Kent State University
Staff Hiring Process Procedures & Uniform Selection Guide

provided by
Human Resources – Talent Management

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Introduction

Welcome to the Kent State University Staff Hiring Process Procedures and Uniform Selection Guide. This guide, developed by the Division of Human Resources, is specifically designed to offer hiring officials, supervisors and others associated with the hiring process, a resourceful, reference tool for the university and staff.

The intent of this guide is to act as a supplement to the consultative partnership that will be established between the user and the Human Resources Talent Management team, inclusive of the HR Compensation, Talent Acquisition and Training departments. The guide will be offered in both a hardcopy and online format. The guide will be updated as is appropriate through periodic communiqués and a downloadable version will always be available at the Kent State University human resources webpage at http://www.kent.edu/hr

The hiring of new employees to Kent State University is a critical function in the continued growth of the university. Its success and ultimate impact upon the university makes understanding the hiring process a key function of all university hiring officials, hiring managers, supervisors and the staff that support them in this endeavor.

First Point of Contact:

The **Human Resources Talent Acquisition Department** is your first point of contact. He or she is a resource for you in:

- Pre-hire needs analysis
- Determination of a position title or need to create a new one.
- Assisting with the Position Request Authorization (*PRA*) workflow.
- Creation of a market analysis report for the proposed position.
- Creating an effective advertising and marketing strategy.
- Developing a sound, candidate sourcing plan.
- Establishing your access to the Online Applicant Tracking System.
- Creating effective applicant and candidate evaluation strategies and processes.
- Assembling and orientating a successful Search Committee.
- Ensuring adherence to University Policies.
- Ensuring compliance with all federal and state laws.

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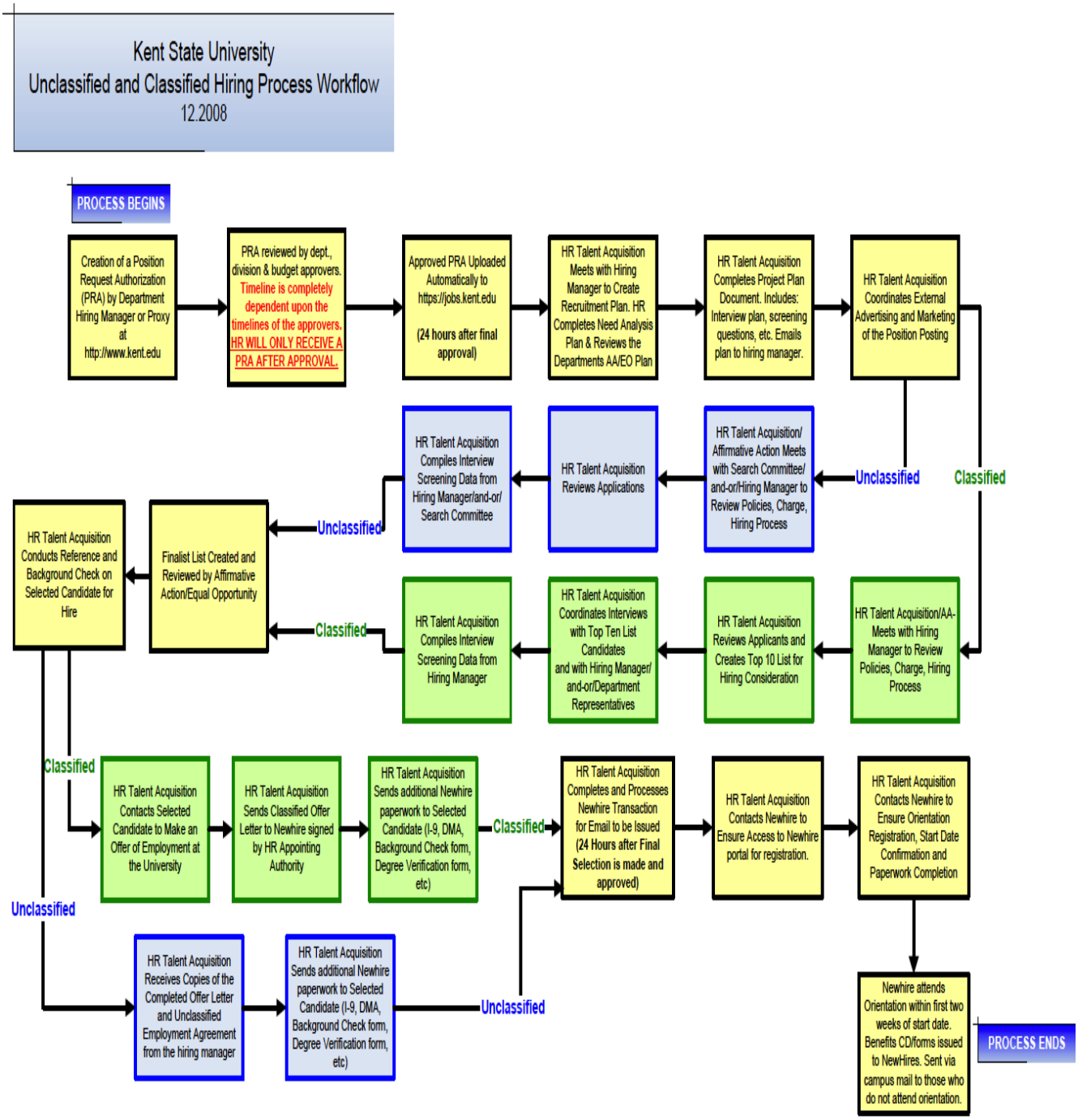
Hiring Process Workflow



11 Uniform Hiring Process Aid

Uniform Hiring Process Aid		
ACTION DOC/WORKFLOW	**STAKEHOLDER**	**SUPPORTING**
1. Completion of a **needs analysis** for the proposed position. Initial strategy discussion with Compensation and Talent Acquisition.	➢ Requesting department ➢ Compensation ➢ Talent Acquisition	a. Position Description Questionnaire b. Position Replacement Analysis a. Needs Analysis Worksheet (*NAW*)
2. **Determination of Position Type**: Part of the initial strategy discussion with Compensation. - Classified (*PT, FT*) - Unclassified (*PT, FT*) - Faculty (*NTT, TT, Adjunct*)	➢ Compensation	a. Position Description Questionnaire b. Position Replacement Analysis
3. **Determination of Position Title**: Part of the initial strategy discussion with Compensation.	➢ Compensation	a. Position Description Questionnaire b. Position Review Analysis
4. Creation of **Market Analysis Report** for the proposed position. Part of the initial strategy discussion with Compensation.	➢ Compensation	
5. Initiate and seek **approval of the Position Request Authorization (*PRA*)**	➢ Requesting department	a. Position Request Authorization (*PRA*)
6. **Determination of Search Committee Chair and members** by the hiring manager/official.	➢ Requesting department (*if applicable*)	None
7. **Development of applicable assessments** for the proposed position. Action completed by HR.	➢ Compensation ➢ Talent Acquisition	None
8. **Launch of the Interview Process**: • Review of the process for reviewing applicants. • Development of interview Q&A. • Review of the candidate rating format. • Review of the scope of the rating (*i.e. 1. Resumes; 2. Interviews; 3. Reference Checks; 4. Assessments*). • Determination of hiring timeline; location of interviews; rating scale; and methods of assessments. • Adoption and review the recruitment strategy / Advertising-marketing plan. • Review departmental Affirmative Action Plan. • Creation of the job posting. • Opening of the job online.	➢ Requesting department ➢ Talent Acquisition ➢ Affirmative Action / Equal Opportunity	b. Needs Analysis Worksheet (*NAW*) c. Candidate Rating Sheet (*CRS*) d. Behavioral-based Interview Guide e. Interview Question Sheet f. Marketing/Recruitment Plan Worksheet g. Departmental Affirmative Action Plan
9. **Initiation of the Screening Process** • Review of applications / resumes / CV's • Rating of applicants. • Phone screen of selected candidates.	➢ Requesting department ➢ Talent Acquisition	a. Needs Analysis Worksheet (*NAW*) b. Candidate Rating Sheet (*CRS*) c. Behavioral-based Interview Guide d. Interview Question Sheet

• Face-to-face interview of selected candidates. • Rating of selected candidates. • Development of a Finalist List. • Execution of assessments of finalists. • Rating of Assessments. • Collection of notes from search committee members.		e. Marketing/Recruitment Plan Worksheet f. Departmental Affirmative Action Plan g. Access to the University's Online Applicant Tracking system jobs.kent.edu
10. Completion of **Reference Checks**; **Degree** and **Job Verification**; and **Background Checks**: • Reference check questions developed from interview data. • Reference checks conducted HR (*if done by search committee, results must be filed with HR*). • Rating of feedback garnered from the completed Reference Checks. • Execution of criminal background checks, employment verification and degree verification.	➢ Talent Acquisition	a. Reference Check Worksheet b. Job Verification Worksheet c. Degree Verification Form d. Background Check Submission Form e. Reference Check Rating Form
11. **Selection of Newhire**: • Selection of preferred candidate with the Online Applicant Tracking system. • Newhire contacted by HR to garner SS#, birth date information to complete Banner file. • Unclassified – Employment agreement and Offer letter completed by department and sent to HR. Classified – Offer letter completed by HR. • Offer letter, employment agreement and other newhire documents sent electronically to newhire by HR. (*if offer letter and employment agreement sent by department, copies must be sent to HR*) • Newhire's email generated and sent. • Newhire invited to Newhire Orientation	➢ Talent Acquisition ➢ Requesting Department	a. Reference Check Worksheet b. Job Verification Worksheet c. Degree Verification Submission Form d. Background Check Submission Form e. Reference Check Rating Form f. State of Ohio DMA Form g. I-9 Form h. "Getting Started" document i. University benefits election instructions j. Email creation instructions

Chapter 1

Getting Started with the Hiring Process

For purposes of this guide, the start of the hiring process will begin at the point the decision is made within a department/division to either fill a vacant position or create a new one. Ultimately, long-range staffing forecasting is the most proficient means of maintaining a successfully staffed unit or division.

Through a consultative partnership with the HR Talent Acquisition and Compensation departments, a hiring official can gain insight into market trends for hiring and salary benchmarks, as well as, be offered guidance throughout the process. For purposes of this guide we will discuss the following categories of positions at Kent State University:

- **Unclassified staff:** Unclassified employees whose primary duties are administrative and professional but are not faculty. Unclassified positions are subject to Ohio Revised Code and to university policy 3342-6-05. Most unclassified employees are exempt from the overtime provisions of the FLSA. Appointments of unclassified staff are further subject to guidelines set forth in section 3342-6-04.

- **Classified staff:** Employees appointed to classified civil service are subject to the terms and conditions established under section 124 of the Ohio Revised Code. At Kent State University, all classified employees are treated as non-exempt per the Fair Labor Standards Act (FLSA). Appointments of classified staff are subject to guidelines set forth in section 3342-6-04.

- **Unclassified hourly staff**: Employees who do similar work to classified staff, but are not subject to the provisions established for classified employees under section 124 of the Ohio Revised Code. These employees are treated as non-exempt per FLSA. The appointing authority for unclassified hourly employees is the same as for classified employees. Appointments of unclassified hourly staff are subject to guidelines set forth in section 3342-6-07.5. Unclassified hourly employees are commonly referred to as program assistants.

Several instructional sessions are available for hiring officials, hiring managers and supervisors that can be very helpful while engaging the hiring process. Among these are:

- **Conducting Effective Searches** - This training course teaches participants how to conduct effective searches according to affirmative action and equal opportunity guidelines.

- **Online Applicant Tracking/Hiring Manager** - This training is specific to hiring managers and their authorized support staff. We will take you through step-by-step instructions on how you will use the online applicant system to post positions, review applications and resumes, review applicants' responses to questions and much more.

- **Fundamentals of Supervision** - The goal of the Fundamentals of Supervision (FOS) series is to provide supervisors with the tools they need to effectively guide and oversee the work of others. Each of the six courses in the series (see list below) is designed as a stand-alone program. However, these courses apply consistent concepts and values that are designed to complement one another. Employees who complete the entire series will receive a certificate of completion. You can visit http://www.kent.edu/hr/Training/Fundamentals-of-Supervision.cfm for more information.

A full course catalog is available at http://www.kent.edu/hr/training/ at the HR Training webpage.

Within the following document, an outline will be created to demonstrate how an employee can be hired at Kent State University. A hiring official must complete a PRA (*Position Request Authorization form)* through the Banner workflow and obtain all levels of budget approval and include the associated attachments specific to the situation.

Should a position be new to the university, the hiring official should first complete a Position Description Questionnaire (PDQ) (classified PDQ or unclassified PDQ) and forward it to HR Compensation for review. This will allow the position to be properly reviewed and placed within the appropriate grade; be assigned the appropriate duties; and have the proper requisites developed.

The Compensation unit responsibilities include developing, implementing, and maintaining pay policies and programs for unrepresented classified and unclassified employees. They can be contacted at (330) 672-3107 or via email at compensation@kent.edu.

Chapter 2

Needs Analysis

A carefully designed and implemented hiring plan provides an effective means for attracting and selecting the best available candidate for a job. Avoid these mistakes by following the university's approved system. It is comprehensive, effective and professional.

1. **Develop a hiring game plan.** Define the job and work with HR to develop the selection criteria. Why are you hiring? Are there other ways to get the work done without adding staff? Is the workload temporary or permanent? What is the position profile? What is the job description? What are the selection criteria? What are the sources for potential candidates? Who's responsible for the hiring decision?
2. **Determine the output.** The approved HR hiring system must be used to select people who meet the requirements for the job at Kent State University. Carefully reviewing the candidate's personal attributes and skills, is critical. You should hire for attitude and train for skills, not the reverse.
3. **Define the job.** Carefully establish the technical requirements of the job, behavioral requirements and performance expectations. This will be accomplished with guidance of HR Compensation and Talent Acquisition. Once defined in detail, these three areas provide a guide for evaluating every candidate. This should include a position profile (the mission, performance standards, specifications and conditions of the job) as well as the job description (the detailed list of tasks to be performed).
4. **Know when to hire.** Develop a hiring needs analysis (see below) that will determine when you need to hire a new employee. Why do we need more staff? What will happen if the position is not filled? What are the costs and benefits of hiring now? How else can the work be done? What will happen if the work is not done?
5. **Develop a recruiting plan.** How do you attract good people to Kent State University and make them aware of the opening? What are the selling features of the job? HR Talent Acquisition will guide you through this process.
6. **Collect the application.** It's important to ensure that you review all the qualified candidates. HR will filter out those that definitely don't meet minimum qualifications. Make sure all candidates have easy access to informed people within your department or division to get prompt and accurate answers to their questions during the interview process. You'll also want to collect as much of the paperwork as possible in person (to give you another way of getting a better read on the candidate). HR will treat all candidates like customers so they receive a positive impression of quality and professionalism within our institution.
7. **Screen the candidates.** After the application is received, it should be reviewed to determine whether the candidate meets the minimum standards established for the position. This is accomplished through the online applicant system. HR takes the lead on this. If no candidates emerge that meet your qualifications, don't lower your standards—look harder. If a candidate doesn't survive the cut, let them know politely and immediately.
8. **Interview and interview some more.** After all background checks, reference checks and employment verifications are completed, HR or the hiring official will talk in-depth to the finalists to assess the behavior, attitude and general character of the candidate. It's important to go through a standard set of questions, but it is acceptable to use unconventional questions to elicit a more profound understanding of how the candidate thinks. Such questions should always be behavioral based and you should always know the type of answer you are looking for. A pointless question is a waste of time. The interview process should be conducted over time and with different levels of people within the institution to get a full and complete picture of the candidate.

The following is a sample Needs Analysis:

CELEBRATE CENTENNIAL
KENT STATE
UNIVERSITY
1910·2010

Needs Analysis Worksheet (NAW)

I. Departmental Exploration/Understanding

Departmental Organization:		
Number of Employees	*University role*	*Growth Plan 6-12-18 months*

II. Performance Objectives

Position Posting Details:		
Job Description	*New vs. existing*	*Incumbent profile*

III. Deliverables

Needs vs. Wants:		
Definition of success for a new hire	*Profile of skills*	*intangibles*

Position Profile:
Job description + preferences + wish list = ideal candidate

Position Challenges:
Challenges and opportunities for the new hire

IV. Process/steps

Position Networking:
Where to find candidates: professional associations; ListServs; conferences; peer universities; other applicable organizations.

