safety/crimestatistics.ihtml

Voluntary Affirmative Action Questionnaire: This questionnaire is used for statistical purposes in evaluating the recruitment process, the diversity of the applicant pool, and the affirmative action efforts of Gannon University. It does not affect the selection process. Completion of this questionnaire is entirely voluntary. Should you choose to submit this questionnaire, an envelope has been enclosed for your convenience in returning it to the Human Resources Department.

Thank you, once again, for your interest in Gannon.

Sincerely,



Robert J. Cline
Director of Human Resources

RJC:ccm

Enclosures

Voluntary Affirmative Action Questionnaire

We ask all candidates to complete this questionnaire. Submission is entirely voluntary and kept completely confidential. All questionnaires are kept separate from resumes/applications submitted to Gannon.

Information that you provide below is for statistical purposes only and will not affect the selection process for employment at Gannon University. By obtaining this information, we can better evaluate our recruitment process and affirmative action efforts.

Please print or type:

Position applied for: _____

Source from which you learned of this position:

Please specify the source

- Advertisement _____
- List Serve or Internet _____
- PA Career Link _____
- Gannon Employee _____
- Family Member or Friend _____
- Other _____

Date of Birth: _____

Gender: Male Female

US Citizen: Yes No

Disabled: Yes No

Veteran Status: Disabled Veteran
 Vietnam Era Veteran

Racial/Ethnic Heritage: African-American / Black
 Asian or Pacific Islander
 Caucasian / White
 Latino / Hispanic
 Native American or Alaskan Native
 Other _____

Print Name _____

Signature _____

Thank you for taking the time to complete this questionnaire.

VAAQ070702



TRAVEL EXPENSE REPORT
(Proper Documentation Required)

NAME		DEPARTMENT					FROM	AM	THROUGH	AM
TRIP TO		TRIP PURPOSE					CONFERENCE NAME			
	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	TOTAL		
BREAKFAST										
LUNCH										
DINNER										
SUBTOTAL										
LODGING <small>(Check box if conference site)</small>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
AIRFARE										
PARKING/TOLLS										
LOCAL FARE <small>(Taxi, shuttle, etc.)</small>										
ENTERTAINMENT*										
MISCELLANEOUS <small>(Itemized)</small>										
MILEAGE**@ .41 PER MILE										
TOTAL DAILY EXPENSES									Grand Total	
**Mileage Explanation FROM TO TO	**Total Miles	**Total Miles	**Total Miles	**Total Miles	**Total Miles	**Total Miles	**Total Miles	**Total Miles	**Total Miles	
*Detail of Entertainment Expenses	No. Entertained	No. Entertained	No. Entertained	No. Entertained	No. Entertained	No. Entertained	No. Entertained	No. Entertained		
Purpose of Entertainment Expense										
CASH SUMMARY					BUDGET DISTRIBUTION					
Grand Total of Expenses:	_____	Account Number:	_____	Amount:	\$ _____					
Less Cash Advance:	_____	Account Number:	_____	Amount:	\$ _____					
Balance Due Requestor:	_____	Account Number:	_____	Amount:	\$ _____					
Balance Due University:	_____	Cashier's Receipt Number:	_____							
Balance Carried Forward:	_____									
AUTHORIZATIONS										
Requestor's Signature	_____	Date:	_____	Mail Reimbursement To:						
Departmental Signature <small>(Individual w/ budget control)</small>	_____	Date:	_____							
VP's or Dean's Signature:	_____	Date:	_____							
<small>(Required when expenses are > \$1,000 OR if ANY expense exceeds policy maximum OR if entertainment expenses are incurred.)</small>										

Employee ID# _____ Voucher # _____ Date _____ HR - Revised 07.01.07

APPENDIX F – ADJUNCT PAY REQUEST FORM



ADJUNCT PAY REQUEST FORM

Initial Request Correction

TERM: FALL 20__ SPRING 20__ SUMMER 20__

Name: _____
(Last) (First) (Middle)

Address: _____

DEPARTMENT: _____

ID#: _____

COURSE #	CLASS DESCRIPTION	CREDITS	ENROLLMENT	INDICATE PAY RANK	AMOUNT	GL DISTRIBUTION	
						%	account
_____	_____	_____	_____	_____	\$ _____	_____	10-1- _____ -50003
_____	_____	_____	_____	_____	\$ _____	_____	10-1- _____ -50003
_____	_____	_____	_____	_____	\$ _____	_____	10-1- _____ -50003
_____	_____	_____	_____	_____	\$ _____	_____	10-1- _____ -50003
_____	_____	_____	_____	_____	\$ _____	_____	10-1- _____ -50003
_____	_____	_____	_____	_____	\$ _____	_____	10-1- _____ -50003
_____	_____	_____	_____	_____	\$ _____	_____	10-1- _____ -50003
TOTAL					\$ _____	_____	10-1- _____ -50003

IF TO BE PAID OUTSIDE OF NORMAL OVERLOAD/ADJUNCT PERIOD INDICATE: START with first pay after: ___/___/___ END with first pay after: ___/___/___ No. of PAYMENTS ___

