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Introduction

Regardless of the size or type of establishment, the key to successfully operating any organization is the timely recruitment, selection, and placement of the right individuals into the right positions. With that in mind, The Office of Human Resources has developed this Recruitment Guide to assist with and set forth the basic principles of Lincoln University’s recruiting and hiring procedures.

When a position becomes available, whether due to a Department’s need or an incumbent’s resignation, change in assignment, transfer, promotion, demotion, or dismissal, the Department’s Recruiting Administrator should initiate the recruitment process. Once initiated, the Office of Human Resources provides assistance and offers consultation services to support Departmental recruiting and hiring timelines, ensure compliance with established University policy, and keep recruitment and hiring practices helpful and consistent.

The Lincoln University strongly believes that recruiting for and ultimately hiring the very best candidates significantly contributes to the strategic goals and overall success of the University.

Should you have any questions or require additional assistance, please contact the Office of Human Resources at extension 8059.
Summary of the Recruiting and Hiring Process

**STEP 1. Personnel Requisition Approval Process**
The Department that is recruiting initiates the Personnel Requisition Form

**STEP 2. Advertising the Position and Gathering Résumés**
The Office of Human Resources begins the recruitment process by posting the position and then moves it forward by collecting résumés and forwarding them to the initiating Department / Hiring Administrator.

**STEP 3. Department / Hiring Administrator Responsibilities**
The initiating Department / Search Committee schedules and holds interviews, selects a finalist, and then submits to The Office of Human Resources the completed and fully approved Request-to-Hire Form.

**STEP 4. Pre-Employment Screening**
The Office of Human Resources conducts a pre-employment screening.

**STEP 5. Filling the Open Position**
After the obtaining Presidential approval to hire, The Office of Human Resources / Academic Affairs offers the position to the finalist and issues a written job offer.

**STEP 6. Notifying Candidates that the Position Has Been Filled**
The Office of Human Resources notifies the remaining candidates that the position has been filled.
Step 1. Personnel Requisition Approval Process

**Personnel Requisition Form:** This document must be fully completed and the required approvals obtained before the Office of Human Resources can begin the recruitment process.

- The initiating Department completes a Personnel Requisition Form along with a job description and an advertisement for the open position.
  - Personnel Requisition Forms are available on The Lincoln University’s website or from the Office of Human Resources and are required as follows:
    - When creating a new position or recruiting for an existing position
    - When making alterations to existing position titles, salaries, or funding sources
- The initiating Department secures approval of the Personnel Requisition Form (includes job description and advertisement attached) by procuring the signatures of the following:
  - Department Chair
  - If applicable -
    - Title III: Certifies the recommended salary and that Title III funding is available
    - Grants: Certifies the recommended salary and that funding is available
  - Dean: Approves the position request
  - Division Vice President: Authorizes the position request and certifies that the salary adheres to the Division’s budget
  - The President of the University: Required on all Personnel Requisition and Request to Hire Forms
- Once all required signatures have been obtained, the initiating Department forwards the completed and approved Personnel Requisition Form to The Office of Human Resources, which can then begin the recruitment process.

Step 2. Advertising the Position and Gathering Résumés

**Advertising the Position**

- **Posting:** The Office of Human Resources posts the open position on Lincoln University’s website and on HigherEdJobs.com.
- **Notification to Department:** The Office of Human Resources sends an email confirmation of the position advertisement to the initiating Department Chair / Hiring Administrator, the respective Dean, and Division Vice President.
- **Application Deadline:** A general application deadline of two weeks is placed on all position postings.
- **Timing:** Depending on applicant response and Departmental deadlines, the initiating Department determines if additional time or alternative advertisement space is necessary.

**Gathering Résumés**

- After the position has been posted, The Office of Human Resources collects résumés and applications from potential candidates. Any résumés sent directly to the initiating Department should be forwarded immediately to The Office of Human Resources to be considered for the open position.
- During résumé / application collection, all individuals who apply for open positions receive an acknowledgement of receipt and, within that acknowledgement, are informed that a representative of the initiating Department will be in contact if an interview is desired.
The Lincoln University
Recruiting and Hiring Process – Step 2: Gathering Résumés (cont’d)

• Resumes are forwarded to the initiating Department / Recruiting Administrator after the position advertisement deadline has been reached to ensure a fair and equitable recruitment process.

