1. Hiring official notifies office of Human Resources (HR) of job opening by:
   a. Phone call, email, or in person.

2. For new positions:
   a. The hiring official completes the PDQ which can be found on the W drive in Forms/HumanRes/positiondesquestionnairerev2008, if this is a new position, or if there are significant changes being made to the job duties of the current position found on the H drive in PDQ Position Descriptions NEW FORMAT. The PDQ must be submitted to the Director, Human Resources prior to the Personnel Appointment Request (PAR) for review and classification assessment. This could take up to two weeks. The position cannot be advertised until this step has been completed.
   b. Once the hiring official receives notification of the classification by the Director, Human Resources, a PAR form (W:/FORMS/HumRes/Personnel Apt Req (PAR) Rev050510) and a Budget Review form (W:/FORMS/HumRes/Budget Request–New Staff) are completed by the hiring official and sent to HR.
   c. The PAR is routed to the Vice Chancellor of the Department, the Vice Chancellor of Administrative & Fiscal Affairs, and the Chancellor for signatures.

3. For existing positions:
   a. A Personnel Appointment Request (PAR) form is completed by the hiring official and sent to HR. (W:/FORMS/HumRes/Personnel Apt Req (PAR) Rev050510)
   b. The PAR is routed to the Vice Chancellor of the Department, the Vice Chancellor of Administrative & Fiscal Affairs, and the Chancellor for signatures.
   c. HR sends the hiring official the Position Description Questionnaire (PDQ) Letter. (H:/PDQ-Position Descriptions NEW FORMAT/PDQ Update Letter).
   d. HR sends the most recent PDQ that is on file. (H:/PDQ Position Descriptions NEW FORMAT.) The positions descriptions are filed in the appropriate department file on the H drive and also in the red PDQ binders in the HR office.
   e. The hiring official needs to review and update the PDQ and send back to HR for approval. Once the position has been filled, the original PDQ is signed by the new employee and supervisors. The supervisor will keep a copy and give a copy to the employee. The original will be sent back to HR. A copy will be placed in the employee’s file, and the original will be filed in the PDQ binder.

4. The hiring official is responsible for creating / updating / changing the job posting which must be kept to one page only. A template will be sent from HR to the hiring official for a new position, or the most recent job posting will be forwarded for an existing position.
   a. Once received back, the Human Resources Recruiter/Representative will review the posting for complete accuracy and put in the correct format for posting.
b. The updated/revised posting will then be emailed to the Director, Human Resources and the Director, Affirmative Action & Campus Diversity with the request to approve the posting.

c. The Director, Human Resources and the Director, Affirmative Action & Campus Diversity must both approve the posting before it can be posted on OLA, on the Human Resources bulletin board, sent via email to the campus job posting distribution list, and advertised on other mediums.

5. Once the job posting has been approved, the Human Resources Recruiter/Representative will print the posting on Affirmative Action letterhead.
   a. HR will email posting to the campus job posting distribution list to post on campus bulletin boards. HR will post on the bulletin board outside the HR office.
   b. The Human Resources Recruiter/Representative creates a posting on the OLA website and updates the job line.
   c. HR sends two-line job posting to the Elkhart Truth & the South Bend Tribune.
      - Deadline 12:00 pm – Friday before Sunday run date.
      - HR pays for one Sunday run in both papers; the hiring department pays for any additional run dates in either paper.
   d. HR sends the hiring official a listing of alternative advertising options. If any are selected, the hiring department pays the cost of those advertising mediums.

6. The Human Resources Recruiter/Representative completes an Authority to Recruit form and sends to the Director, Human Resources and the Director, Affirmative Action & Campus Diversity for signatures.
   a. The hiring official will receive a copy once approved. This form gives the hiring official a step by step guide on how to fill the position depending on whether it is clerical, service maintenance, or professional. The guidelines must be followed in order to receive Human Resources and Affirmative Action approval.

7. The Human Resources Recruiter/Representative trains hiring officials and committee members, if applicable, on the OLA process. If already trained, OLA notes are sent via email with reminder to review, as changes may have occurred since training.

8. Applications are received through OLA (online application).

9. The Human Resources Recruiter/Representative will inquire of hiring official the amount of pre-screening they wish to have. The Human Resources Recruiter/Representative reviews applications in OLA and refers if applications are complete. Notes are included in OLA for those not referred (i.e., no cover letter, no references, no questionnaire, etc.).
10. The hiring official reviews all referred applications through OLA and tiers applicants using a one to three scale. Solid numbers (no decimals) must be used for tiers.
   a. The hiring official sends an email to the Director, Human Resources and Director, Affirmative Action & Campus Diversity to approve tiers prior to interviewing.
   b. The hiring official sends an email to the Director, Human Resources and the Director, Affirmative Action & Campus Diversity to approve request to offer employment.
   c. The hiring official sends an email to the Director, Human Resources and Director, Affirmative Action & Campus Diversity with offer acceptance to include pay offered and start date.

11. The hiring official uses OLA to blind copy (bcc) letters in Outlook to all applicants not selected. (HR can provide templates if needed.) The email addresses populate at the bottom of the page once the acceptance date is entered into OLA by the hiring official. A more personalized letter should be sent to those applicants who were interviewed. Remember to remove the emails of those interviewed prior to sending the general letter/email to those who were not referred or selected for an interview.

12. The hiring official obtains the date of birth and SSN of the selected applicant and forwards to the Human Resources Recruiter/Representative so that the background check can be completed.

13. HR sends original offer letter (plus one copy) with the new hire paperwork to the candidate’s home address. The original offer letter is to be returned to HR; the copy is to be kept by the employee. If enough time allows between the receipt of the letter and start date, the new hire paperwork should be returned prior to the first day of work. If not, the employee may bring the paperwork in on their first day of work.

14. The hiring official starts the eDoc process for a new hire, or a maintain person eDoc if the selection is a current employee.

15. The hiring official sends the new hire paperwork to HR for processing. eDocs will not be final approved unless all paperwork has been received by Human Resources.