Position Marketing:
Advertising; online vs. print; direct email; banners

Timeline / Interview Process:
Agreed upon timeline; search committee members; hiring steps (i.e. unit-department)

Chapter 3

Determination of Position Type and Title

- One of the most if not THE MOST critical decision made in the hiring process is determining the classification/title of the position to be filled. Rather than simply replacing a vacancy with the same title as before, it is important to examine the needs of the unit and ascertain what work needs to be accomplished. This will ensure that applicants will have the skills sets needed to successfully perform the job.
- Through consultation with Hiring Manager and Compensation, the job duties and responsibilities are discussed and defined.
- There are several resources available to help determine what these may be. Established job description and classification specifications can be found on the HR website at http://hrservices.kent.edu/comp/content.asp
- If position is being created with responsibilities that are new to the university then a Position Description Questionnaire (PDQ) should be completed. A discussion with a Compensation Staff member will help determine which version of the form should be completed.
- If a PDQ is submitted, then either a job description for an unclassified job or a classification specification for a classified job will be created from information provided. This document will provide the basis for the job posting, skills assessments, training needs, and performance reviews.
- The Compensation Unit will assign the new title to a pay grade.
- In addition to determining the title and pay grade, the Hiring Manager and Compensation will discuss the workload of the unit to establish what type of position is needed such as full time vs. part time. Anything less than 40 hours in a workweek is determined to be part time.
- For unclassified positions, an assignment of less than 12 months may be considered appropriate (i.e., 9 or 10 months).

Chapter 4

Creation of a Market Analysis

- Paying people fairly is good for business and employee morale. If you underpay, employees will eventually look for a better offer. Overpay, and your budget and profitability will suffer. It is also money that you could be spending elsewhere.
- The compensation staff will partner with you to determine the value of your job and ensure you make a fair offer to your finalist.
- The initial phase of this process is a market analysis report created by the Compensation Office.
- To create this report, the Hiring Manager and a Compensation Staff Member must determine what the relevant market is. The market for a Director level of position could be national in scope while an individual contributor professional position might be more local in nature.
- Likewise, certain jobs will be restricted to certain industries, while other jobs will cut across several industries.
- The compensation staff will be able to generate a report for the Hiring Manager that takes all of these factors about the job into consideration.
- The report will provide a hiring range for the job.
- This amount should then be used when the PRA is created to determine the amount of money needed to fund the position. The Hiring Manager may also need to take into consideration any financial restrictions.
- Keep in mind that once a finalist has been determined, the compensation staff will further assist the Hiring Manager by looking at the specific qualification of the candidate and making a more specific salary recommendation for that particular candidate.

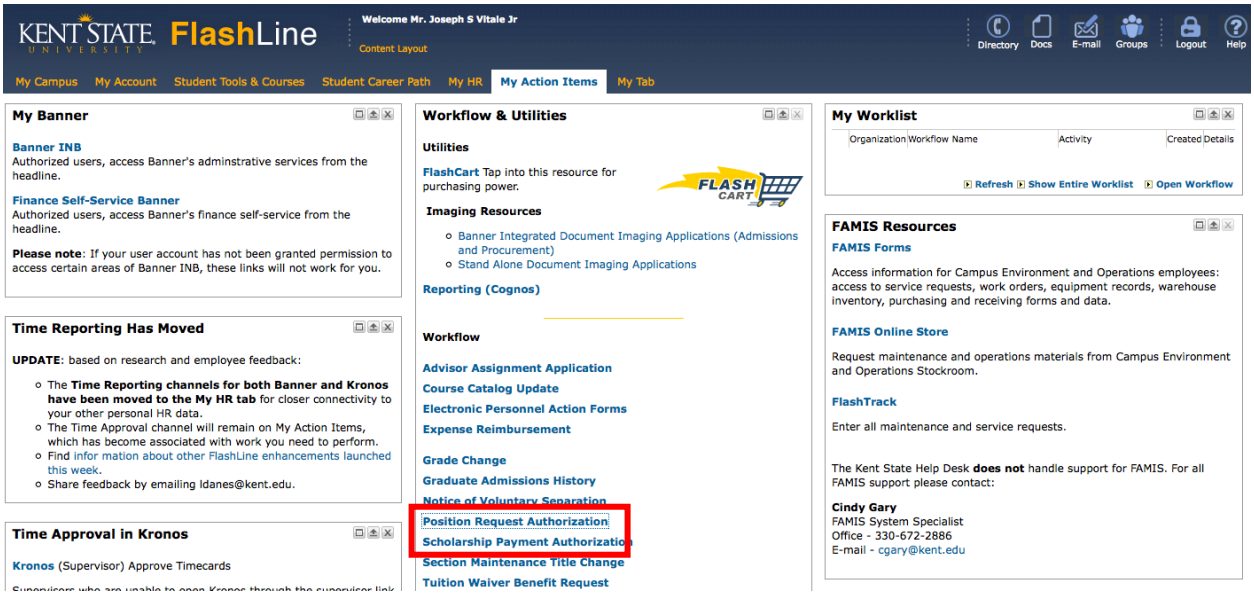
Chapter 5

Request Authorization (*PRA*)

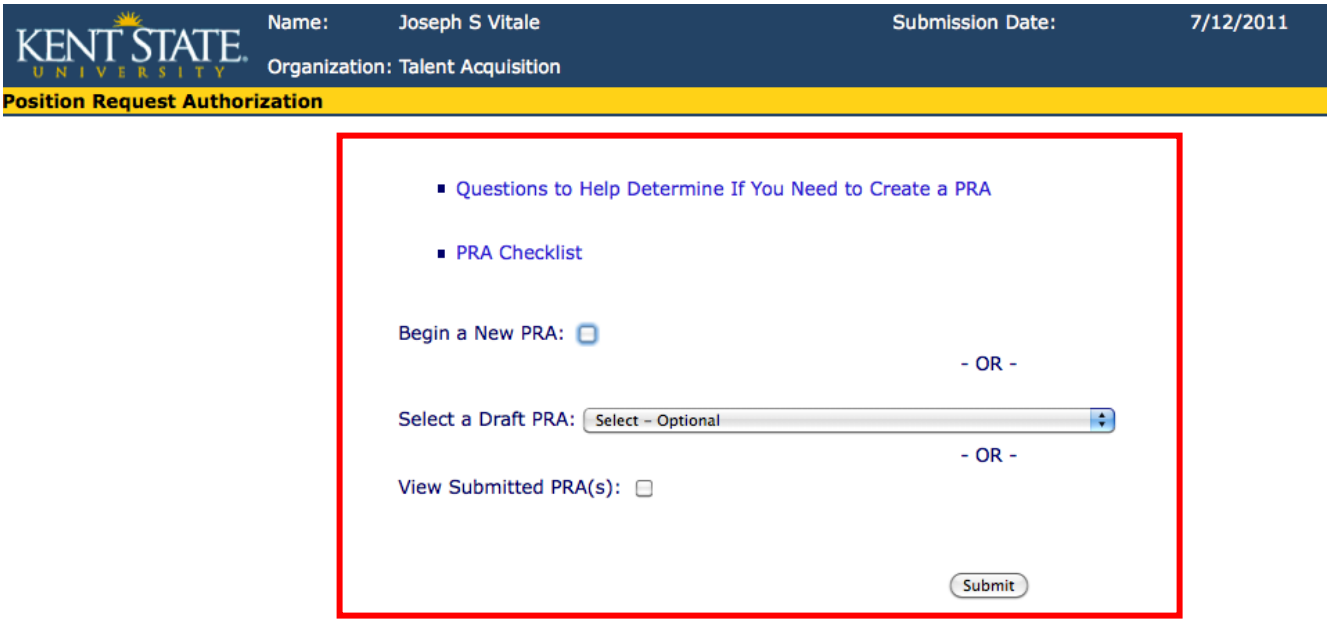
The Banner Position Request Authorization (PRA) was created in 2007 and launched live in February of that same year. To begin, a department designee must complete a Position Request Authorization workflow located within the university portal, under the “My Action Items” tab, within the “Workflow & Utilities” channel. The ability to complete and originate a PRA is accessible to anyone within a department. Approval is subject to departmental hierarchy established by the university’s Banner system. Should a hierarchy approval chain change, please contact the HR Talent Acquisition unit.

To prepare for successful completion of a PRA, an originator must know of the following information after accessing the below entry link:

- Department Name
- Supervisor’s Name and Number
- Position number
- Index Number
- Labor Distribution information
- Salary Amount



After accessing the workflow, it will require the user to furnish information about the position, funding for the position, budget information and whether a waiver is being requested. An instructional manual for both an “originator” and an “approver” is available through the forms library, but also attached within this Hiring Guide.



There are many helpful links that have been established to assist users in the completion of the PRA workflow. Many of these relate to the funding tabs which for a new or infrequent user could be an area of question. The following are links that can be valuable:

- **Banner Crosswalk**: http://finacctlookup.uis.kent.edu/ - This link allows the user to compare legacy system values to new Banner values
- **Position Control Numbers**: Log into Flashline, under the "My Action Items" tab, within the "Finance Reports" channel and click on Position Control - This link allows the user to access all position control numbers, which are critical in creating a PRA for an existing position.
- **Labor Distribution Numbers**: Log into Flashline, under the "My Action Items" tab, within the "Finance Reports" channel and click on Labor Distribution - This link allow the user to access labor distribution numbers, which are critical in creating a PRA for an existing position.
- **Month-End Financial Reports:** http://financial-info.kent.edu/ - This link allows the user to access financial reports for a department that is looking to hire. It can be helpful in the budget decisions for salary for a new or existing position.
- **Management Level Listing**: http://www.kent.edu/hr/forms/misc/upload/management-level-listing-for-pra-s.pdf - This link is valuable in determining the management level for those who supervise others.

Chapter 6

Development of Applicable Job Assessments

Classified:

- Some classifications have established testing requirements (e.g., secretary and account clerk series).
- Others classifications do have testing requirements; however, assessments can be performed. The difference between testing requirements and assessments are testing requirements need to have a passing score and an assessment is to check the abilities or level of an individual.
- The Hiring Manager should partner with Talent Acquisition to identify pertinent competencies and determine available assessments to be given.
- Assessments may include: written/computer generated exams, behavioral-based interview questions, and a work sample/hands-on assessment.
- Assessments are typically administered only to the top ten candidates that have met the minimum qualifications of the classification.

Unclassified

- Only assessments are given to determine the skill level of an applicant (as opposed to a cutoff score required to pass a test).
- The Hiring Manager should partner with Talent Acquisition to identify pertinent competencies and determine available assessments to be given.
- On newer versions of unclassified job descriptions, competencies that should be assessed have already been identified with an asterisk.
- Assessments may include: written/computer generated exams, behavioral-based interview questions, and a work sample/hands-on assessment.
- An assessment is typically administered after you have screened candidates to ensure they meet the minimum qualifications. You may do it prior to or at the same as the first round of interviews. The Hiring Manager should consult with TA to determine when it would be most suitable in the process.

Chapter 7

Affirmative Action / Equal Employment Opportunity

The mission of the Office of Equal Opportunity and Affirmative Action is to ensure equal access to employment and educational opportunities in support of the university's commitment to equal opportunity, affirmative action, and diversity.

It is important to discuss your department's affirmative action plan and goals prior to engaging in the hiring process so as to ensure your goals are met. Per policy 3342-6-02.1, the University shall adopt an affirmative action plan and it shall be maintained and implemented, pursuant to paragraph (B) of rule 3342-6-02 of the Administrative Code, and the equal opportunity policy promulgated by the board by resolution of October 4, 1979.

Per policy 3342-6-02.1(B)(3**),** the office of affirmative action in the division of human resources and under supervision of the vice president for human resources shall be the principal administrative office for effective implementation of this affirmative action plan throughout the university.

The Office of Equal Opportunity and Affirmative Action provides:

- Information, consultation, and guidance to the Kent State community on affirmative action, equal opportunity, harassment prevention, discrimination, and disability matters
- Training and workshops for students, faculty, and staff on these issues
- Confidential counseling on harassment and discrimination issues and concerns
- A mechanism for handling complaints of harassment and discrimination
- Oversight of and support for the university's compliance with equal opportunity and affirmative action laws and regulations

Engagement with the Office of Equal Opportunity and Affirmative Action is important in the hiring process. The office plays a key role in conducting required training for potential search committee representatives and can offer collaborative guidance, in tandem with the HR - Talent Acquisition office for hiring strategies.

Following policy 3342-6-03(A)(2**),** it will be the responsibility of those engaged in the hiring process to ensure that there shall be no unlawful discrimination against any employee or applicant for employment because of age, race, color, religion, gender, sexual orientation, national origin, disability, or identity as a veteran with a disability or veteran of the Vietnam era. Such policy shall apply to, but not necessarily be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other compensation; and selection for training, including apprenticeship. This policy shall be applicable to all campuses and units of the university. This policy also shall apply with reference to discrimination on the basis of age insofar as required by law.

To learn more regarding the Office of Equal Opportunity and Affirmative Action, please visit http://www.kent.edu/hr/aa/ or via telephone at (330) 672-2038.

Chapter 8

Organizing a Search Committee

To assist a hiring official in the formation of a search committee, a guide has been developed for use as a reference guide. This guide has been developed by the Employment unit of the Division of Human Resources for search committees and other hiring managers responsible for recruitment and selection. Its intent is to provide guidance and assistance to those involved in the hiring process. University policies governing Search Committees are 3342-6-02.101 and 3342-6-06.

Kent State University is committed to delivering quality teaching, research, service, administrative and professional support to advance its mission. The search effort advances the university's mission by attracting and selecting the best available faculty and administrative/professional staff members.

The goal of the search committee is to recruit a diverse and talented pool of applicants and recommend the best candidates to become members of the university community.

This guide supports the recruitment efforts of the search committee by providing information on planning, advertising and sourcing, and many other important efforts of a successful search. Additionally, the guide provides information related to the process of evaluating, interviewing and reference checking to ensure that searches are legally sound.

The role of the search committee is the key to the attainment of the university's diversity goals and compliance with the university's affirmative action policies. The guide will serve to heighten the awareness and the importance that recruitment activities and decisions have upon the university's affirmative action/equal opportunity and diversity goals. The information included in the guide conforms with the key affirmative action policies and procedures and reflects our commitment to fully comply with both the spirit and intent of federal and state regulations related to non-discrimination practices.

Relevant policies:

3342-6-02 (Equal Opportunity)

- Academic and student programs
- Employment
- "Law of the Land"
- Prohibits unlawful discrimination
    - Rest of policies address discrimination under Affirmative Action
    - This is the prevailing policy
- Mandates the Affirmative Action Plan

3342-6-02.100 (Affirmative Action)

- Required per Executive Order as recipient of government dollars
- States the commitment to work force analysis
- Sets the employment practices and policies
- Holds management responsible for implementation

3342-6-02.101 (Job Communication)

- Defines appropriate recruiting and sourcing activity
    - Links back to affirmative action plan
- Guides – or restricts – those involved in selection process

3342-6-02.102 Waivers

- Guides the decision for approving waiver

- Links back to affirmative action plan
- Natural tension with succession planning

Composition of Search Committees:

Although there are no legal requirements governing the composition of search committees, it is recommend that search committees be representative of the university community's diversity as it relates to race, gender and tenure status. The diversity of the search committee reduces the possibility of a discrimination charge and acts as an affirmative action safeguard for individual committee members who, in their official capacity, may be liable for their decisions.

Good faith is also demonstrated by the university when efforts are made to insure that minority and female members of search committees have the same standing as other committee members. This effort at balancing the committee serves to promote equity in committee deliberations. The size of the committee may vary, but experience indicates that committees should be no smaller than three nor larger than 10 members. Many professional and academic associations exist on campus that can be resources in identifying diverse members for a search committee including the *Pan-African Faculty and Staff Association* (PAFSA) and the *Diversity Advisory Council* (DAC)

Responsibility of Search Committees and Hiring Officials:

The main responsibilities of hiring officials are:

- To source and recruit qualified candidates.
- To comply with federal and state equal employment opportunity laws and university policies.
- To formulate clear guidelines, procedures, and criteria for regulating the performance of faculty and staff duties while they are serving on search committees or acting as hiring officials.
- To demonstrate good faith efforts in carrying out their tasks. This is the affirmative action component of equal employment opportunity. The search committee takes positive steps to provide equal opportunity for those categories of persons who may have been discriminated against in the past and who may continue to suffer the effects of that discrimination.