• The initiating Department / Recruiting Administrator should review the résumés and select candidates to interview who best fit the requirements of the position. Any notes or processes used by the Department / Recruiting Administrator to screen candidates should be documented as a key part of the recruitment process.

• A list of the candidates chosen for interviews must be forwarded to The Office of Human Resources and those candidates’ résumés provided to the Department’s Search Committee (if/when formed).

Step 3. Department / Hiring Administrator Responsibilities

Department / Hiring Administrator Checklist

☐ Develop the selection criteria.

☐ Ensure that the criteria are applied consistently for all candidates.

☐ If applicable, form a Search Committee.

☐ Select a short list of candidates for interviews.

☐ Schedule and conduct interviews. (Please contact The Office of Human Resources prior to interviewing for Union positions in case there are issues with CBA interpretation.)

☐ Recommend a finalist to the respective Dean / Division Vice President or President.

☐ Be sure to take note of these important points:

- Telephone interviews are strongly encouraged as an early-process screening tool.

- Typically, candidates who must travel to the University are expected to make and pay for their own travel arrangements. Any potential reimbursement for candidate travel must be discussed with the respective Dean or Division Vice President prior to making any monetary commitments to candidates, and if approved, the most economical travel should be used unless the arrangements are detrimental to the candidate’s and/or Department’s schedule.

- When scheduling interviews, please allow time for the candidate to complete an employment application, as all applicants must complete one in its entirety at the time of interview. (Available at The Lincoln University website or from the Office of Human Resources.)

- Please do not discuss the following during the interview:

- Please do not extend any verbal or written promises (tentative or firm offers of employment, travel reimbursement, relocation expense reimbursement, etc.) to any candidate.

- A candidate evaluation form must be completed by every by employees who participate in the interviews. (available on The Lincoln University’s website or from the Office of Human Resources)

Choosing a Finalist: Each candidate should be evaluated primarily on the requirements of the position, and significant consideration should also be given as to whether the candidate is good fit for the culture of the University. Once the finalist has been chosen:

• The initiating Department / Hiring Administrator must complete a Request to Hire Form and attach it to a packet that includes the finalist’s résumé, University employment application, and interview evaluation forms. (Request to Hire Forms are available on The Lincoln University’s website or from the Office of Human Resources.)
• The initiating Department / Hiring Administrator must obtain approvals for the Request to Hire Form (including packet) by procuring the signatures of the following:
  • Dean
  • Division Vice President
  • The President of the University: Required on all Personnel Requisition and Request to Hire Forms

• The completed and approved Personnel Requisition should be forwarded to The Office of Human Resources, which can then begin the on-boarding process.

Step 4: Pre-Employment Screening
The Office of Human Resources will administer mandatory pre-employment screening – including criminal and credential background checks as well as drug screening – on all finalists chosen by the initiating Department. All results of pre-employment screening remain highly confidential.

• The employment application includes an inquiry release which authorizes The Lincoln University to conduct pre-employment screening. Without a finalist’s completed and signed form, the hiring process can be delayed, as the University cannot check the candidate’s background without it.

• All candidates will be tested for illegal drug use and receive a drug screening requisition form with their employment offer. Screenings must take place within 48 hours of receipt.

• In the event of unsatisfactory screening results, The Office of Human Resources will contact the candidate / employee directly to obtain further information, after which the candidate’s background and response will be considered for further action.

Step 5: Filling the Open Position
Please note that once Presidential approval has been obtained, The Office of Human Resources and The Office of Academic Affairs are the only University representatives authorized to extend offers of employment, as follows:

• The Office of Human Resources extends written offers of employment to all Executive, Professional, Administrative, Clerical, Maintenance, Public Safety, and Adjunct Faculty position finalists, including current employees being offered additional positions.