INDICATE TEAM TAUGHT COURSE/S: _____ WITH: _____

COMMENTS: _____

Chair Approval: _____ Date: _____
 Dean Approval: _____ Date: _____
 Budget Approval: _____ Date: _____
 Data Entered By Human Resources: _____ Date: _____

Pay Rank Code Description:
 P =Professor
 AC =Associate Professor
 AT =Assistant Professor
 I =Instructor
 L =Lecturer

- INSTRUCTIONS:**
- Initiator completes Form except for GL DISTRIBUTION and forwards to Dean.
 - Dean approves request and forwards to Budget Department.
 - Budget Department verifies funds, completes GL Account(s) and forwards to Human Resources.
 - Human Resources processes request for payment and forwards copy to Dean's Office.

NOTE: Semester stipends are paid in biweekly installments beginning 5 to 6 weeks after the start of class and completing following the end of the semester. Summer term stipends vary depending upon length of course and submission of request.

This completed form indicates confirmation of course approval.

APPENDIX G – I-9, EMPLOYMENT ELIGIBILITY VERIFICATION FORM

Department of Homeland Security
U.S. Citizenship and Immigration Services

OMB No. 1615-0047; Expires 03/31/07

Employment Eligibility Verification

Please read instructions carefully before completing this form. The instructions must be available during completion of this form. **ANTI-DISCRIMINATION NOTICE:** It is illegal to discriminate against work eligible individuals. Employers **CANNOT** specify which document(s) they will accept from an employee. The refusal to hire an individual because of a future expiration date may also constitute illegal discrimination.

Section 1. Employee Information and Verification. To be completed and signed by employee at the time employment begins.

Print Name: Last	First	Middle Initial	Maiden Name
Address (Street Name and Number)		Apt. #	Date of Birth (month/day/year)
City	State	Zip Code	Social Security #
I am aware that federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form.		I attest, under penalty of perjury, that I am (check one of the following): <input type="checkbox"/> A citizen or national of the United States <input type="checkbox"/> A Lawful Permanent Resident (Alien #) A _____ <input type="checkbox"/> An alien authorized to work until _____ (Alien # or Admission #) _____	
Employee's Signature			Date (month/day/year)

Preparer and/or Translator Certification. (To be completed and signed if Section 1 is prepared by a person other than the employee.) I attest, under penalty of perjury, that I have assisted in the completion of this form and that to the best of my knowledge the information is true and correct.

Preparer's/Translator's Signature	Print Name
Address (Street Name and Number, City, State, Zip Code)	
Date (month/day/year)	

Section 2. Employer Review and Verification. To be completed and signed by employer. Examine one document from List A OR examine one document from List B and one from List C, as listed on the reverse of this form, and record the title, number and expiration date, if any, of the document(s).

List A	OR	List B	AND	List C
Document title: _____		_____		_____
Issuing authority: _____		_____		_____
Document #: _____		_____		_____
Expiration Date (if any): _____		_____		_____
Document #: _____		_____		_____
Expiration Date (if any): _____		_____		_____

CERTIFICATION - I attest, under penalty of perjury, that I have examined the document(s) presented by the above-named employee, that the above-listed document(s) appear to be genuine and to relate to the employee named, that the employee began employment on (month/day/year) _____ and that to the best of my knowledge the employee is eligible to work in the United States. (State employment agencies may omit the date the employee began employment.)

Signature of Employer or Authorized Representative	Print Name	Title
Business or Organization Name		Date (month/day/year)
Address (Street Name and Number, City, State, Zip Code)		

Section 3. Updating and Reverification. To be completed and signed by employer.

A. New Name (if applicable)	B. Date of rehire (month/day/year) (if applicable)	
C. If employee's previous grant of work authorization has expired, provide the information below for the document that establishes current employment eligibility.		
Document Title: _____	Document #: _____	Expiration Date (if any): _____

I attest, under penalty of perjury, that to the best of my knowledge, this employee is eligible to work in the United States, and if the employee presented document(s), the document(s) I have examined appear to be genuine and to relate to the individual.

Signature of Employer or Authorized Representative	Date (month/day/year)
--	-----------------------

NOTE: This is the 1991 edition of the Form I-9 that has been rebranded with a current printing date to reflect the recent transition from the INS to DHS and its components.

Form I-9 (Rev. 05/31/05)Y Page 2

APPENDIX H – STUDENT DUAL JOB APPROVAL



Student Dual Job Approval

Supervisors and Students: Complete top three sections of this form and submit to the Financial Aid Department.

Your signature acknowledges that you are aware of the following policies:

- Both Gannon employers must be aware of the existence of the other.
- Student overtime is not permitted and total hours per week for both positions cannot exceed 35 hours per week during the semester, or 40 hours per week between sessions.
- Individual departments are appropriately charged for the hours worked at each location. Two time cards must be used.