The main responsibilities of search committees:

- To source and recruit qualified candidates.
- To comply with federal and state equal employment opportunity laws and university policies.
- To recommend to the hiring authority the best applicants to become a member of the university without discrimination because of race, religion, color, national origin, disability, veteran status, and sex or age except where sex or age is a bona fide occupational qualification.
- To demonstrate good faith efforts in carrying out their tasks. This is the affirmative action component of equal employment opportunity. The search committee takes positive steps to provide equal opportunity for those categories of persons who may have been discriminated against in the past and who may continue to suffer the effects of that discrimination.

In the performance of their official duties, search committees and hiring officials may be race, gender, or ethnic conscious, if there is reason to believe that qualified minorities or females have been subject to the exclusionary effects of past employment practices or if there is current underutilization of minorities or women in a department, college or organizational unit. Advisement in this area can be sought by the Office of Affirmative Action/Equal Opportunity.

When discussing potential candidates for positions, if the committee desires to protect the confidentiality of its deliberations, a member of the committee may request of the chair that the committee meet in executive

session. Remember no notes (*which can be subpoenaed)* should be taken in executive session. However, in executive session the committee can protect the confidentiality of its deliberations for a public records request.

Chapter 9

American Federation of State, County and Municipal Employees (AFSCME)

AFSCME, the American Federation of State, County and Municipal Employees, is the largest union for workers in the public service with 1.4 million members nationwide. AFSCME organizes for social and economic justice in the workplace and through political action and legislative advocacy. AFSCME represents a diverse group of service and health care workers in the public and private sectors including nurses, EMTs, bus drivers, child care providers, custodians and librarians. At Kent State University, a select group of classified positions are represented by AFSCME through their Council 8, Local 153.

Based upon the collective bargaining agreement, many unique elements exist that make the hiring and selection process for these represented employees different than others hired at the university.

All hiring for AFSCME positions at Kent State University are overseen by the Manager, Labor Relations. The hiring process is guided through specific articles of the collective bargaining agreement, in particular, but not limited to:

- Article 14 (Job Posting)
- Article 17 (Layoff and Recall)
- Article 19 (Hours of Work)
- Article 53 (Job Enrichment and Trades Training Programs)

It is important to consult with the HR - Talent Acquisition team and the Manager, Labor Relations so as to develop an effective search for candidates, while adhering to the collective bargaining agreement.

The collective bargaining agreements can be accessed online at http://www.kent.edu/hr/labor/upload/afscme-collective-bargaining-agreement.pdf , inclusive of the AFSCME agreement. In addition, a more comprehensive explanation of hiring procedures can be found in **Appendix 4**.

Chapter 10

Posting a Position / KSU Online Applicant Tracking System

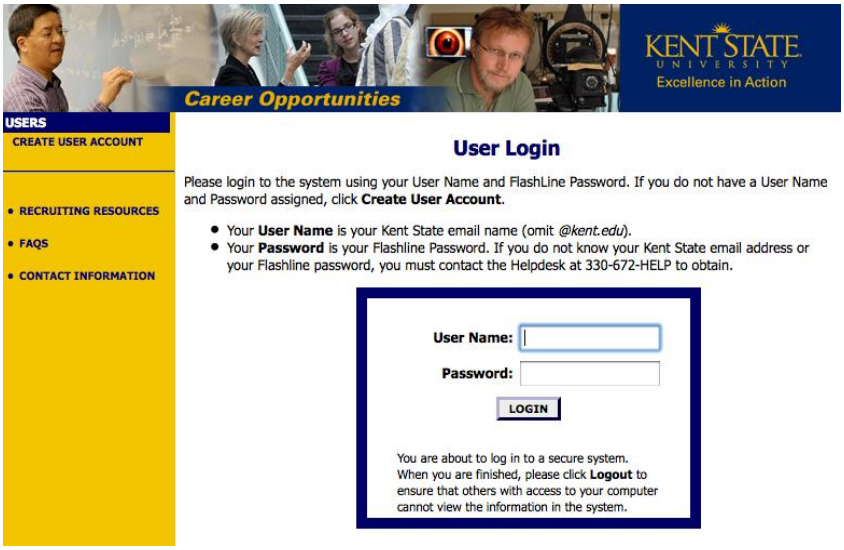
To post a position at Kent State University it is required that all positions be posted on the university's online applicant tracking website, https://jobs.kent.edu. The following university policies pertain to the hiring and recruitment of personnel to Kent State University are inclusive of, but not limited to:

- 3342-6-02.101 (Operational procedures and regulations regarding job communication)
- 3342-6-07.5 (Administrative policy regarding unclassified hourly employees)
- 3342-6-07.4 (Administrative policy and procedures regarding the hourly pay schedule for classified civil service staff who are not in a recognized bargaining unit)
- 3342-6-05 (University policy regarding employment of unclassified administrative officers and staff personnel)
- 3342-6-07.1 (Administrative policy and procedures regarding the university administrative and professional staff pay plan)

The HR - Talent Acquisition unit manages the university's online applicant tracking system. Instruction is offered in the form of Hiring Manager Training. Please contact Talent Acquisition for training information.

Once access to the University Online Applicant Tracking has been granted, users can Login by opening a web browser and type in the following address: https://jobs.kent.edu/hr

Enter your username and password to log in. The username is the first part of your Kent State email address (*e.g. lsmith2*). Omit the second half of your email address (*e.g. @kent.edu*). In addition, enter a password after you have completed the username field. Use your Flashline password. In the event you do not have a Flashline password, enter the password you use to access Outlook Exchange. If you have any difficulty accessing the system, please contact the Helpdesk at 330.672.HELP.



Posting Specific Questions:
An Employment Specialist will align all pre-screening requirement questions on the job description and/or class specification consulting with the Hiring Manager on the optional questions regarding unique characteristics (preferences) of the position. The position specific questions are based on education and experience requirement as stated in the job description and/or class specification. Additional questions can include requirements such as, license, certification, special training, etc., which is also stated in the job description and/or class specification.

Once within the system, you will be able to search for all positions connected with your department. It is at this time you can search all applicants who have applied and select those which you would like to interview.

Chapter 11

Sourcing Candidates / Creating a Marketing Campaign / Advertising

After the successful completion of a Position Request Authorization (PRA) has been achieved and the position is queued to be posted on the university's online applicant tracking system, a consultation process begins with a HR - Talent Acquisition representative to discuss marketing your opportunity throughout the area. This could mean:

- Locally
- Regionally
- Nationally
- Internationally

The HR - Talent Acquisition team has a myriad of recruitment venues in the form of:

Types	Advantages
Print advertising	Large circulation; still respected amongst job seekers
Networking opportunities within professional organizations	Can market your opportunity to both active and passive job seekers
Online job posting sites	Extremely cost-effective; world-wide exposure; long shelf-life.
Email advertising	Easy; quick; large exposure
Employee Referrals	Cost-effective; can be a solid source for quality applicants
Outside Recruitment Firms	Can contact professionals who are currently working at their places of employment and recruit them
Professional Conferences	Large quantity of qualified professionals in one location
Social Networking	Direct contact with candidates face-to-face and through websites devoted to virtual interaction between professionals within a controlled environment

Any or all of these can be used. Through the process of talent acquisition, Kent State University recruiting specialists use a variety of approaches to locate top-tier talent for hiring managers throughout the university. The first and foremost method used is to find someone within another institution of higher education or an organization who may or may not have the appropriate skills and use this initial contact to network to others both within the company, and the northeast Ohio community. Through the utilization of a vast network of recruitment resources, the employment team is constantly reading mass mailing meeting announcements, obtaining professional society membership lists, browsing Internet discussion groups, attending career fairs and identifying new recruitment venues to source as wide and diverse an applicant pool as possible.

The process of posting a position is a simple one that consists of (5) five steps:

1. Seek final approval of a PRA
2. Contact HR - Talent Acquisition to discuss the particular parameters of the posting (*preferences, department-specific skills, etc*)
3. Collaborate with HR - Talent Acquisition for the creation of an objective evaluation methodology that will identify a talented and diverse pool of candidates. This can include some of the following:
    a. Overall structured interview format (*who and when*)
    b. Telephone interviews
    c. Work samples
    d. Peer assessment
    e. Assessments
    f. Position specific testing (*classified positions*)
    g. Behavioral-based interviews
4. Consult with HR - Talent Acquisition regarding advertising.
5. Partner with HR - Talent Acquisition to effectively market and source this opportunity within the following way:
    a. Traditional print advertising
    b. Online websites
    c. Online social networks
    d. Informational or Professional Development sites
    e. Recruiting blogs

Under the University's decentralized budget model, departments have two options for placing employment ads:

1. Direct placement of employment ads in journals, publications, websites, job boards, and other media
2. Placing ads through the HR Talent Acquisition Unit

Both methods will provide results and differ only in how they reflect individual preferences. The freedom to act does have responsibilities and accountabilities for departments regardless of which method is used. The department is accountable for ensuring that proper funds exist in the department budget to pay for any cost advertising. Payment of bills for employment advertising is also the direct responsibility of the department. Tracking recruitment and advertising efforts for mandated institutional reporting still requires departments to keep careful, written records on the entire search process, *including* the advertising portion.

Employment offers the following employment services to departments:

- Assistance with search process and search materials
- Developing pools of applicants for temporary classified employment
- Assistance with developing recruitment and advertising strategies
- Writing and placing ads

Chapter 12

Legal Aspects of Selection

A key element in the hiring process is that of actually reviewing a pool of applicants. It is important to note that there are a myriad of federal and state laws, University policies and practices that govern this part of the process. Among these are the Uniform Guidelines on Employee Selection Procedures.

These guidelines are applied by:

- The **Equal Employment Opportunity Commission** in the enforcement of title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972 (hereinafter "Title VII")

- The **Department of Labor**, and the contract compliance agencies until the transfer of authority contemplated by the President's Reorganization Plan No. 1 of 1978, in the administration and enforcement of Executive Order 11246, as amended by Executive Order 11375 (hereinafter "Executive Order 11246")

- The **Civil Service Commission** and other Federal agencies subject to section 717 of Title VII

- The Civil Service Commission in exercising its responsibilities toward State and local governments under section 208(b)(1) of the Intergovernmental-Personnel Act

- The **Department of Justice** in exercising its responsibilities under Federal law

- The **Office of Revenue Sharing of the Department of the Treasury** under the State and Local Fiscal Assistance Act of 1972, as amended; and by any other Federal agency which adopts them.

The selection of applicants and the ultimate evaluation of their skills as they pertain to the position in which you are attempting to fill is further governed by a series of federal laws:

- **Age Discrimination in Employment Act (ADEA) of 1967**. The Age Discrimination in Employment Act (ADEA) of 1967 prohibits the discrimination in employment on the basis of age for individuals 40 years of age or greater. An employer cannot discriminate in making decisions regarding: Hiring; Firing; Promotion; Layoff; Compensation; Benefits; Job Assignments; Training; or Other terms and conditions of employment. A link is located at http://www.kent.edu/hr/aa/adea.cfm

- **Americans with Disabilities Act (ADA) of 1990**. The Americans with Disabilities Act (ADA) of 1990 states that an employer cannot discriminate against employees with disabilities in relation to: Application/Hiring; Advancement; Termination; Training; or Compensation/Benefits.. A link is located at http://www.eeoc.gov/laws/types/disability.cfm

- **Fair Labor Standards Act (FLSA).** The Fair Labor Standards Act (FLSA) sets minimum hourly wage, overtime pay, equal pay, and record keeping and child labor standards for employees who are covered by the act. Kent State University employees are covered by this act. This act also addresses which employees are exempt from specific provisions of the act, such as overtime pay. Administration and enforcement of the FLSA and related statutes are the responsibility of the Department of Labor. Within the Department of Labor, the Wage and Hour Division has authority for the FLSA. This division issues rules, regulations, and interpretations under the act and conducts inspections and investigations to determine compliance. A link is located at http://www.kent.edu/hr/employment/flsa.cfm

- **Title VII of the Civil Rights Act of 1964**. Title VII of the Civil Rights Act of 1964 states that an employer cannot discriminate on the basis of: Race; Color; Gender; Religion; or National Origin. An employer cannot discriminate in making decision regarding: Hiring/Firing; Training; Discipline; Compensation/Benefits; Classification; or other terms and conditions of employment. In addition to these categories, Kent State University's policy regarding unlawful discrimination and harassment (Policy 3342-6-03) also includes sexual orientation, disability, age or identity as a disabled veteran or

veteran of the Vietnam era as part of its protected class. A link is located at http://www.eeoc.gov/policy/vii.html.

- **Immigration Reform and Control Act of 1986 (IRCA).** States that it is unlawful to employ illegal immigrants and applies to all employers.

- **Fair Credit Reporting Act (FCRA).** Places limitations on employers who use credit ratings as a basis for selection and hiring and provides that an employer may not obtain a credit report on a job applicant or employee without first obtaining written permission.

The HR Talent Acquisition unit is available to assist in developing questions used to determine an applicant's experience level and whether or not they meet the minimum requirements for the position. These initial questions are created within the online applicant tracking system. As is similarly done in the posting process, a set of criteria can be developed with the assistance of HR, to develop an evaluation matrix to then create a list of those applicants whom you would like to interview.

Preliminary Application Screening Form (01.03.06)

Job Title / Classification	Department	Job Open Date	Job Closed Date

		Minimum Requirements																	
Applicants Last Name	Applicants First Name	Educational Background : Meets Requirements (Y or N)	*Details of Minimum Educational Requirements:*	Work History : Meets Requirements (Y or N)	*Number of Years needed?:*	Other Job Qualifications for the position : Meets Requirements (Y or N)	*Details of Other Job Requirements:*	Other Prerequisites / Software Knowledge / Certification : Meets	*Details of other Prerequisites :*	Passed all required tests : (Y or N)	Job Criteria Met Overall (Y or N)	Satisfactory KSU Evaluation /or/ other Job Performance documentation on	Apart of a KSU bargaining Unit (Answer Y or N)	KSU Employee Data (Y or N)	Interviewer #1	Interviewer #2	Interviewer #3	Interviewer #4	Interviewer #5	Employee Recommended for Top Ten List? (Y or N)

The selection process should be a consistent and documentable one. The overall scope of the process should include the following:

- Having an applicant complete a Kent State University application using the university's Online Applicant Tracking system at https://jobs.kent.edu

- If applicable, an applicant should be given any pre-employment testing. This could be in the form of civil service testing to certify them for a particular position; or other university approved evaluation methods for pre-employment; all of which must be coordinated through Human Resources.

- Telephone interviewing when applicable to furnish the candidate with the scope of the opportunity and to determine if there is a general understanding of the open position for which they have applied or to pre-qualify the applicant's qualifications.

- On campus interview that allows the candidate to meet key personnel within the department and/or the Search Committee.

- Comprehensive reference check and if applicable, background checks (see Chapter 12) to verify work history. It is also at this time that other physical exams, if applicable, are conducted.

- Evaluation of the candidate pool and finalist list utilizing material feedback from all of the above. This should always be done in an objective and consistent manner so as to offer each candidate a fair review and consideration.

This process should always be discussed with the HR - Talent Acquisition unit. This consultative approach with an Employment Specialist will reduce the risk of legal issues and will ensure proper adherence to federal and state laws, as well as, university policy.

It is important to remember the following elements when launching your applicant evaluation process:

- Track all contact with an applicant. The robust university, Online Applicant Tracking system will store the applicant's application, resume and any other related documents indefinitely.

- Document your review methodology inclusive of interview questions and evaluation format.

- Do not issue any exam to an applicant unless it has been reviewed and agreed upon by Human Resources, and said exam must be given to every candidate.

- Check with the HR - Talent Acquisition unit and request a search within the Online Applicant Tracking system's "Profile" function to identify any applicants who have expressed general interest in Kent State University.