• In conjunction with The Office of Human Resources, The Office of Academic Affairs extends written offers of employment to all full-time faculty position finalists.

Step 6: Notifying Candidates that the Position Has Been Filled

• As soon as a candidate has accepted an offer and pre-screening has produced an acceptable result, the initiating Department / Hiring Administrator should send the list of interviewed-but-declined candidates to the Office of Human Resources.

• The Office of Human Resources will then notify candidates who were interviewed for they were not selected to fill the position.
Recruiting and Hiring Tips

Making The Lincoln University Shine to Potential Candidates

Before the Interview
1. Conduct a thorough analysis and review the job description/specifications. List five-six job responsibilities.
2. Identify the specific behaviors, attitudes, knowledge, and strengths required to perform the job.
3. Develop behavior-oriented questions.
4. Select interviewers / form a search committee.
5. Schedule the interviews and send the résumés and applications to the interviewers for review.

The Goals of the Interview Process
1. Gathering information.
2. Creating a positive image of your institution.
3. Presenting a realistic description of the position.
4. Ensuring that all applicants feel they have been treated fairly.
5. Establishing adequate records in the event the hiring decision must be justified at some future date.

The Features of a Successful Interview
- Being on time
- Establishing rapport
- Taking brief notes
- Using open-ended questions
- Allowing silence
- Strongly encouraging specifics/examples
- Maintaining control and interrupting if necessary
- Seeking contrary evidence
- Closing on an upbeat note
- Completing a candidate evaluation form

Recommended Interview Topics and Questions

Taking Initiative
1. At work, when a specific problem arises that’s not clearly within your area, how do you respond?
2. When you have nothing in particular that needs to be accomplished during a specific time block, how do you spend your time? Please give a recent example.
3. What are you working on now that’s not part of what’s expected of you by your supervisor/colleagues?

Coping with Ambiguity
1. Which causes more problems for you: too much or not enough to do?
2. How do you respond when there are no clear solutions to a specific problem? Give a recent example.

Managing Conflict
1. Describe a difference of opinion you experienced with a colleague. How did you approach the issue?
3. How have you dealt with colleagues doing something with which you disagreed?

Working Effectively with Others
1. Describe when a colleague/supervisor asked you to perform a task you felt was useless. What happened?
2. Describe a situation in which you discovered something that would increase productivity but would not be well-received by your work group. How did you handle it?
3. What did you do in your last job to contribute toward an effective team environment?
## Illegal Interview Topics and Questions

<table>
<thead>
<tr>
<th>Topic</th>
<th>Inappropriate</th>
<th>Appropriate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MARITAL STATUS</strong></td>
<td>□ Inappropriate: Are you married? Is this your maiden or married name?</td>
<td>✔ Appropriate: After hiring, marital status is requested on tax and insurance forms.</td>
</tr>
<tr>
<td><strong>PARENTAL STATUS</strong></td>
<td>□ Inappropriate: How many kids do you have? Are you planning a family / pregnant?</td>
<td>✔ Appropriate: After hiring, tax/insurance forms require dependent information.</td>
</tr>
<tr>
<td><strong>AGE</strong></td>
<td>□ Inappropriate: How old are you? What year were you born? When did you graduate from high school?</td>
<td>✔ Appropriate: Ask if the candidate is of legal age to perform the required number of hours in the specified working conditions. After hiring, verify with birth certificate, ID, or age on insurance forms.</td>
</tr>
<tr>
<td><strong>NATIONAL ORIGIN</strong></td>
<td>□ Inappropriate: Where were you / your parents born? What’s your heritage?</td>
<td>✔ Appropriate: Verify using legal U.S. residence or work visa status.</td>
</tr>
<tr>
<td><strong>RACE / SKIN COLOR</strong></td>
<td>□ Inappropriate: What race are you? Are you a member of a minority group?</td>
<td>✔ Appropriate: Generally indicate equal opportunity employment and ask for race only as required for Affirmative Action programs.</td>
</tr>
<tr>
<td><strong>RELIGION OR CREED</strong></td>
<td>□ Inappropriate: What religion are you? Which religious holidays will you cause you to be absent from work? Do you attend church regularly?</td>
<td>✔ Appropriate: Mention or contact religious or spiritual organizations only if listed as candidate’s previous employer or as a reference for the candidate.</td>
</tr>
<tr>
<td><strong>CRIMINAL RECORD</strong></td>
<td>□ Inappropriate: Have you ever been arrested? Have you ever spent a night in jail?</td>
<td>✔ Appropriate: Questions about civil or military convictions are allowed if accompanied by a disclaimer that answers will not necessarily cause loss of job opportunity. Questions about other convictions are allowed if related to job fitness and then only if the most recent conviction is within 7 years of job application date.</td>
</tr>
<tr>
<td><strong>HEALTH/DISABILITY</strong></td>
<td>□ Inappropriate: Do you have any disabilities? What’s your medical history? How does your condition affect your abilities?</td>
<td>✔ Appropriate: Ask the candidate about capacity to perform specific duties of the job. After hiring, medical history may be required on insurance forms.</td>
</tr>
</tbody>
</table>
Interviewing Pitfalls