Section A: Employee Identification Information		
Employee Name:	GU ID:	
Social Security #:	Date Submitted:	
Student Signature:	Date:	
Section B: Primary Employer Information		
Department:	Position:	
<input type="checkbox"/> Work Study OR <input type="checkbox"/> Special Project	Expected Hours/Week:	Pay Rate: \$
Supervisor:	Extension:	
Authorizing Supervisor Signature:	Date:	
Section C: Secondary Employer Information		
Department:	Position:	
<input type="checkbox"/> Work Study OR <input type="checkbox"/> Special Project	Expected Hours/Week:	Pay Rate: \$
Supervisor:	Extension:	
Authorizing Supervisor Signature:	Date:	
Section D: Financial Aid		
Reviewed by:	Date:	
Section E: Human Resources Use Only		
Processed by:	Date:	
Notes:		

Must be filed with Human Resources before work at second position can begin.

HR-SDJA Rvsd. 01/02

APPENDIX I – SPECIAL PROJECT STUDENT PERSONNEL/PAYROLL NOTICE



SPECIAL PROJECT STUDENT PERSONNEL/PAYROLL NOTICE PLEASE PRINT

SECTION 1 (To be completed by employee's Supervisor or Hiring Official)

Student Name: _____ Gannon ID: _____

Position: _____ Department: _____

Project: _____ Jobsite: _____

Start Date: _____ End Date: _____ Budget Cost Center: _____

Average Hours Worked Per Week: _____ Payment Method: Hourly Other _____

Has student employee ever worked for Gannon? Yes No*

* If no, then the student must complete the I-9 and W-4 forms located in the Financial Aid Office or Human Resources Department. The I-9 form requires two forms of ID as indicated on the reverse side of this form.

Name of person other than the Supervisor or Hiring Official who may approve time worked: _____
Print

Supervisor or Hiring Official: _____
Signature Print Date

SECTION 2 (To be completed by Budget Official)

Budget Account Number: _____

Budget Authorization: _____
Signature Date

SECTION 3 (To be completed by Human Resources)

Graduate Student Undergraduate Student I-9 Form W-4 Form Credits _____

HR Authorization: _____
Signature Date

WHITE – PAYROLL • YELLOW – SUPERVISOR

APPENDIX J – SUGGESTED QUESTIONS FOR REFERENCE CHECKING

BASIC DATA FOR ANY POSITION

What were the applicant's dates of employment?
What was the applicant's degree, discipline, rank or title?
What were the applicant's general responsibilities?
What is your relationship to the applicant (peer, subordinate, superior)?
How long have you known the applicant?

PROFESSIONAL DATA

Faculty:

- What is the applicant's area of expertise?
- What are the applicant's strengths and weaknesses in the classroom?
- What type of research has the applicant been engaged in?
- Can you identify any grants that the applicant obtained?
- Has the applicant published on a regular basis; in refereed journals?
- What committees has the applicant served on?
- How is the applicant perceived by fellow colleagues?
- Will the applicant be comfortable at a faith-based institution?
- Will the applicant be comfortable at an institution our size on the Great Lakes?
- How does the applicant compare to other colleagues where he/she currently serves?
- Why do you think the applicant is interested in our opportunity?
- Who else can share similar insights with us regarding the applicant?

Administrators:

- What are the applicant's primary duties?
- What projects has the applicant worked on recently?
- How would you describe the overall quality of the applicant's work? Please give some examples.
- Please compare the applicant's work to the work of others who perform the same or a similar job.
- Please give your impressions of his/her management style. Describe the applicant's success in motivating subordinates.
- Please describe the applicant's ability to communicate.
- How does the applicant handle pressure/deadlines?
- How well does the applicant get along with colleagues?
- How well does the applicant get along with managers?
- Please describe how the applicant handles conflict situations.
- Why do you think the applicant would be a good fit for the type of position he/she is being considered for?
- What motivates the applicant?
- How ambitious is he/she?
- Will the applicant be comfortable at a faith-based institution?
- Will the applicant be comfortable at an institution our size on the Great Lakes?
- If you supervised the applicant, what areas of performance did he/she have to work on?
- What would you say are the applicant's strengths?
- What would you say are the applicant's weaknesses?
- Who else can share similar insights with us regarding the applicant?

Staff:

- What are the applicant's primary duties?
- How would you describe the overall quality and quantity of the applicant's work? Please give some examples.
- Please describe the applicant's office skills, or technical skills, or maintenance skills, etc.

- Please describe the applicant's ability to communicate.
 - How does the applicant handle pressure/deadlines?
 - How well does the applicant get along with colleagues?
 - How well does the applicant get along with managers?
 - Please describe how the applicant handles conflict situations.
 - Who else can share similar insights with us regarding the applicant?
-
- Closing Questions for Any Category:
 - Why did the applicant leave your institution?
 - Would you rehire this person?
 - Would you recommend this applicant for this type of position?
 - What type of position is the applicant ideally suited for?
 - Were there any serious problems with the applicant that we need to be aware of before making a hiring decision?
 - Do you have any additional information to share with us about this applicant?