If the Hiring Manager has a position posting that is currently accepting applications they will have a screen that is similar to the example below:

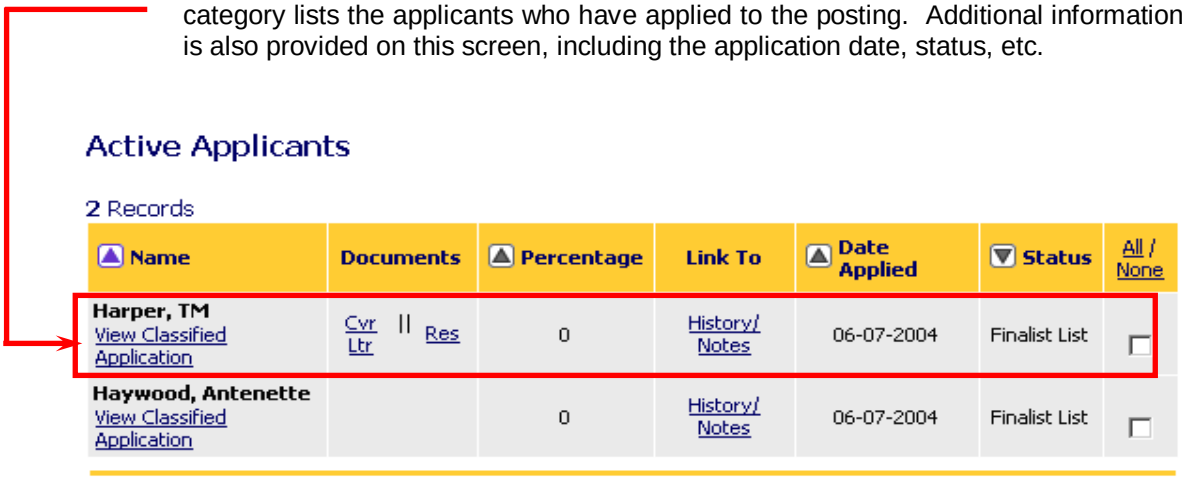
Open

13 Records

Position Title	Position Number	Apps in Process	Position Open Date	Position Close Date	Department	Posting Status
Clerical Coordinator View		2	06-07-2004		Not Assigned	Opened
Horticulturist - Test View	950302KSW	0	05-20-2004	11-21-20		
Horticulturist View	950302KSW	0	05-14-2004	11-21-20		
Custodial Worker View	631440	0	05-13-2004	05-25-2004	GEAUGA CAMPUS	Closed
Custodial Worker View	121212	0	05-11-2004	06-01-2004	ADMINISTRATIVE COMPUTING SVCS	Closed

To view the details of a specific posting, including the description and a list of applicants, click the word ***View*** below the relevant position title.

Applicant data is divided into categories by columns listed across the top. The first category lists the applicants who have applied to the posting. Additional information is also provided on this screen, including the application date, status, etc.



Active Applicants

2 Records

Name	Documents	Percentage	Link To	Date Applied	Status	All / None
Harper, TM View Classified Application	Cvr Ltr || Res	0	History/ Notes	06-07-2004	Finalist List	☐
Haywood, Antenette View Classified Application		0	History/ Notes	06-07-2004	Finalist List	☐

To view a single application, click ***View Application*** under the applicant's name on the "Active Applicants" list. A new window will open with a copy of the application. It may take a few moments for the information to load into the new window. Use the scroll bar to move up and down within the application window.

If necessary to have a printed copy, select ***File***, ***Print*** from your browser's menu to print the application.

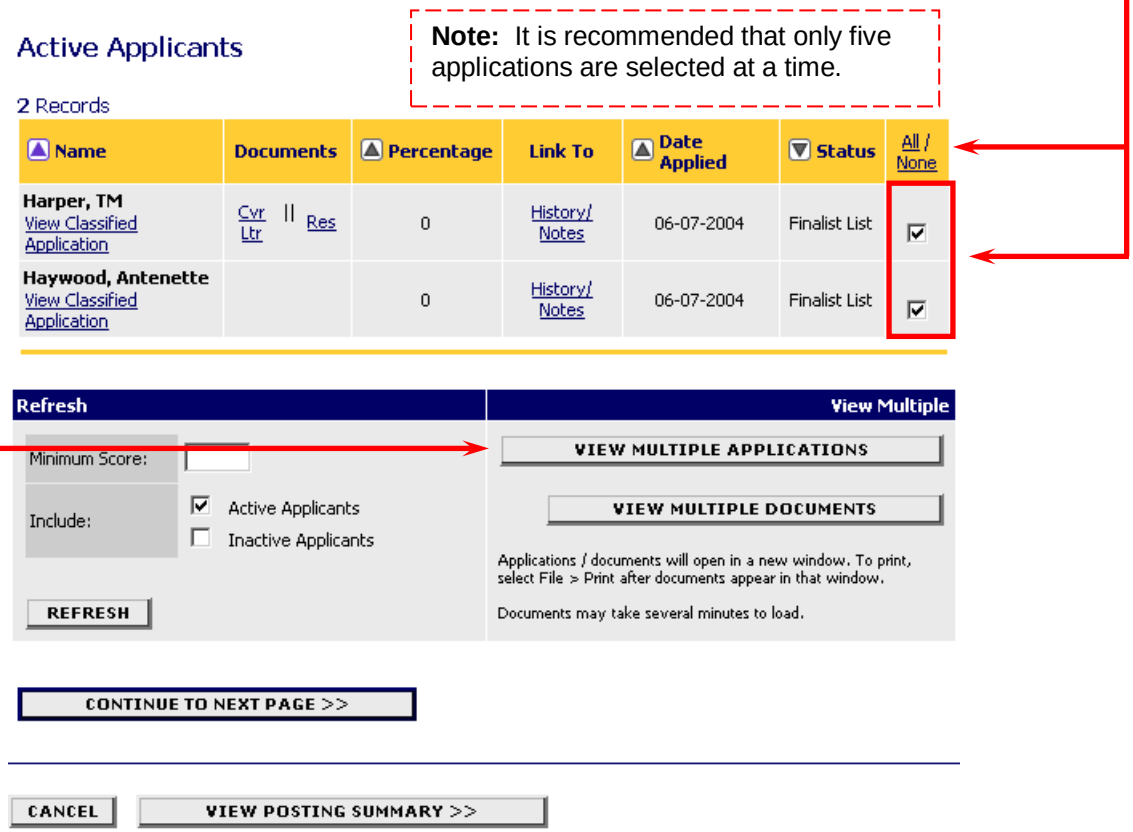
To close the application window, click ***Close Window*** just above the right corner of the application.

To view/print multiple applications at the same time, perform the following steps:

1. Check the boxes in the last column for the corresponding applicants whose applications you wish to view/print. The ***All/None*** link can also be clicked to select, or deselect the entire list.

2. Click the ***View Multiple Applications*** button.
A new window will appear (it may take several moments to load). This window contains all the applications you selected to print.

3. Select ***File***, ***Print*** from your browser's menu to print the applications.



After selecting the applicant's documents, inclusive of application, resume, references, each can then be opened on screen. Below is an example of a classified application.

KENT STATE UNIVERSITY

Classified Staff Application

Requisition Number:	Job Title:
N/A	

SAMPLE APPLICATION

Personal Information

Prefix:	Last name:	First name:	Middle Initial:	Suffix:	Email Address:
Ms.	**Bell**	**Liberty**			

Mailing address:	City:	State:	Country:	Zip Code (Postal Code):	County:
123 Independence Parkway	**Freedom**	**Ohio - OH**	**U.S.**	**00000**	

Contact phone 1:	Contact phone 2:	Type of position desired :	What date are you available to begin working?
(000)000-0000		X Full-time Seasonal X Part-time X Temporary	**11-30-2005**

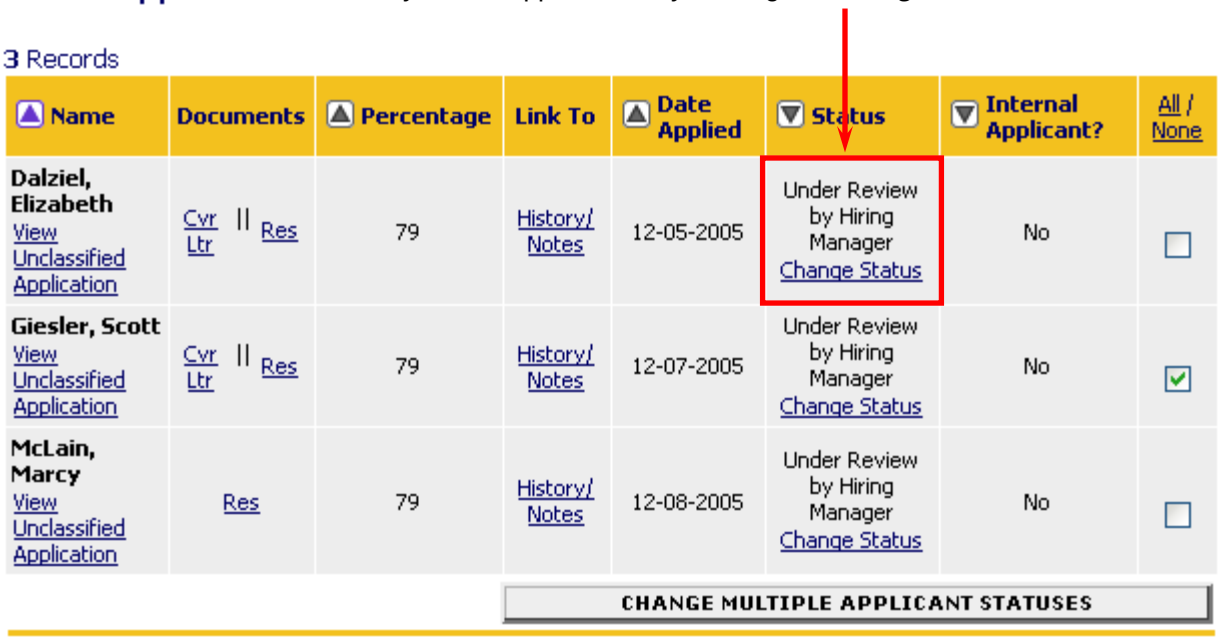
Have you ever been employed at Kent State University?	If yes, specify last position held, dates of service and department.
No	

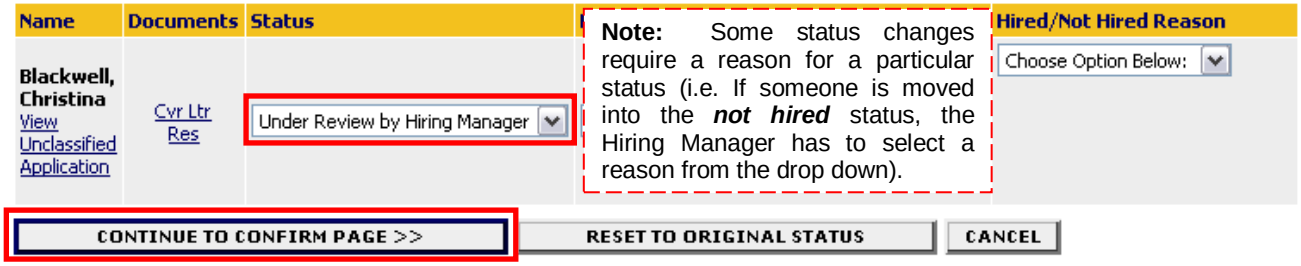
Do you have any relatives who are currently employed by Kent State University?	If yes, provide name:	If yes, specify relationship:
No		**No Response**

Have you ever been convicted of a felony or misdemeanor other than for traffic violations?	If 'YES', please explain:
No	

CHANGING THE STATUS OF AN APPLICANT

The Hiring Manager can change the status of applicants as they review applications by clicking the ***Change Status*** link.





Note: Some status changes require a reason for a particular status (i.e. If someone is moved into the ***not hired*** status, the Hiring Manager has to select a reason from the drop down).

Select the new status for each applicant and click ***Continue to Confirm Page***. *

Available Statuses

<u>Classified</u>
Under Review by Employment (screening, testing, or narrowing pool to top 10)

Under Review by Hiring Manager (status once HR has reviewed position and narrowed pool)
Interview Pending (system will not alert HR - contact Employment Specialist to schedule interviews)
Interviewed – completed interviews
Finalist List
Not Hired
Hired (HR will then complete the hire)

<u>Unclassified</u>
Under Review by Hiring Manager
Interview Pending
Interviewed – completed interviews
Finalist List
Not Hired
Hired (HR will then complete the hire)

* To reset all statuses to their original value, click ***Reset to Original Status***. Click ***Cancel*** to return to the previous screen.

Chapter 13

Interviewing Candidates / Behavioral Based Interviewing

As a hiring manager, the responsibility for hiring staff is an important one. You must determine how to tell whether someone is a qualified candidate and how you can minimize the risk of making a bad recruitment decision. To maximize your chances of securing the best candidate, it is important for all hiring managers to properly prepare for and conduct an interview in a meaningful way. One must realize that an interview is a two way street – a unique opportunity for both candidate and Kent State University to get to know as much as possible about one another. It is just as important for you to be prepared and to put your best effort forward in an interview as it is for the candidate – particularly in a candidate-driven market.

Many bad recruitment decisions tend to arise as a result of behaviors demonstrated by employees rather than due to their technical ability. It makes sense therefore to focus on eliciting as much information as possible from the candidate about how they will behave and perform in a particular environment and circumstance, what habits they possess, what motivates and demotivates them and how they respond to particular management styles. These issues are behavioral issues and an effective way of gathering this information is by asking behavioral-based interview questions, examples of which are described below.

Firstly, it is important to ask yourself what are the bare-essential requirements for the job. Think about what specific skills the candidate will need to possess in order to perform the required tasks, what kind of culture is present in your department and what kind of behaviors fit well within this culture. Make a list of these. Spend some time familiarizing yourself with the candidate's resume. Write down any questions you have about issues arising from the resume or highlight areas of interest that you would like to learn more about. Get a sense for the candidate's background so that you don't waste time asking questions such as "When did you complete your degree?" or "Give me five words to describe you?" Think about what you want to achieve and learn from this interview.

Interviews will vary based upon the differences of the positions for which you are recruiting. The initial interview should last between 30 – 120 minutes. The time will depend greatly on how many people are a part of the interview and how many candidate may be arranged for an interview in a particular day.

Greet the candidate warmly and make sure they are seated in a comfortable position. Think about where the interview should take place – make sure the space is one that you think accurately portrays Kent State University in the way you want it to be portrayed. As well, try to avoid interviewing from behind your desk. Step out from behind it and arrange the seating such that you and the candidate are equals. Explain why you have invited them to meet with you and how the interview will proceed. It is also a good idea to tell the candidate something of your own background and what your role is within Kent State University. Remember, if the candidate feels comfortable you are more likely to embark on an open and candid discussion and learn as much as possible about their background and experiences.

In general an interview will be constructed as such:

- **Part 1:** A brief overview should be given to the candidate about the structure of the interview; its process; and timeline. This initial interaction should be used to discuss any questions that may be associated with the candidate's application or to obtain any missing documents needed for the interview. Let the candidate know what you would like to gain from the meeting. This is also an appropriate time to become familiar with the applicant and why it is they are interested in Kent State University.

  Part 2: If after briefly discussing the candidate's interest in the university and after clarification and verification of the candidate's application, the belief is that this candidate is qualified for the position, time should be devoted to a full explanation of the position. Responsibilities, and measures of success should be discussed in detail with the candidate. Discuss the particulars of the role, the reason why the

vacancy has arisen and how it fits within Kent State University. Keep in mind that an interview is "interactive", so invite the candidate to ask questions. This will ensure that an accurate understanding of what will be expected in this position. Ask the candidate about their status in their present job and what is prompting them to consider alternative job opportunities at this point in their career.

- **Part 3:** During this phase, the candidate should be evaluated based upon their competencies and skills as they relate to the open position for which they are being considered. Behavioral based interview questions are key in allowing the candidate to demonstrate their understanding of how their skills and experiences relate to the position. Moreover, it will allow the candidate to offer applicable examples of past experiences and the documented successes or failures they have acquired relatable to the position.

Questions to Ask:

Professionalism / Self Control (*to determine if the candidate can maintain a mature, problem solving attitude while dealing with conflict, rejection or deadlines*)

- Tell me about a time when you had to cope with strict deadlines or time demands. Give me an example.
- Give me an example of a time at work when you had to deal with unreasonable expectations placed on you.
- When have you had to cope with an angry or hostile colleague or client? How did you cope with the situation?
- Sooner or later we all deal with criticism in relation to our work. If it has happened to you, how did you respond to such criticism and describe the context in which it arose. Tell me about a high stress situation when you were required to keep a happy and positive attitude.
- Tell me about a time when you had too many things to do and how you prioritized your tasks.
- What is your typical way of dealing with conflict?

Analytical problem solving (*to determine if the candidate is able to use a systematic approach in solving problems*)

- Give me a specific example of a time when you used good judgment and logic to solve a problem.
- Give me an example of a time when you used your fact-finding skills to solve a problem.
- Describe a time when you anticipated potential problems and developed preventative measures (whether alone or as part of a team).