Allowing Interruptions: If at all possible, avoid interruptions. Failure to do so will generally tell the candidate that he or she is not as important as “rush phone calls” or “report signing” that may interfere with the interview.

Not Treating Interviewees as Individuals: A natural tendency when interviewing is to treat each candidate as if they were all the same. Remember that each candidate is distinctly unique.

Not Providing a Good First Impression: No one has ever found a way to get a second chance at a first impression. Provide a neat, quiet, and orderly environment for the interview and be friendly and warm. Your promptness indicates the importance of being on time, but tardiness may indicate things are hectic or that being late is okay.

Not Listening Properly: Avoid the temptation to frequently introduce your own thoughts during the interview. You have a limited period of time to learn as much as you can about each candidate.

Arguing: An effective employment interview is not a contest, it’s an important job. The interviewer who allows his or her own pride to get in the way of getting the relevant information will have to unlearn this trait.

Making Promises You Cannot Keep: Don’t make a job offer during or at the end of an interview with any candidate, and never make a promise you or your organization may not be able to keep. The candidate is very impressionable at this point and will remember such promises, even if they are only vaguely stated.

Lack of Privacy and Confidentiality: A closed door, a private or quiet environment, your own sensitivity: these things go a long way toward assuring the candidate that you will treat shared with you confidential.

Insufficient Time for Each Interview: Don’t try to squeeze too many interviews into a limited period of time. The time you allot should be governed primarily by the complexity of the job.

Using Direct Questions on Candidate’s Attitude: Using the phrase “your attitude” can sound abrasive. Instead, ask questions using softer terms such as “your philosophy”, “your thoughts”, or “your impressions”.

Excessive Note-Taking: Taking notes during an interview is helpful, but try to avoid it when a candidate is discussing something sensitive or personal, as this can discourage the candidate from opening up. Instead, drop the pen and listen with interest and sincerity. If it’s something important, you’ll recall it after the interview.

Limiting Yourself Only to Questions: A well-placed comment can echo or provide support to the candidate, encouraging trust and sharing. Using only questions may make him or her feel like they are being interrogated.

Improper Communication Level: Try to pitch your language, questions, and comments at the level of the candidate as well the level of the job being filled. Don’t speak down and don’t speak up – just be natural.

The Halo Effect: The halo effect can sometimes cause us to feel good or bad about a candidate quickly. Strive to reserve judgment, especially in areas where we generally have strong personal biases like a person’s appearance.

Impatience: Sometimes a candidate doesn’t immediately go in the direction you want, so be patient. Impatience can lead to anxiety and tension for the candidate, resulting in failure to get the relevant information. The proper use of open-ended questions, silence, and listening will likely guide the candidate your way.

If you have any questions or concerns about recruiting and hiring processes and procedures, please contact the Office of Human Resources at extension 8059.
APPENDIX

Attachments: Recruiting and Hiring Documents

I. The Lincoln University Employment Application
II. Personnel Requisition Form
III. Request to Hire Form
IV. Candidate Evaluation Form
As an equal opportunity employer, the University does not discriminate in hiring or in terms and conditions of employment because of an individual's race, creed, color, sex, age, religion, disability or national origin. The University only hires individuals authorized for employment in the United States.