Decisiveness (*to determine if the candidate is able to make decisions quickly and take action*)

- Describe a time when you were under pressure to make an immediate decision. Did you take action immediately or were you more deliberate?
- At times it is important to be hard headed about decisions you make, particularly when others don't like it. Give me an example of a time when you stuck by a decision even though it was under attack by others.
- Describe a situation in which you had to draw a conclusion quickly and take speedy action.

Spoken communication (*to determine if the candidate can present information clearly, influence or persuade others through oral presentation and listen well*)

- Tell me about a time when you had to communicate under difficult circumstances.
- Tell me about a time when you used your communication skills to influence someone's opinion.

- Careful listening and effective communication go hand in hand. Tell me about a time when your ability to listen helped you to communicate better.
- What types of experiences have you had in delivering oral presentations?
- Tell me about a time when you had to deal with an upset or angry client.
- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.

Motivation of others (*to determine if the candidate is able to create positive energy in both individuals and groups*)

- Give an example of a time when your positive attitude caused others to be motivated or energized.
- Give an example of something you did which helped build enthusiasm in others.
- Tell me about a time you used competition, recognition or reward to encourage and motivate others.

Commitment to task (*Is the candidate able to start and persist with courses of action*?)

- Give an example of a time in which you found it necessary to dedicate long hours to a job.
- How do you keep yourself motivated when working alone?
- Tell me about a time when you had to work hard to reach a particular goal –be specific about what you achieved.
- Tell me about a time when you had to go above and beyond the call of duty in order to get a job done.

Interaction (*Can the candidate communicate effectively with others?)*

- Describe a time when you were successful in dealing with a colleague because you built a trusting relationship.
- Tell me about a time when you were able to successfully deal with another person even when that individual may not have personally liked you or vice versa.
- Tell me about a time when you had to deliver information or news to a colleague which you knew they were not going to be happy to hear. Please be specific on how you delivered this information.

Closing question

- Why should I hire you over other candidates?
- What motivates you about your career?

These questions have been developed to assist in finding out more about the candidate with whom you are meeting. These questions are designed to get candidates to share specific experiences in their work life that might illustrate the skills you are searching for in a candidate. Do not assume that just because you are interested in the candidate that they are interested in Kent State University. Many hiring managers tend to underestimate the importance of this, or, ignore it all together. It is vitally important to market the virtues of Kent State University as an “Employer of Choice” and to explain in detail the “total compensation” package offered by the university.

To recruit effectively, you must be able to articulate the unique benefits of Kent State University consistently and persuasively. To do this, it is essential to identify the candidate’s trigger points – in other words, what makes them ‘motivated’. Some of the important factors candidates consider when selecting a potential employer include reputation of the organization, financial stability, reputation of the employees, a visible career path, proper resources, evidence of work-life balance, salary and benefits and knowledge that the work they do will be interesting, stimulating and challenging.

Ask early on in the interview process what is important to them in an employer. One way in which to promote

Kent State University to the candidate is to highlight what you have achieved in your time with the university and what you are proud of. Be prepared to address what makes your department special. Discuss the career paths of previous successful recruits in your department. Candidates in turn will want to ask questions concerning community involvement, training, performance reviews, promotion and salary issues and management style. You will need to approach these questions with clarity and confidence.

Next Steps:

Slow response time can cause hiring managers to lose their choice of talent. It is here that you can gain an advantage over other employers seeking talent by moving quickly to make a hiring decision. For this we suggest making the next decision (*whether that is a second interview or verbal offer subject to reference checking*) within seven to ten days. Indecisiveness and delay may send a negative message to the candidate. If you are perceived as lacking in focus then the candidate may lose enthusiasm for the role. If you know and feel comfortable articulating what the next stage is then tell the candidate. Otherwise ask the candidate to liaise with a HR Talent Acquisition consultant.

Continue to coordinate the process with HR Talent Acquisition. Make notes following the interview and give your feedback to them as soon after the interview as possible. If there is issues that concern you or you would like something explored in more detail then discuss this with Human Resources. They have useful tools at this point that may help you. They will also be able to advise you on what an appropriate next step should be.

Finally, once a verbal offer has been made by either Human Resources (classified or unclassified) or the hiring manager (unclassified), you should immediately send a letter confirming the terms and asking the candidate to indicate acceptance by signing the letter of employment. This seals the arrangement and adds a formality to the process.

In addition, collaborating with HR Talent Acquisition is critical in expediting the hiring process and ensuring policy and legal compliance.

A friendly candidate packet with include:

- Job description
- Unit Organizational Chart
- Kent State Magazine
- Unit brochure (*if applicable*)
- EEO brochure
- Campus Map
- Benefits summary

Chapter 14

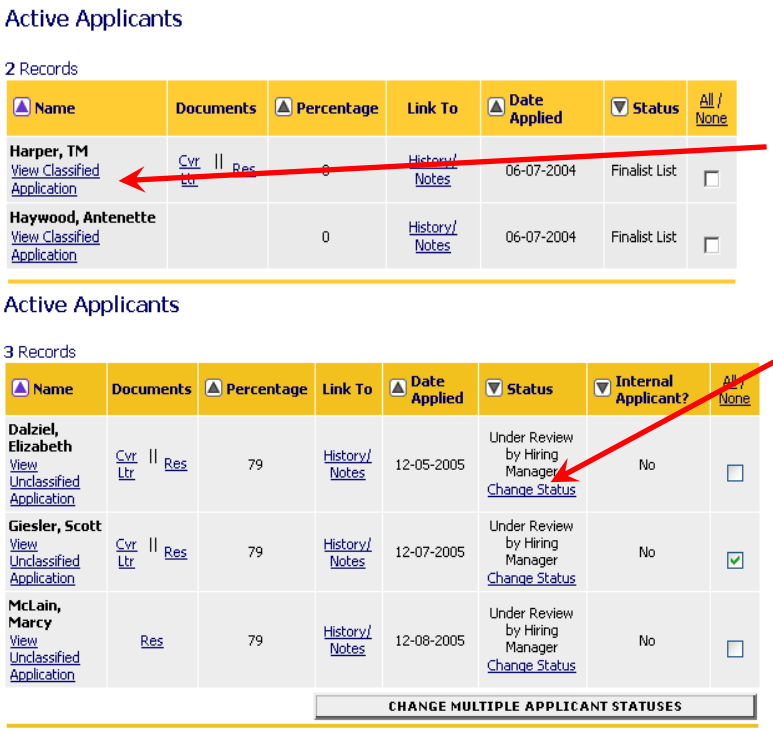
Creating a Finalist List / Evaluation of Candidates

After candidates are interviewed or evaluated applicants are not chosen, updates should be made within the university's Online Applicant Tracking System. Access through https://jobs.kent.edu/hr :

To view the position that Employment informed you about via email, click the ***View Pending*** link on the left navigational bar. The screen should look like the example here:

Locate the posting you want to review. Click the ***View*** link under the position title to view the posting details.

Next, sort and search through candidates who have applied. Simply "click" the candidate you want to make an edit to, and then change their "status" (*i.e. not hired, interviewed, finalist list, etc*)



Applicant data is divided into categories by columns listed across the top. The first category lists the applicants who have applied to the posting. Additional information is also provided on this screen, including the application date, status, etc.

Each time a candidate is interviewed, you must change their status online. Eventually, after interviewing is complete, a hiring manager will move each candidate they have interviewed into a “finalist” status.

Next, it will be necessary to complete the online recruitment profile to outline efforts made on diversity outreach and recruitment for your particular position. Affirmative Action completes the information in the top section of the Recruitment Profile. They provide Unit EEO availability/incumbency data and Affirmative Action recommendation for hire based on whether there is under representation of women and/or minorities. The Hiring Manager will get information similar to the example below:

Applicants	Position Posting	Sourcing	Posting Specific Questions	Points	Hiring Steps	Guest User	**Recruitment Profile Information**	Notes / History

CONTINUE TO NEXT PAGE >>

*Required information is denoted with an asterisk.

Minorities - Factored Availability	12.54%
Minorities - Incumbency	14.29%
Minorities - Under Representation	No
Women - Factored Availability	47.38%
Women - Incumbency	85.71%
Women - Under Representation	No
AA Recommends	Selection is Optional

Chapter 15

Safe Hiring: Reference and Background Checking

For almost any firm in the U.S., the direct cost associated with labor is either the first or second largest line item in a budget; this includes revenues spent for pay, benefits, recruiting and training. If firms add in the cost of managing and dealing with employees, the figure is even greater. In a study published in 2003, *CFO Research Services* found that companies spend about 36 percent of their revenues on "human capital." That figure was even higher in some industries, such as financial services or others. Yet many employers spend more time and effort choosing a copier or deciding between competing brands of laptops than they do in selecting employee. Safe Hiring is aimed at helping hiring managers decide who NOT to hire. It is an essential function that supplements the process of identifying, recruiting, attracting, and retaining top performers. Human assets are typically the single largest line item in our university budget. Hence employees should not be selected based upon subjective criteria and interviews. Checking job or employment references is time-consuming and many hiring managers, despite recent legislation, refuse to offer more than dates of employment, salary history and job title. Secondly, if you are not careful, each reference check can turn into a friendly chat during which you do not obtain the information you need to make an objective decision about hiring your candidate. As with most processes, a standard reference checking format is useful. You can easily compare candidates and ensure you are asking the "right" questions to make an educated decision before offering the applicant a job with Kent State University.

All reference checks for classified personnel will be conducted by Human Resources. Although, for unclassified candidates, references can be conducted by the search committee or hiring official, it is still recommended that Human Resources conduct these in their entirety. Final copies of said references must be given to HR for review. If reference checks are conducted for an unclassified candidate by the hiring official, the following are elements to keep in mind:

- Convey to the reference that their name has been given to you with the permission of the candidate
- State the intent of the call; a quick overview of the position for which the candidate is being considered

The following is a sample format that is acceptable via Human Resources:

Telephone Reference Check Form

Applicant's Name_____
Company Contacted _____

1. ***When did the applicant work for your company? From*** _____ ***To***_____
2. ***What was the applicant's position/title?*** _____
3. ***What information can you give concerning:***
   - ***Quality of work*** _____
   - ***Attendance*** _____
4. ***Did this person get along well with others? Yes***_____ ***No***_____
5. ***Why did he/she leave your company?*** _____
6. ***Is he/she eligible for rehire with your company? Yes***_____ ***No***_____
   If not, why **not?** _____

Additional comments: _____

Information from_____ **Title**_____

Reference Check made by _____ **Date** _____

After completion of the reference check it must be sent to the HR Talent Acquisition unit by emailing employment@kent.edu or via fax to (330) 672-2240.

The Safe Hiring Checklist

(To be completed for every new applicant before being hired)

Applicant: _____

Position: _____

Hiring Manager _____

Task	Yes/No/ NA	Date/ Initials	Notes/Follow-up
Application Process			
Did applicant sign consent for background investigation?			
Is application complete?			
Did applicant sign and date application?			
Did applicant leave criminal questions blank?			
Did applicant indicate a criminal record?			
Did applicant explain why left past jobs?			
Did applicant explain gaps in job history?			
Were there any excessive cross-outs or changes?			
Interview Process			
Did applicant explain any excessive cross-outs/changes?			
Leaving past jobs: Did applicant explain satisfactorily?			
Leaving past jobs: Was verbal reason consistent with written app?			
Employment Gaps: Did applicant explain satisfactorily?			
Employment Gaps: Are verbal explanations consistent with written app?			
Security Question. 1-"Our firm has a standard policy of background checks and drug tests on all applicants. Do you have any concerns you would like to share with me about our procedures?"			ANSWER:
Security question 2-"If I were to contact the courthouse or police department, would we locate any criminal convictions or pending cases?"			ANSWER:

Security question 3-"If I were to contact past employers pursuant to the release you have signed, what do you think they would tells us about you?"			ANSWER:
Security question 4-"If I were to contact past employers pursuant to the release you have signed, would any of them tell us you were terminated or were disciplined?"			ANSWER:
Security question 5-"Please explain any gaps in employment."			ANSWER:
Reference Checks (by employer or third party)			
Have references been checked for at least last 5-10 years, regardless of whether past employers will give details?			
Have efforts been documented?			
Discrepancies between information located and what applicant reported in application: a. dates/title salary/job title b. reason for leaving			
Background Check			
Submitted for background check?			
Check completed?			
Background check reviewed for discrepancies/issues?			
If not CLEAR or SATISFACTORY, action taken per policy and procedures?			Describe:

Chapter 16

Offer Letters / Employment Agreements

The hiring process for both unclassified and classified necessitates that candidates and eventual new hires receive appropriate paperwork to complete. Some paperwork is university-related, while others are mandated by the state and federal government.

At the point a candidate is made job offer for employment with Kent State University, one of the initial documents to be sent out is an offer letter, otherwise known as an "appointment letter". The following are such letters: Unclassified Letter of Appointment and Unclassified Staff Employment Agreement. In the case of classified hires, this is sent out to the new hire by HR - Talent Acquisition. For Unclassified new hires, the hiring manager should work with Talent Acquisition to complete the Unclassified Staff Employment Agreement / offer letter. *(Appendix C & F).* All forms can be found in the HR Forms Library at http://www.kent.edu/hr/forms/index.cfm .

To assist in the hiring process, a guide entitled "Getting Started with your Employment Process" that navigates a new hire through paperwork requiring their attention. The guide highlights the following forms that need to be completed during the hiring process:

- Unclassified Employment Agreement
- Classified Letter of Appointment (*a.k.a the Offer Letter*)
- Unclassified Letter of Appointment (*a.k.a the Offer Letter*)
- Declaration Regarding Material Assistance/Non-assistance to a Terrorist Organization form (DMA).
- Ohio Ethics Law copies
- Federal I-9 Form
- Statement Concerning Your Employment in a Job Not Covered by Social Security form.

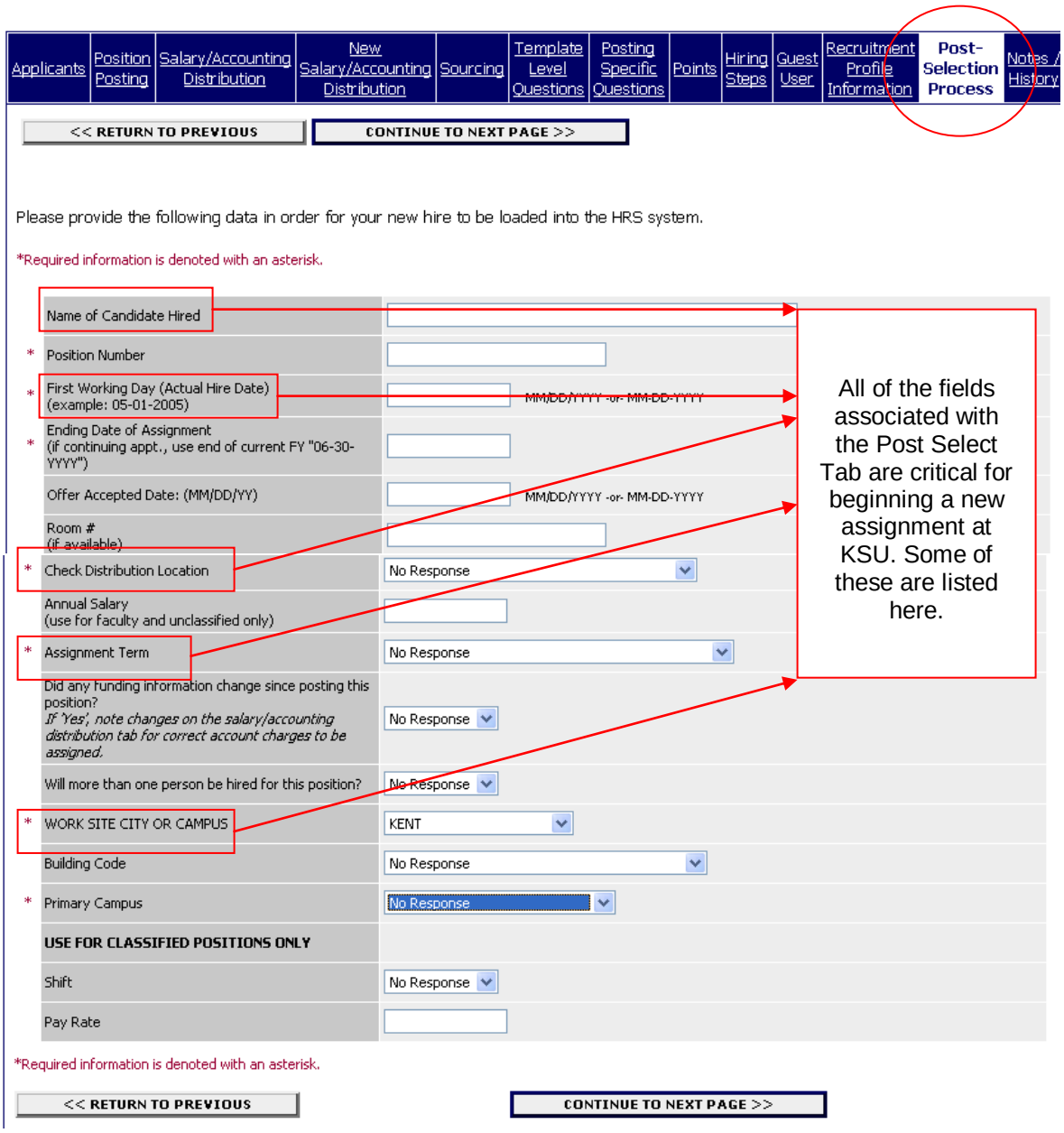
The guide is helpful for both the new hire as well as the hiring official ensuring that all appropriate paperwork is completed, thus allowing for a smooth on-boarding beginning.