Position(s) Applying for:

Schedule Desired  ☐ Full Time  ☐ Part Time  ☐ Temporary
### PERSONAL INFORMATION

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Middle Name</th>
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</table>

Are you authorized for employment in the U.S.?  Yes [ ]  No [ ]

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<thead>
<tr>
<th>Present Street Address</th>
<th>City</th>
<th>State, Zip</th>
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<table>
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<tr>
<th>Previous Street Address</th>
<th>City</th>
<th>State, Zip</th>
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<tr>
<th>Home Phone Number</th>
<th>Social Security Number</th>
<th>If you are under 18 years of age, state your age:</th>
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### EDUCATION

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<tr>
<th>Type of School</th>
<th>Name &amp; Location of School</th>
<th>Degree/Area of Study</th>
<th>Number of Years Attended</th>
<th>Graduated (Check One) Date</th>
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<tbody>
<tr>
<td>HIGH SCHOOL</td>
<td>Name: City: State:</td>
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<td>JUNIOR COLLEGE</td>
<td>Name: City: State:</td>
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<tr>
<td>COLLEGE</td>
<td>Name: City: State:</td>
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<tr>
<td>GRADUATE SCHOOL</td>
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<tr>
<td>OTHER</td>
<td>Name: City: State:</td>
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### ACADEMIC AND PROFESSIONAL ACTIVITIES AND ACHIEVEMENTS

Academic and Professional Activities and Achievements, Awards, Publications or Technical-Professional Societies. Indicate type or name. Exclude organizations which indicate race, creed, color, sex, age, religion, handicap or national origin of its members.

Date Awarded

### SKILLS

Skills applicable to position applied for

### PERSON TO CONTACT IN CASE OF EMERGENCY

This information is to facilitate contact in the event of an emergency and is not used in the selection process.

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Address</th>
<th>Phone ( )</th>
<th>Relationship to you?</th>
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<tr>
<th>Place of Employment</th>
<th>Address</th>
<th>Phone ( )</th>
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EMPLOYMENT HISTORY

List employment starting with your most recent position. Account for any time during this period that you were unemployed by stating the nature of your activities. If you have less than four places of employment, include personal references to be contacted.

May we contact your present employer? □ Yes □ No

<table>
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<tr>
<th>Dates</th>
<th>Employer Name &amp; Address</th>
<th>Position Held &amp; Supervisor</th>
<th>List Major Duties</th>
<th>Wages</th>
<th>Reason For Leaving</th>
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<td>From:</td>
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<td>Your Job Title:</td>
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MISCELLANEOUS

Is there any additional information involving a change of your name or assumed name that will assist us in checking your work record? If yes, please explain.

Have you ever been employed by Lincoln University? □ Yes □ No

If yes, please indicate: When Where Position

List Names of Friends or Relatives now employed by Lincoln University.

Have you ever been convicted of a crime? □ Yes □ No if yes, please explain:

PLEASE READ THIS STATEMENT CAREFULLY

I hereby affirm that the information given by me on this application for employment is complete and accurate. I understand that any falsification or omission will be immediate grounds for dismissal.

It is understood that, as a condition of initial or continued employment, I agree to submit to such lawful examinations, medical, substance abuse, or other, as may be required by Lincoln University. Lincoln University will pay the reasonable cost of any such examination which may be required.

If I am hired, I agree that my employment and compensation can be terminated with or without cause and without notice, at any time, at the option of Lincoln University or myself, unless otherwise specified by a Collective Bargaining Agreement, in which case the terms of the Collective Bargaining Agreement supersedes. I understand that no supervisor or other representative of Lincoln University other than the President or his designee, and in writing, has the authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the forgoing.

I have read and affirm as my own the above statements.