None of the above paperwork is to be modified in any way. Consistency is key to ensure that each candidate receives the proper information so as to make an educated decision whether or not to become a part of Kent State University. **In addition, it is highly recommended that the aforementioned forms are not downloaded and used in an on-going basis. Rather, accessing the forms library is the best way to ensure that you are viewing the most current version of each piece of paperwork.**

Chapter 17

Post Select Tab

The post select tab was established in 2006 as a replacement to the Personnel Action Form (PAF) for FT Faculty, all Unclassified and all Classified new hires. The tab must be completed to allow a candidate to become a "new hire". The information shown below is eventually entered into the university's Banner system and a new employee profile is created.



Chapter 18

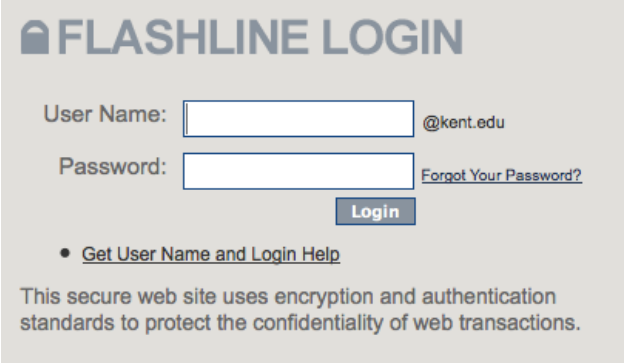
New Hire Paperwork / Registration

Within previous chapters of this guide we outlined important paperwork related to the job offer, such as letters of appointment, unclassified employment agreements and other federal forms needed prior to the hire.

After a candidate is offered a position and accepts the Kent State University job offer, several steps need to be completed in on-boarding this new hire to the university.

Once hired, candidates will be required to visit the NewHire website where they will be able to register tax information, personal contact information and more at the university's employee self service portal located at www.kent.edu.

Once there, login using their assigned university FLASHLINE ID and PASSWORD.



They will then have access to a NEWHIRE tab within the portal and will have access, if eligible, to the NewHireBenefits. Once there, they can evaluate the costs associated with their benefit selections available to them; learn more about the Ohio State Retirement System and other investment options.

Newly hired employees will receive instruction from HR as to how to access the NewHire site. As a hiring official or manager, you will also receive notification via email reminding you that your new employee must visit the NewHire site so as to begin their entrance to the Kent State University Banner system. It will allow them to obtain a parking pass, flashcard, email and other critical resources. (***see Appendix F***).

At the time of the new employee's start date, they will begin to receive notifications, as will their supervisor, for the need to visit the NewHireBenefits site. From the time they begin their employment, they will have only thirty-one (31) days to select their benefits, should they choose to obtain them from Kent State University.

All NewHires must also attend NewHire Orientation. Sign up for orientation is located at:
http://reg.abcsignup.com/view/view_month.aspx?as=55&aid=KENT&wp=137

Chapter 19

Orientation / Training for New Hires

Orientation / Training:

To assist in the process of acclimating a newly hired employee to the Kent State University environment, Human Resources has developed a series of training that will be critical to the success of an employee. Among these is the Bi-Weekly New Hire Orientation to make an employee's transition to Kent State University smooth. At this new hire orientation; one will receive a wealth of information - from employee benefits, services and resources, to insurance plan options available to Kent State University employees.

Online Registration

Upcoming Education and Training Events

A commitment to learning is expected of all employees at Kent State University. This information is meant to help you find learning solutions that meet your needs.

The university provides a wide variety of opportunities to increase your knowledge and skills. There is something for everyone ... from new employees to experienced university personnel.

The intended audience for training and events is Kent State University faculty and staff, unless otherwise noted.

Click here to manage your registrations and view your attendance history.

If you are interested in posting your events on this page contact the Employee Relations and Development office at 330-672-5050 or via email at hrd@kent.edu.

[Enter Search Criteria] | All Events | View/Search Events

Month	Date	Upcoming Event

Other key training includes:

- Banner Navigation
- Microsoft Outlook

Once on board, any new employee may feel over whelmed. To ensure a smooth transition, each supervisor should schedule a time for their new hire to meet various key staff members throughout their division. Other elements to use as a checklist include:

- Name plate
- Keys
- Online System Access
- Name Tag
- Business Cards
- Parking Pass
- Work Station up-to-date
- Campus Announcements

KENT STATE UNIVERSITY

New Hire Checklist

What Do I Need To Do?	How Do I Do It?	What Do I Need To Have?	When Do I Need To Do It?	What Happens If I Miss A Deadline?	Who Do I Contact With Questions?
Complete local, state, federal and University required emloyment forms (W-4, I-9, SSA-1945, Emergency contact info, ect…) ***This step, including the verification of your I-9, should be completed prior to start date but absolutely no later than your first date of employment.**	Go To: https://myhrweb.kent.edu/newhire, immediately upon hire.	Your social security number, education information and previous Ohio employment information. You must print & complete the I-9 from https://myhrweb.kent.edu/newhire, however, 2 forms of ID & I-9 must be verified in person by the office shown to the right based on hiring location. (See reverse side of I-9 for acceptable forms of ID). In addition to completing the information at https://myhrweb.kent.edu/newhire, please print & return the following from the site: -Social Security Windfall Notice (SSA-1945) -OPERS Personal History Record (staff) or STRS New Hire Notification (faculty) -Prior State Service -Ohio Dept. of Public Safety Declaration (HLS 0037)	This step and the I-9 form should be turned in *prior* to your first day of employment but absolutely no later than your first active day of employment.	You will not receive your paycheck until after this step is complete and I-9 is verified.	**Faculty** – Hiring Department or Academic Personnel at 330-672-2220 All classified and unclassified **Kent Campus** new hires – Human Resources, Terrace Hall Annex 330-672-2901 **Ashtabula** Asst. Dean's Office – Faculty Dean's Office – Administrative Business Office – Classified hourly Campus number 440- 964-3322 **East Liverpool** Dean's Office 330-385-3805 **Geauga** Dean's Office 440-834-4187 **Salem** Dean's Office 330-332-0361 **Stark** Dean's Office 330-499-9600 **Trumbull** Dean's Office – Administrative Business Office – Classified hourly Asst. Dean's Office – Faculty Campus number 330-847-0571 **Tuscarawas** Dean's Office 330-339-3391 **All international employees must contact the Center for International and Comparative Programs at 330-672-7890.**

KENT STATE UNIVERSITY

New Hire Checklist

What Do I Need To Do?	How Do I Do It?	What Do I Need To Have?	When Do I Need To Do It?	What Happens If I Miss A Deadline?	Who Do I Contact With Questions?
Obtain a Parking Permit **Ashtabula** **East Liverpool** **Geauga** **Salem** **Stark** **Trumbull** **Tuscarawas**	Kent Campus hires should go to the Parking Services Office, using the one-day parking permit, located on the first floor of the Michael Schwartz Center to get their permits. All other campuses, please see contact information to the right.	Parking is $11.00/ month for the Kent Campus and up to two months may be required up front. Afterwards the $11.00/month will be deducted out of your paycheck.	Prior to your first day of employment or no later than your first active day of employment,	You could receive parking tickets for parking around campus without a permit.	Parking Services First Floor, Michael Schwartz Center 330-672-4432 No parking permit required Dean's Office 330-385-3805 No parking permit required Asst. Dean's Office 330-332-0361 Business Office 330-499-9600 Security Department 330-847-0571 Business Office 330 339-3391
Schedule myself for a Benefits Orientation	On-line at http://www.kent.edu/hr/register/ and select "bi-weekly new hire orientation."	Name, department hired in, phone number, and an email address	Immediately	Your opportunity to attend Orientation prior to your enrollment deadline is reduced.	Human Resource Services/Benefits Office at 330-672-3107 or email benefits@kent.edu
Attend a Benefits Orientation Session	Go to the location you registered for at the date, time and place you selected.	Your social security number, name, date of birth, and social security number for spouse and dependents, should you decide to enroll that day.	Within first two weeks of employment	Your opportunity to become enrolled in a health plan and other benefits options may be reduced and/or forfeited if not complete within 31 days of hire.	Human Resource Services/Benefits Office at 330-672-3107 or email benefits@kent.edu
Enroll in Health and/or Dental Plan	Complete Plan Elections online at: https://myhrweb.kent.edu/newbenefits	Your social security number, name, address. If applicable, date of birth and social security number(s) for spouse and dependents.	Within 31 days from first date of employment	You will not be enrolled in Health/Dental Plans, forfeit the opportunity to participate in the Opt-out program & other flex benefits -Lose ability to enroll in Health/Dental plans until next open enrollment period	Human Resource Services/Benefits Office at 330-672-3107
***Choose my Beneficiaries for my Group Term Life/AD&D insurance**	Complete Plan Elections online at: https://myhrweb.kent.edu/newbenefits	Your name, social security number and complete name(s), dates of birth and social security numbers of designated beneficiary(ies)	Within 31 days from first date of employment		Human Resource Services/Benefits Office at 330-672-3107

KENT STATE UNIVERSITY

New Hire Checklist

What Do I Need To Do?	How Do I Do It?	What Do I Need To Have?	When Do I Need To Do It?	What Happens If I Miss A Deadline?	Who Do I Contact With Questions?
***Decide if I want to purchase Additional Life Insurance for myself, spouse and/or dependents**	Complete the *Additional Life Insurance Enrollment Form* enclosed in your *New Hire Packet* or download from http://www.kent.edu/hr/Forms-Library.cfm	Your social security number, name, address. If applicable, date of birth and social security number(s) for spouse and dependents.	Within 31 days from first date of employment	Evidence of good health is required to enroll if beyond 30 days of first date of employment.	Human Resource Services/Benefits Office at 330-672-3107
***Decide if I want to purchase optional Long Term Disability Insurance underwritten by Trustmark Insurance**	Complete *Trustmark Voluntary LTD Enrollment Form* enclosed in your *New Hire Packet* or download from: http://www.kent.edu/hr/Employee/GroupLongTermDisability.cfm	Your name, social security number, address, gross annual salary and beneficiary name.	Within 120 days of first date of employment for guaranteed enrollment	Evidence of good health is required to enroll if beyond 120 days of first date of employment	Human Resource Services/Benefits Office at 330-672-3107 or Better Benefits, Inc. at 1-800-933-5024
***Decide if I want to participate in a Flexible Spending Account (Medical and/or Dependent Care)**	Complete Plan Elections online at: https://myhrweb.kent.edu/newbenefits	Amount(s) you wish to have deducted for remainder of calendar year	Within 31 days from first date of employment	Can only sign up during annual open enrollment period or within 31 days of a qualifying life status event	Human Resource Services/Benefits Office at 330-672-3107
Decide which Retirement plan I want to enroll in (State or Alternative Retirement Plan)	Kent State offers a variety of retirement plans. Classified (hourly) and Unclassified (administrative) staff members participate in the Ohio Public Employees Retirement System (OPERS) or may elect an alternative retirement plan (ARP), if full time. Faculty members may elect either to participate in the State Teacher's Retirement System (STRS) or an Alternative Retirement Plan (ARP), if full time. All of these retirement plan options replace social security.	Classified and unclassified employees must complete OPERS *Personal History Record.* Faculty must complete the STRS *New Hire Notification For University and College Employers.* Full time faculty, classified & unclassified staff - complete the *Retirement Plan Election Form* indicating your desire to participate in the State Retirement System **or** an ARP and return it to the Benefits Office	Classified & Unclassified – fill out personal history prior to employment start date or no later than first date of employment Faculty, classified and unclassified - must return the *Retirement Plan Election* Form within 120 days from current full-time appointment declaring desire to stay in state system or an ARP.	Faculty, classified, unclassified & full time eligible - if not returned within 120 days you will automatically default into the applicable state retirement system. This is irrevocable.	Heidi Pratt or Larry Salasek in the Human Resource Services/Benefits Office at 330-672-3107 STRS eligible employees may also visit the retirement system website at www.strsoh.org or customer service at 1-888-227-7877 OPERS eligible employees may visit the retirement system website at www.opers.org or contact member services at 1-800-222-7377

KENT STATE UNIVERSITY

New Hire Checklist

What Do I Need To Do?	How Do I Do It?	What Do I Need To Have?	When Do I Need To Do It?	What Happens If I Miss A Deadline?	Who Do I Contact With Questions?
Decide if I want to participate in a Tax-Deferred Retirement Plan (403B and/or 457)	Review list of approved 403(B) and 457 annuity providers and complete a *Salary Reduction Agreement* (SRA). List of providers and SRA can be viewed and printed from the HR forms library at http://www.kent.edu/hr/Forms-Library.cfm	Your name, social security number, name of tax-deferred annuity company you desire, start date and annual amount you wish deducted	Anytime		Marianne Pickering in the Human Resource Services/Benefits Office at 330-672-3107
Decide if I want to purchase Savings Bonds	Download and complete payroll authorization form from http://www.kent.edu/comptroller/payroll/bonds/index.cfm	Name, address, social security number, bond denomination	Anytime		Payroll Department at 330-672-2637 or http://www.kent.edu/comptroller/Payroll/Bonds/index.cfm http://www.savingsbond.gov/
Obtain a Flash Card	Kent Campus Hires – Go to the Flashcard Office located on the first floor of the Kent Student Center.	A smile!	Within your first week of employment.	The Flashcard serves as your employee ID. It also serves as your ID for obtaining employee discounts at local businesses as well as the University bookstore and recreation center.	Flashcard Office First Floor, Kent Student Center 330-672-2273
Ashtabula **East Liverpool** **Geauga** **Salem** **Stark** **Trumbull** **Tuscarawas**	Regional Campus Hires - see notes under "Who do I contact?"				Admissions Office 440-964-3322 Public Relations 330-385-3805 *n/a *n/a Student Services 330-499-9600 Student Services 330-847-0571 Admissions Office 330- 339-3391 *n/a – Flashcard not required

***Indicates you must be a full-time employee for this benefit. Please refer to the Benefits in Brief for more detailed information.**

Appendix A:

The following human resource related university, operational and administrative policies can be found on the university's website at http://www.kent.edu/policyreg/ .

1 – 01	Definition of terms used in the rules of Kent State university
6 – 01	University policy regarding employment

AFFIRMATIVE ACTION

6 – 02	University policy regarding equal opportunity
6 - 02.1	Administrative policy and plan regarding affirmative action
6 - 02.101	Operational procedures and regulations regarding job communication
6 - 02.102	Operational procedures and regulations regarding waivers of posting for job vacancies
6 - 03	University policy regarding unlawful discrimination and harassment
6 - 03.1	Administrative policy and procedures regarding complaints of unlawful discrimination and harassment

EMPLOYMENT

6 – 04	University policy regarding appointment authority
6 - 04.1	Administrative policy regarding layoff or position abolishment for classified civil service staff who are not in a recognized bargaining unit.
6 - 04.2	Administrative policy regarding employment of a near relative
6 - 04.3	Administrative policy regarding independent contractors
6 – 05	University policy regarding employment of unclassified administrative officers and staff personnel
6 – 06	University policy and procedures regarding search procedures for major academic administrative officers

SALARY ADMINISTRATION

6 - 07.10	Administrative policy and procedures regarding salary adjustments for administrators assuming regular faculty positions
6 - 07.11	Administrative policy regarding service achievement award for classified civil service staff
6 - 07.2	Administrative policy regarding the compensation plan for classified civil service staff who are not in a recognized bargaining unit
6 - 07.3	Administrative policy and procedures regarding the classification plan for classified civil service staff who are not in a recognized bargaining unit
6 - 07.4	Administrative policy and procedures regarding the hourly pay schedule for classified civil service staff who are not in a recognized bargaining unit

6 - 07.5	Administrative policy regarding unclassified hourly employees
6 - 07.6	Administrative policy regarding supplemental pay for classified and unclassified hourly civil service staff and members
6 - 07.7	Administrative policy regarding employees paid on a salary basis
6 - 07.8	Administrative policy regarding additional compensation for university employees
6 - 07.9	Administrative policy regarding overtime, overtime pay, compensatory time off and call-back pay for classified and unclassified hourly civil service staff members
6 – 08	University policy regarding the compensation of administrative and professional salaried employees
6 - 08.1	Administrative policy and procedures regarding the compensation of administrative and professional salaried employees

BENEFITS

6 - 09.1	Administrative policy and procedures regarding tuition benefits
6 - 09.2	Administrative policy regarding the employee assistance program
6 - 09.3	Administrative policy and procedures regarding holidays for administrative contract and unrepresented hourly classified employees
6 – 10	University policy regarding retirement
6 - 10.1	Administrative procedure regarding early retirement of regular full-time members of the faculty

LEAVE

6 - 11.1	Administrative policy and procedures regarding sick leave for salaried unclassified employees including faculty
6 - 11.10	Administrative policy regarding leaves of absence without pay for nonteaching unclassified and classified staff
6 - 11.11	Administrative policy regarding leave under the FMLA
6 - 11.2	Administrative policy regarding conversion of sick leave
6 - 11.3	Administrative policy regarding leave of absence for temporary disability
6 - 11.4	Administrative policy regarding paid leave donation
6 - 11.5	Administrative policy and procedure regarding court leave
6 - 11.6	Administrative policy regarding military leave of absence
6 - 11.7	Administrative policy regarding annual vacation leave for Nonteaching unclassified and classified personnel
6 - 11.8	Administrative policy regarding research leaves
6 - 11.9	Administrative policy regarding faculty leaves of absence without pay
6 – 12	University policy regarding faculty professional improvement leave

6 - 12.101 Operational procedures regarding faculty professional improvement leaves (sabbatical leaves)

ACADEMIC PERSONNEL

6 - 13 University policy and procedure governing modification of the faculty probationary period

6 - 14 University policy regarding faculty tenure

6 - 14.101 Operational procedures and regulations regarding university professors

6 - 15 University policy regarding faculty promotion

6 - 15.1 Administrative policy regarding graduate faculty

6 - 15.2 Administrative policy and procedures regarding university faculty pursuing the doctorate at the university

6 - 15.3 Administrative policy regarding research creative activity appointments

6 - 16 University policy and procedures regarding faculty reappointment

6 - 17 University policy regarding faculty code of professional ethics

6 - 18 University policy regarding faculty teaching load

6 - 18.101 Operational procedures and regulations regarding faculty office hours

6 - 19 University policy regarding emeritus status

6 - 20 University policy for limited-term postdoctoral appointments

EMPLOYEE RELATIONS

6 - 20.1 Administrative policy and procedure regarding grievances of nonteaching unclassified and classified staff

6 - 20.2 Administrative policy regarding solicitation of employees

6 - 20.3 Administrative policy regarding inappropriate service of clerical and secretarial employees

WORKPLACE STANDARDS

6 - 21.1 Administrative review of academic administrative officers

6 - 21.2 Administrative policy regarding performance management for unclassified employees

6 - 21.3 Administrative policy and regulations regarding identification cards for faculty, staff, and nonacademic employees

6 - 21.4 Administrative policy for privacy for protected health information

6 - 22 University policy regarding occupational safety and health

6 - 22.001 Operational procedures and regulations regarding rest periods for civil service employees

6 - 22.1 Administrative policy regarding a drug-free workplace

6 - 23 University policy regarding conflict of interest of university employees

6 - 24 University policy regarding outside enterprises including employment of faculty and academic administrators

STUDENT EMPLOYMENT

6 - 25 University policy regarding the employment of students

6 - 25.1 Administrative policy regarding the employment of students

Appendix B:

The following glossary of terms can be found within the university policy register 3342-1-01:

3342-1-01

Definition of terms used in the rules of Kent State University.

(A) As used in agency level 3342 of the Administrative Code:

(1) Board. "Board" means the board of trustees of the university in which the government of the university is vested pursuant to section 3341.02 of the Revised Code.

(2) Chairman. "Chairman" means the chairman of the board which is the same office as that referred to as "president" in section 3341.03 of the Revised Code.

(3) Instructional units. "Instructional units" means the departments and schools, except the graduate colleges and the school of library science, of the university.

(4) Plant. "Plant" means the buildings and permanent equipment of the university.

(5) President. "President" means the president of the university.

(6) University. "University" means Kent state university as established in Chapter 3341. of the Revised Code.

(7) Vice-chairman. "Vice-chairman" means the vice-chairman of the board which is the same office as that referred to as "vice president" in section 3341.03 of the Revised Code.

(8) Regular full-time faculty member. A faculty member with regular academic rank the sum of whose teaching, research, and/or administrative responsibilities and assignments constitutes fulltime employment (one hundred per cent full-time employment) at Kent state university.

(9) Full-time non-tenure-track faculty member. A faculty member whose employment contract is for a duration of one year the sum of whose teaching, research, and/or administrative responsibilities and assignment constitutes full-time employment (one hundred per cent full-time employment) at Kent state university but who does not hold an appointment in a tenure-track position.

(10) Regular academic rank. "Regular academic rank" denotes the expectation or possibility of indefinite tenure- instructor, assistant professor, associate professor, and professor, plus such descriptive honorific, or courtesy designations as "research," "university," "distinguished," and so forth.

(11) Student. "Student" means any person admitted or enrolled at the university in any of its courses, programs, campuses, or offerings, including, but not limited to, cooperative programs or offerings with other institutions for whom a record is made at the university by the registrar or which is submitted to the university for admission or transfer credit.

(12) Academic sanction. "Academic sanction" means any of the various sanctions specifically listed in, but not limited to, those in rule 3342-3-07 of this Administrative Code.

(13) Instructor. "Instructor" means any person employed or appointed to teach in any course or program offering of the university, or a committee appointed to assess, evaluate, or grade a thesis, dissertation or work. Any decision to such a committee shall be by majority votes.

(14) Chairperson. "Chairperson" means the chief administrative officer of a department, school, or program whose position is that of a first organizational level academic level with a teaching faculty.

(15) Dean. "Dean" means the chief academic officer of a college, independent school, regional campus or

equivalent.

(16) Department. “Department” means an academic unit headed by a chairperson or director.

(17) College. “College” means an academic unit headed by a chairperson or director.

(18) Regional campus. “Regional campus” means any of the Kent state university system of community-oriented institutions.

(19) Person with a disability. “Person with a disability” means any person who has a physical or mental impairment which substantially limits one or more major life activities, has a record of such an impairment, or is regarded as having such an impairment.

(20) Qualified individual with a disability. "Qualified individual with a disability" means a person with a disability who meets the academic and technical standards requisite to admission or participation in the recipient's education program or activity.

(21) Alcoholic beverage. “Alcoholic beverage” as used in these rules refers to the liquids and compounds referred to and defined in section 4301.01 of the Revised Code as amended, including, but not limited to, “intoxicating liquor,” “alcohol,” “beer,” “wine,” “mixed beverages,” and “spirituous liquor.”

(22) Student member. “Student member” is a member of a student organization who is enrolled and regularly attending at least three hours of university coursework.

(23) Affiliate member. “Affiliate member” is a member of a student organization who is taking less than three hours or is not currently enrolled, but is interested in working with the organization’s membership.

(24) Registered group. “Registered group” is a status given to those student organizations which register with the office of campus life. In order to be registered, a group must include at least five persons, all of whom meet the criteria for offices/representatives of student organizations under paragraphs (B)(1) and (B)(2) of rule 3342-4-03 of the Administrative Code.

(25) Group function. “Group function” is an event, meeting, or gathering sponsored by a registered group.

(26) Solicitation. “Solicitation” is any effort to ask for donations or contributions of money, goods, or services.

(27) Sales. “Sales” is the activity of exchanging a product or service in return for money, goods, or other services.

(28) Student ombudsman. “Student ombudsman” is the university official charged with the responsibility to assist students by providing an individualized information and referral system. The student ombudsman informs students of procedures for processing student complaints and acts as a facilitator upon request.

(29) Demonstration. “Demonstration” means a person or assembly of persons engaged in a rally, march, sit-in, fast or other public manifestation of welcome, approval, protest, or disapproval but does not include social, or athletic exhibitions or events.

(30) Sound amplification equipment. Any device used to amplify sound.

(31) Concert. “Concert” means a performance before an assembly of persons held on campus grounds or in a facility of the university with the intent of entertaining through music, song, and/or performance.

(32) Educational records. “Educational records” means those records, files, documents and other materials which contain information directly related to a student and are maintained by a college, school, department, office or other university organization, subdivision or by a person acting for the university or

any of its subdivisions.

(33) University publications. “University publications” means all printed materials paid for in part or wholly by university funds, including monies received by the university from federal grants and other special grants awarded to the university, including funds given for university purposes through the Kent state university foundation.

(34) Facility. “Facility” means any area or building under the jurisdiction of the board except the regional campuses.

(35) Facility curator. “Facility curator” means a member of the faculty or staff appointed by the vice president for administration upon the recommendation of the appropriate vice president.

(36) Nonstudent visitor. “Nonstudent visitor” means any person who is not a student subject to paragraph (C)(1) of rule 3342-4-15 of the Administrative Code nor an employee acting within the scope of his or her employment.

(37) Persona non grata. "Persona non grata" means that a nonstudent has exhibited behavior which has been deemed detrimental to the university community and thus is no longer permitted to frequent or be present in any or specified university locations.

(38) Complaint. Any allegation of a violation of a specific regulation, policy, rule or procedure on the basis of race, color, religion, gender, age, national origin, disability, sexual orientation, disability as a veteran or a veteran of the Vietnam era.

(39) Grievance. “Grievance” means a claimed violation of a specified university regulation, policy, or procedure.

(40) Non-employee. “Non-employee” means any person not employed by the university or any other person not in an active work status with the university.

(41) Student employee. “Student employee” means a part-time employee (university funded, federal work-study or off-campus federal work-study) who is enrolled at Kent state university with the primary goal of achieving a degree.

Effective: September 19, 2005
Prior Effective Dates: Prior to November 4, 1977, June 19, 1981, August 30, 1985

Appendix C:

The following hiring documents can be found in the university forms library.

Benefits Summary (Benefits in Brief)

- 2011 Benefits FAQs
- Full-Time Employees
- Part-Time Employees

Customer Service Contact Information

- Full-time Employees' Insurance Provider Contact Information
- Part-time Employees' Insurance Provider Contact Information

Dental

- Delta Dental PPO Summary of Benefits
- Delta Dental DHMO Summary of Benefits
- Delta Dental Enrolment/Change Form
- Delta Dental Continuous Orthodontic Care Form
- Delta Dental Claim Form for Nonparticipating Providers

Domestic Partner

- Domestic Partner Guidelines
- Domestic Partner FAQs
- Domestic Partner Important Tax Information
- Domestic Partner Affidavit
- Domestic Partner Termination Affidavit

Flexible Spending Accounts

- 2011 Important Changes to FlexSave Benefits
- Flexible Speding Account Enrollment Form 2011
- Health Care/Dependent Care Flexible Spending Account Bulletin
- FLEXSAVE Dependent Care Reimbursement Form
- FLEXSAVE Spending Account Claim Form

Life Insurance

- Accidental Death & Dismemberment Insurance Enrollment Form 2009
- Booklet for Standard Life Insurance
- Supplemental Life Insurance Enrollment/Beneficiary Change Form
- Beneficiary Change Form
- Medical History Questionnaire (Online Completion)
- Medical History Questionnaire (Printable pdf.)

Medical

- Dependent Verification Form/Instructions
- Anthem Plan Form
- Anthem Plan Booklet
- 2011 Group Insurance Enrollment Form - Part-Time
- 2011 Group Insurance Enrollment Form - Full-Time
- Adult Dependent Child Enrollment Form
- Medical Mutual Medical Claim Form
- Medical Mutual Plan Booklet
- Medical Plans Comparison Chart 2010
- Medical Plans Comparison Chart 2011
- Opt-Out Affidavit 2011
- Medical Contributions 2011 - Full-Time
- Adult Dependents Rates 2011
- Medical Contributions - Part-Time

Prescription

- Caremark Mail Order Prescription Form
- Caremark Prescription Reimbursement Form
- Caremark Prescription Plan Booklet
- Medicare Part D Disclosure Notice

Retirement Programs

- 403(b) Tax Deferred Annuity Provider List
- 457 Deferred Compensation Provider List
- Alternative Retirement Plan (ARP) Provider List
- Declaration of Prior State Service (.doc)
  Declaration of Prior State Service (.pdf)
- OPERS Personal History Record
- Salary Reduction Agreement for Tax Deferred Annuity and/or Deferred Compensation
- Social Security Windfall Notification
- Statement Concerning Your Employment in a Job Not Covered by Social Security (.doc)
  Statement Concerning Your Employment in a Job Not Covered by Social Security (.pdf)
- Transaction Authorization Form
- Retirement Plan Election Form OPERS/STRS (Full-Time Faculty, Unclassified, & Classified Staff)

Tuition

- Proof of Dependency Status
- Tuition Benefit Request for ROTC Staff, Retirees & Disabled Employees
- Tuition Benefit Request for Dependents of ROTC Staff, Retirees & Disabled Employees

Vision

- EyeMed Vision Plan Booklet

- EyeMed Vision Provider List
- EyeMed Vision Claim Form

Voluntary Group Long-Term Disability

- Long-Term Disability Rates and Enrolment Form
- LTD Summary

Employment Forms and Information

- Acknowledgement for the Secured Use and Confidentiality of University Records and Data
- Background Check Release Form - HR
- Change in Status Form Criteria
- Change in Status/Term Assignment Renewal Form
- Change in Status/Term Assignment Renewal Form Instructions
- Declaration of Prior State Service
- Declaration Regarding Material Assistance/Non-Assistance to Terrorist Organizations (DMA)
- Degree Verification Form - HR
- Direct Deposit Enrollment Instructions
- DMA Terrorist Exclusion List (DMAT)
- Employment Agreement (Unclassified)
- Employment Verification Form
- Getting Started With Your Employment
- Hiring Process Guide Workflow
- **Hiring Request Form**
- I-9 Employment Eligibility Verification
- Job Aid
- Lateral Transfer / Shift Preference Application
- Letter of Appointment - Unclassified
- Ohio Ethics - Chapter 102OE
- Ohio Ethics - Section 2921.42OE
- Ohio Ethics Law - New Hire Compliance Form - Classified
- Personnel Action Form Directions (.doc)
  Personnel Action Form Directions (.pdf)
- Personnel Action Form (.doc)
  Personnel Action Form (.pdf)
- Position Replacement Analysis Form
- PRA Checklist
- Questions To Help Determine If You Need To Create A PRA
- Reference Check - Employer
- Reference Check - Personal
- Renewal Letter
- Request Form for Rehire after UESP Departure
- Resident or Non-resident Alien
- Search Committee Guidelines
- Statement Concerning Your Employment in a Job Not Covered by Social Security

Equal Opportunity and Affirmative Action Forms and Information

- EOAA Unit Plan Tip Sheet
- FY 09 - 10 Unit Plan Form
- FY 10 - 11 Unit Plan Form
- Internal Complaint of Discrimination Form

Pay (Compensation) Forms and Information

- Job Redesign Form
- Classified Position Description Questionnaire (PDQ)
- Unclassified Position Description Questionnaire (PDQ)
- Supplemental Pay Form

Payroll Forms and Information

- Direct Deposit
- Expense Reimbursement - Log on to FlashLine and click on the *My HR* tab
- Nonresident Information Form
- Tax Forms and Information

Miscellaneous Forms and Information

- BWC First Report of Injury
- Change of Personal Information (Add/Delete Dependents)
- Confidentiality Agreement (for Secured Use and Confidentiality of University Records and Data)
- Employee Report of Injury or Occupational Illness
- Expense Reimbursement - Log on to FlashLine and click on the *My HR* tab
- FlashLine
- First Report of Injury
- HR Information Request
- HR Mailing Request
- Independent Contractor Determination Form
- Independent Contractor Terms of Agreement (PDF)
- Independent Contractor Terms of Agreement (Word)
- Management Level Listing for PRA's
- Northeast Ohio: A Great Place to Live and Work
- Safety Hazard Report

Appendix D:

The following can be found at http://codes.ohio.gov.