Signature Date
In connection with the hiring process, I understand that Lincoln University requires investigative background inquiries. The inquiries to be made on myself include consumer, criminal, driving and other reports. These reports will include employment verification, the reasons for termination from previous employers and requests for information from various Federal, State and other agencies which maintain records concerning my past activities relating to my driving, credit, and/or possible criminal and civil violations.

I authorize a thorough investigation to be made in connection with this application concerning my character, general reputation, employment and education background, and criminal record, whichever may be applicable. I understand what this investigation may include and I hereby authorize the release of documents, and personal interviews with third parties, such as prior employers, family members, business associates, financial sources, friends, neighbors, and others with whom I am acquainted. I further understand that I have the right to make a written request within a reasonable period of time for a complete and accurate disclosure of the nature and scope of the investigation.

I authorize, without reservation, any party or agency contacted by this employer to furnish the above mentioned information.

Print Full Name:

Social Security Number/Date of Birth*

Current Address:

City/State/Zip

Driver's License Number/State:

Applicant Signature/Date:

*Date of Birth is being requested in order to obtain accurate retrieval of records.
The information below is requested as part of the affirmative action program and to provide statistical information in compliance with Federal and State regulations. Your response is strictly voluntary and will not result in any adverse treatment.

Date of Birth _____ / _____ / _____

Social Security Number _____ - _____ - _____

Racial/Ethnic Data:

- [ ] Nonresident alien
- [ ] Race and ethnicity unknown
- [ ] Hispanics of any race

For non-Hispanics only:

- [ ] American Indian or Alaska Native
- [ ] Asian
- [ ] Black or African American
- [ ] Native Hawaiian or Other Pacific Islander
- [ ] White
- [ ] Two or more races

Sex:

- [ ] Female
- [ ] Male

Position(s) applied for:

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
**PERSONNEL CHANGE REQUISITION**

Please submit to Office of Human Resources once approved – ICC 212 – X8059

- A. Hire / Fill Open Position
  - Job description must be attached.
- B. Extra Pay For Extra Work - or - Interim Position
  - Job description must be attached.
- C. Change Title/Salary/Reporting Status of Existing Position
  - Job description must be attached.
- D. Change Position Funding
  - Job description must be attached.

<table>
<thead>
<tr>
<th>REQUESTOR / TITLE</th>
<th>DIV/DEPT</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYEE NAME / TITLE (if applicable)</td>
<td></td>
</tr>
</tbody>
</table>

**SECTION A: COMPLETE ONLY IF HIRING TO FILL OPEN POSITION and Proceed to Section “E”**

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Proposed Salary Range $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forecasted Start Date</td>
<td>Forecasted End Date</td>
</tr>
<tr>
<td>Credits or Hours / Week</td>
<td>Weekly Work Schedule</td>
</tr>
</tbody>
</table>

- Position Vacated
- Formerly Held By
- This is a New Position
- Justification for new position must be attached.
- New Hourly Clerical EEs receive previous fiscal year’s hourly rate.

- Exempt (Monthly)
- Non-Exempt (Hourly)
- Regular
- Temporary
- Casual/Seasonal
- Reloc/Housing ?
- Benefited
- Non-Benefited

- Post position via Lincoln website, media advertisement, local newspapers and internet job board. Job description must be attached.
- Fill without posting
- Justification:

**SECTION B: COMPLETE ONLY IF INTERIM POSITION -or- EXTRA PAY FOR EXTRA WORK and Proceed to Section “E”**

- Extra Work (additional position)
- Additional or Interim Title
- Interim Position (until filled)
- Temporary Pay or Increase $
- Start Date
- End Date

**SECTION C: COMPLETE ONLY IF CHANGING TITLE / SALARY / REPORTING STATUS and Proceed to Section “E”**

- Start Date
- End Date
- New Title (if applicable)
- New Salary (if applicable) $
- Previous Salary $
- Difference +/- $
- New Reporting Status (if applicable)
- New Department & Division
- Name/Title of New Supervisor

**SECTION D: COMPLETE ONLY IF CHANGING POSITION FUNDING and Proceed to Section “E”**

- Start Date of Change
- End Date of Change
- Total Salary $
- Please list the Position’s CURRENT Funding Source(s)
- % LU Funded
- Acct #
- % Grant Funded
- Acct #