Ohio Revised Code

- GENERAL PROVISIONS
- TITLE [1] I STATE GOVERNMENT
- TITLE [3] III COUNTIES
- TITLE [5] V TOWNSHIPS
- TITLE [7] VII MUNICIPAL CORPORATIONS
- TITLE [9] IX AGRICULTURE -- ANIMALS -- FENCES
- TITLE [11] XI FINANCIAL INSTITUTIONS
- TITLE [13] XIII COMMERCIAL TRANSACTIONS -- OHIO UNIFORM COMMERCIAL CODE
- TITLE [15] XV CONSERVATION OF NATURAL RESOURCES
- TITLE [17] XVII CORPORATIONS -- PARTNERSHIPS
- TITLE [19] XIX COURTS -- MUNICIPAL -- MAYOR'S -- COUNTY
- TITLE [21] XXI COURTS -- PROBATE -- JUVENILE
- TITLE [23] XXIII COURTS -- COMMON PLEAS
- TITLE [25] XXV COURTS -- APPELLATE
- TITLE [27] XXVII COURTS -- GENERAL PROVISIONS -- SPECIAL REMEDIES
- TITLE [29] XXIX CRIMES -- PROCEDURE
- TITLE [31] XXXI DOMESTIC RELATIONS -- CHILDREN
- TITLE [33] XXXIII EDUCATION -- LIBRARIES
- TITLE [35] XXXV ELECTIONS
- TITLE [37] XXXVII HEALTH -- SAFETY -- MORALS
- TITLE [39] XXXIX INSURANCE
- TITLE [41] XLI LABOR AND INDUSTRY
- TITLE [43] XLIII LIQUOR
- TITLE [45] XLV MOTOR VEHICLES -- AERONAUTICS -- WATERCRAFT
- TITLE [47] XLVII OCCUPATIONS -- PROFESSIONS
- TITLE [49] XLIX PUBLIC UTILITIES
- TITLE [51] LI PUBLIC WELFARE
- TITLE [53] LIII REAL PROPERTY
- TITLE [55] LV ROADS -- HIGHWAYS -- BRIDGES
- TITLE [57] LVII TAXATION
- TITLE [58] LVIII TRUSTS
- TITLE [59] LIX VETERANS -- MILITARY AFFAIRS
- TITLE [61] LXI WATER SUPPLY -- SANITATION -- DITCHES
- TITLE [63] LXIII WORKFORCE DEVELOPMENT

Ohio Administrative Code

- 011 Apportionment Board
- 101 Joint Legislative Ethics Committee
- 102 Ethics Commission
- 103 Legislative Service Commission

- 107 Governor's Residence Advisory Commission
- 109 Attorney General
- 109:1 Charitable Foundations
- 109:2 Peace Officer Training Commission
- 109:4 Consumer Protection
- 109:5 Bureau of Criminal Identification and Investigation
- 109:6 Environmental Background Investigation
- 109:7 Crime Victims Compensation and Assistance
- 109:8 Tobacco Unit
- 111 Secretary of State
- 111:2 Ballot Board
- 111:3 Board of Voting Machines and Marking Device Examiners
- 111:5 Standards for Voter Verified Paper Audit Trail
- 113 Treasurer of State
- 117 Auditor of State
- 120 Public Defender Commission
- 121 Executive Agencies
- 122 Department of Development - Administration and Director
- 122:1 Impacted Cities Program
- 122:4 Economic Development Division
- 122:5 Office of Community Services
- 122:6 Housing Trust Fund
- 122:7 Tax Credit Authority
- 122:8 Defense Conversion Assistance Program
- 122:9 Community Reinvestment Area Regulations
- 122:10 Scrap Tire Loan and Grant Program
- 122:11 Business Development Division
- 122:12 Office of Energy Efficiency
- 122:13 Job Training Tax Credit Program
- 122:14 Technology Action Fund
- 122:15 Minority Business Development Division
- 122:16 Retention Tax Credit Program
- 122:17 Workforce Development
- 122:18 Shovel Ready Site Program
- 122:19 Historic Preservation Tax Credit Program
- 122:20 Job Ready Site Program
- 123 Department of Administrative Services - Administration and Director
- 123:1 Division of Human Resources
- 123:2 Division of EEO for Construction
- 123:3 Office of Information Technology
- 123:4 Division of Public Works/Office of State Architects and Engineers
- 123:5 Division of Purchasing
- 123:6 Fleet Management
- 123:7 Office of Collective Bargaining
- 124 State Personnel Board of Review
- 125 Department of Administrative Services
- 126 Office of Budget and Management

- 126:1 Controlling Board
- 126:3 Higher Education Fiscal Watch
- 127 Minority Development Financing Commission
- 128 Capitol Square Review and Advisory Board
- 129 Board of Commissioners of the Sinking Fund
- 129:1 Vietnam Veterans' Bonus Commission
- 135 State Board of Deposit
- 145 Ohio Public Employees Retirement System
- 148 Ohio Public Employees Deferred Compensation
- 149 Historical Society
- 149:1 State Records Commission
- 149:4 Bicentennial Commission
- 150 Ohio Venture Capital Program
- 152 Ohio Building Authority
- 153:1 Department of Administrative Services (Division of Public Works)
- 153:2 Department of Transportation (Division of Planning and Design)
- 154 Public Facilities Commission
- 164 Ohio Public Works Commission
- 173 Department of Aging
- 175 Ohio Housing Finance Agency
- 179 Commission on Dispute Resolution and Conflict Management
- 182 Southern Ohio Agricultural and Community Development
- 183 Tobacco Use Prevention and Control Foundation
- 184 Third Frontier Commission
- 311 County Sheriffs' Standard Car Marking and Uniform Commission
- 742 Ohio Police and Fire Pension Fund
- 901 Department of Agriculture - Administration and Director
- 901:1 Animal Industry
- 901:2 Meat Inspection
- 901:3 Food Safety
- 901:4 Markets
- 901:5 Plant Industry
- 901:6 Weights and Measures
- 901:7 Grain Warehouses
- 901:8 Enforcement and Compliance
- 901:9 Fairs & Amusement Rides
- 901:10 Livestock Environmental Permitting
- 901:11 Dairy
- 991 Exposition Center
- 1301 Department of Commerce - Administration and Director
- 1301:1 Division of Financial Institutions: Banks
- 1301:2 Division of Financial Institutions: Savings and Loan Associations
- 1301:3 Division of Industrial Compliance
- 1301:4 Division of Licensing
- 1301:5 Division of Real Estate
- 1301:6 Division of Securities
- 1301:7 Division of State Fire Marshal

- 1301:8 Division of Financial Institutions: Consumer Finance
- 1301:9 Division of Financial Institutions: Credit Unions
- 1301:10 Division of Unclaimed Funds
- 1301:11 Real Estate Appraiser Board
- 1301:12 Division of Financial Institutions: Savings Banks
- 1301:13 Cemetery Dispute Resolution Commission
- 1301:14 Plumbing Inspectors
- 1501 Department of Natural Resources - Administration and Director
- 1501:1 Advisory Council (includes Board of Unreclaimed Strip Mined Lands)
- 1501:3 Division of Forestry
- 1501:7 Division of Engineering
- 1501:9 Division of Mineral Resources Management - Oil and Gas
- 1501:10 Division of Mineral Resources Management - Mine Safety
- 1501:13 Division of Mineral Resources Management - Coal
- 1501:14 Division of Mineral Resources Management - Industrial Mineral
- 1501:15 Division of Soil and Water Conservation
- 1501:16 Mine Examining Board
- 1501:17 Division of Natural Areas and Preserves
- 1501:18 Division of Endangered Species
- 1501:20 Division of Recreational Vehicles
- 1501:21 Division of Water
- 1501:22 Division of Water - Coastal Floodplain Management
- 1501:31 Division of Wildlife
- 1501:41 Division of Parks and Recreation
- 1501:47 Division of Watercraft
- 1501:53 Division of Civilian Conservation
- 1509 Oil and Gas Commission
- 1513 Reclamation Commission
- 1515 Soil and Water Conservation Commission
- 1525 Water and Sewer Rotary Commission
- 1551:3 Solar, Wind, & Hydrothermal Energy Systems
- 3301 Department of Education - Administration and Director
- 3301:1 OhioReads Council
- 3303 Governor's Council on People with Disabilites
- 3304 Rehabilitation Services Commission
- 3304:1 Business Enterprise Program
- 3306 School Employees Health Care Board
- 3307 State Teachers' Retirement System
- 3307:1 Defined Benefits
- 3307:2 Defined Contributions
- 3309 School Employees Retirement System
- 3310 Commission on Education Improvement
- 3318 Ohio Schools Facilities Commission
- 3332 State Board of Career Colleges and Schools
- 3333 Board of Regents
- 3334 Ohio Tuition Trust Authority
- 3351 Ohio Student Aid Commission (Higher Education Assistance Commission)

- 3353 eTech Ohio Commission
- 3375 State Library Board
- 3376 State Board of Library Examiners
- 3377 Higher Education Facility Commission
- 3379 Ohio Arts Council
- 3383 Ohio Cultural Facilities Commission
- 3517 Ohio Elections Commission
- 3701 Department of Health - Administration and Director
- 3701:1 Radiation Control
- 3701:2 Private Water Systems Advisory Council
- 3702 State Certificate of Need Review Board
- 3704 Commission on Minority Health
- 3706 Air Quality Development Authority
- 3717 Ohio Uniform Food Safety Code
- 3737 Petroleum Underground Storage Tank Release Compensation Board
- 3745 Ohio Environmental Protection Agency
- 3746 Environmental Review Appeals Commission
- 3747 Ohio Low-Level Radioactive Waste Facility Development Authority
- 3750 State Emergency Response Commission
- 3769 Racing Commission
- 3770 Lottery Commission - Administration and Director
- 3770:1 Lottery Commission
- 3773 Ohio Athletic Commission
- 3793:1 Departmental Administration
- 3793:2 Program Standards
- 3793:3 Credentialing Standards
- 3793:4 Driver Intervention Program
- 3793:5 Prevention Standards
- 3901 Department of Insurance
- 4101:1 Board of Building Standards: Ohio Building Code
- 4101:2 Board of Building Standards: Ohio Mechanical Code
- 4101:3 Board of Building Standards: Ohio Plumbing Code
- 4101:4 Boiler Inspection: Ohio Boiler and Pressure Vessel Rules
- 4101:5 Elevators: Elevator Code
- 4101:6 Bedding & Upholstered Furniture Inspection
- 4101:7 Construction and Compliance Inspection
- 4101:8 Board of Building Standards: Residential Code of Ohio
- 4101:9 Wage and Hour
- 4101:10 Mines
- 4101:11 Steam Engineers
- 4101:13 Board of Building Appeals
- 4101:14 Ski Tramway Board
- 4101:16 Ohio Construction Industry Licensing Board
- 4111 Apprenticeship Council
- 4112 Civil Rights Commission
- 4115 State Committee for the Purchase of Products and Services of Persons with Severe Disabilities
- 4117 State Employment Relations Board

- 4118 Public Employment Advisory & Counseling Effort Commission
- 4121 Industrial Commission
- 4123 Bureau of Workers' Compensation
- 4123:1 Division of Safety and Hygiene
- 4125 Industrial Commission/Worker's Compensation
- 4141 Department of Job and Family Services
- 4146 Unemployment Compensation Review Commission
- 4161 Underground Gas Storage Board of Review
- 4167 Public Employment Risk Reduction Program
- 4301 Division of Liquor Control
- 4301:1 Liquor Control Commission
- 4501 Department of Public Safety - Administration and Director
- 4501:1 Bureau of Motor Vehicles
- 4501:2 State Highway Patrol
- 4501:3 Emergency Management Agency
- 4501:4 Investigative Unit
- 4501:5 Homeland Security
- 4501:6 Office of Criminal Justice Services
- 4503 Ohio Reciprocity Board
- 4701 Accountancy Board
- 4703 State Board of Examiners of Architects
- 4703:1 State Board of Landscape Architect Examiners
- 4709 Ohio State Barber Board
- 4713 State Board of Cosmetology
- 4715 State Dental Board
- 4717 Board of Embalmers and Funeral Directors
- 4723 Ohio Board of Nursing
- 4725 State Board of Optometry
- 4726 Ohio Optical Dispensers Board
- 4729 State Board of Pharmacy
- 4730 Physician Assistants
- 4731 State Medical Board
- 4732 State Board of Psychology
- 4733 State Board of Registration for Professional Engineers and Surveyors
- 4734 State Chiropractic Board
- 4736 State Board of Sanitarian Engineers
- 4741 Veterinary Medical Licensing Board
- 4747 Hearing Aid Dealers and Fitters Licensing Board
- 4751 State Board of Examiners of Nursing Home Administrators
- 4753 Board of Speech Language Pathology and Audiology
- 4755 Ohio Occupational Therapy, Physical Therapy Board, and Athletic Trainers Board
- 4757 Counselor, Social Worker, and Marriage and Family Therapist Board
- 4758 Chemical Dependency Professionals Board
- 4759 Ohio Board of Dietetics
- 4761 Ohio Respiratory Care Board
- 4761:1 Home Medical Equipment Service Providers
- 4765 State Board of Emergency Medical Services

- 4766 Ohio Medical Transportation Board
- 4775 Motor Vehicle Collision Repair Board
- 4779 State Board of Orthotics, Prosthetics, and Pedorthics
- 4781 Ohio Manufactured Homes Commission
- 4901 Public Utilities Commission (PUCO) - Administration and Director
- 4901:1 Utilities
- 4901:2 Motor Carriers
- 4901:3 Railroads
- 4901:4 Consumers' Counsel Governing Board
- 4901:5 Division of Forecasting
- 4901:7 Public Utilities Nominating Council
- 4906 Ohio Power Siting Board
- 4911 Office of the Ohio Consumers' Counsel Governing Board
- 4937 Utility Radiological Safety Board
- 4981 Ohio Rail Development Commission
- 5101 Department of Job and Family Services - Administration and Director
- 5101:1 Division of Public Assistance
- 5101:2 Division of Social Services
- 5101:3 Division of Medical Assistance
- 5101:4 Division of Food Stamps
- 5101:5 Children's Trust Fund
- 5101:6 Hearings
- 5101:9 ODJFS Practices
- 5101:10 Division of Workforce Development
- 5101:11 Apprenticeship Council
- 5101:12 Child Support
- 5120 Department of Rehabilitation and Corrections - Administration and Director
- 5120:1 Division of Parole and Community Services
- 5120:2 Notice Procedure
- 5122 Department of Mental Health - Administration and Director
- 5122:1 Fiscal Administration
- 5122:2 Operations Management
- 5122:3 Support Services
- 5123 Department of Mental Retardation & Developmental Disabilities - Administration and Director
- 5123:1 Fiscal Administration and State-Operated Services and Supports
- 5123:2 Community Services
- 5124 Ohio Legal Rights Service
- 5139 Department of Youth Services
- 5501 Department of Transportation - Administration and Director
- 5501:1 Division of Aviation
- 5501:2 Division of Highways
- 5501:6 Division of State Infrastructure Bank
- 5505 State Highway Patrol Retirement System
- 5512 Transportation Review Advisory Council
- 5537 Turnpike Commission
- 5538 State Parking Commission
- 5703 Department of Taxation

- 5717 Board of Tax Appeals
- 5902 Governor's Office of Veterans' Affairs
- 5907 Ohio Veterans' Home
- 5909 Ohio Veterans' Children's Home
- 6121 Water Development Authority

Applicable Federal Laws (*does not include all federal laws*)

- Affirmative Action
- Veterans
- Equal Opportunity Employment Commission
- Title VII of the Civil Rights Act of 1964
- Equal Pay Act of 1963
- Age Discrimination in Employment Act of 1967
- Title I and Title V of the Americans with Disabilities Act of 1990
- Sections 501 and 505 of the Rehabilitation Act of 1973
- Civil Rights Act of 1991