Please provide brief detail if funding is split:

**SECTION E: COMPLETE TO ASSIGN FUNDING TO THIS REQUEST**

- Request Included in Salary Budget
- % LU Funded
- Acct #
- % Grant Funded
- Acct #
- Request Not Included in Salary Budget
- % LU Funded
- Acct #
- % Grant Funded
- Acct #

Please provide brief detail if funding is split:

**APPROVAL SIGNATURES** (please secure those applicable)

- Department Head
- Date
- Dean/Assoc. V.P.
- Date
- Title III Director
- Date
- V.P. - DIVISION
- Date
- Grant(s) Director
- Date
- *V.P. - FINANCE
- Date
- PRESIDENT
- Date

*V.P. of FINANCE approval not necessary to hire adjunct instructors*
REQUEST TO HIRE FORM

Office of Human Resources

IN ORDER TO PROCESS FOR APPROVAL, THE FOLLOWING DOCUMENTS MUST BE ATTACHED TO THIS FORM:

• Approved Personnel Requisition  • The candidate’s completed application  • The candidate’s résumé and/or CV

The Office of Human Resources will extend an offer of employment to the candidate upon Presidential approval.

NAME OF CANDIDATE: ____________________________

POSITION TITLE/FACULTY RANK: ____________________________

HIRING ORIGINATOR/SUPERVISOR: ____________________________

START DATE: ____________________________ END DATE: ____________________________ (if applicable)

SECTION A: COMPLETE ONLY IF HIRING STAFF OR FULL-TIME FACULTY

[ ] HOURLY EMPLOYEE

Pay rate / hour $ __________

Est. hours / week __________

[ ] SALARIED EMPLOYEE

Salary per year / term $ __________

DOES THIS AMOUNT EXCEED THE APPROVED BUDGET? (if yes, contact HR) [ ] YES [ ] NO

SECTION B: COMPLETE ONLY IF HIRING ADJUNCT FACULTY

SEASON

Course Number | Course Title | Credits | Campus | TARGET Enrollment | ACTUAL Enrollment

[ ] Fall

[ ] Spring

[ ] Summer

Year __________

Total FORECASTED Number of Credits __________

Total ACTUAL Number of Credits __________

Recommended Pay Per Credit $ __________

Total Salary For Semester $ __________

DOES THIS AMOUNT EXCEED THE APPROVED BUDGET? (if yes, contact HR) [ ] YES [ ] NO

APPROVAL SIGNATURES

Hiring Originator ____________________________ Date __________

Dean / Associate Vice President ____________________________ Date __________

Vice President ____________________________ Date __________

Vice President of Finance* ____________________________ Date __________

PRESIDENT ____________________________ Date __________

* Not necessary for the hiring of adjunct instructors
### Candidate Evaluation

For use assessing candidates during and after an interview

<table>
<thead>
<tr>
<th>TITLE OF OPEN POSITION</th>
<th>Department/Program</th>
<th>Division</th>
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<tbody>
<tr>
<td></td>
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<table>
<thead>
<tr>
<th>CANDIDATE NAME</th>
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<thead>
<tr>
<th>CIRCLE OR HIGHLIGHT YOUR RANKING</th>
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<tbody>
<tr>
<td><strong>Appropriate Educational Background</strong></td>
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<tr>
<td>Comments</td>
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<tr>
<th>Relevant Work Experience</th>
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<tr>
<td>Exceptional</td>
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<td>Comments</td>
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<thead>
<tr>
<th>Level of Technical Qualifications</th>
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<tr>
<th>Quality of Verbal Communication</th>
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<tr>
<th>Enthusiasm for the Position</th>
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<tr>
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<thead>
<tr>
<th>Knowledge of Lincoln University</th>
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<thead>
<tr>
<th>Teambuilding/Interpersonal Capabilities</th>
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<tr>
<th>Degree of Initiative</th>
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<td>Comments</td>
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**You Recommendations for Next Steps:**

________________________________________________________

Please continue or write additional comments on the other side of this form