



HIRING AND ONBOARDING GUIDE

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Introduction:

Mercy College of Ohio is committed to attracting and developing the best talent to achieve a community of learning that promotes and nurtures intellectual, personal, and professional development. This guide is designed to provide instructions and resources to assist with the recruitment and selection process by each hiring manager or search committee. It is designed as a reference manual for the search process. For the faculty and staff members who serve on search committees, it serves as a how-to guide for performing all the tasks with which a search committee is charged.

The Bon Secours Mercy Health Human Resources Department is responsible for assisting with talent management including recruitment, initial onboarding of new employees, and is charged with ensuring compliance with laws governing Equal Employment Opportunity (EEO)/Affirmative Action (AA), disability, and equity [Resources A and B]. This document will assist in promoting diversity while providing leadership to create opportunities for equal participation in an environment free from discrimination.

Visit the Bon Secours Mercy Health Human Resources webpage for additional information.
<https://bsmhealth.service-now.com/hrportal>

Mercy College is responsible for search committee guidelines and College orientation of new employees.

MERCY COLLEGE MISSION

Mercy College of Ohio, a Catholic institution with a focus on healthcare, educates and inspires students to lead and to serve in the global community.

VISION

To be the leader in educating individuals committed to intellectual inquiry, social engagement, and lifelong learning.

VALUES

Compassion; Human Dignity; Excellence; Service; Sacredness of Life; Justice.

MERCY COLLEGE CIVIL RIGHTS/NONDISCRIMINATION STATEMENT

Mercy College of Ohio is committed to a policy of nondiscrimination on the bases of race, color, national and ethnic origin, sex, sexual orientation, disability, age, marital status, religion, pregnancy, genetic information, and any other legally-protected class in admissions and educational programs, services and activities in accord with applicable federal and state law.

For more information about Mercy College of Ohio policies, compliance and consumer information, please visit: www.mercycollege.edu/compliance.

Inquiries and complaints of discrimination may be addressed to the Director of Compliance and Risk Management at 419-251-1710, or 2221 Madison Avenue Toledo, OH 43604.

MERCY COLLEGE DIVERSITY STATEMENT

Mercy College of Ohio strives to be an inclusive environment in which faculty, staff, students, and the greater community is respected and embraced regardless of variations in thoughts, experiences, values, and traditions.

Section 1: Overview of Search Procedures

Below is an overview of the search procedures that apply to all faculty and staff positions. Detailed information in each area is found on the following pages. The Bon Secours Mercy Health Human Resources Department is available for assistance and support at each step of the search process.

<p>Develop Job Description and Request Approval</p> <p>[Full Details in Section 2]</p>	<p>For new positions, the appropriate Vice President (VP) will seek approval from the President to initiate a new job description.</p> <ol style="list-style-type: none"> With approval from the President, the VP (in consultation with appropriate hiring managers) will contact the Coordinator of College Operations with a draft of the job description. The Chief Financial Officer will approve the position if it is budgeted. The Chief Financial Officer, Vice President, President, and work with the BSMH Job Profile creation process in Workday and classify the job description in consultation with the Bon Secours Mercy Health Compensation Program Manager. <p>For replacement positions, the VP will contact:</p> <ol style="list-style-type: none"> the Coordinator of College Operations with any job description updates. the Bon Secours Mercy Health Human Resources Director/Strategic Partner will coordinate any adjustments to salary range and/or job code in consultation with Bon Secours Mercy Health Compensation Program Manager. <p>For new and replacement positions, once approved, the VP or designated hiring manager will create Job Requisition Action under the Recruitment Section in Workday. Once completed, the request is sent to the College Chief Financial Officer (CFO) who reviews the position with the College Market Vacancy Review Committee.</p>
<p>Job Position Posting Process</p> <p>[Full Details in Section 2]</p>	<ul style="list-style-type: none"> The position is reviewed at the regional market Vacancy Committee. Once approved, the job is posted on the Bon Secours Mercy Health careers site. Talent Acquisition will also post some positions on the Higher Ed website. Additionally, all positions posted on the BSMH careers site are simultaneously posted on several other career sites including LINKEDIN and Indeed. With approval from the VP and/or President, the assigned Bon Secours Mercy Health Human Resources Talent Acquisition and hiring manager will collaborate to initiate additional recruitment efforts, as necessary.
<p>Form Search Committee</p> <p>[Full Details in Section 3]</p>	<ul style="list-style-type: none"> Search committees may not be appropriate for adjunct faculty or other part-time positions. When a search committee is deemed appropriate, the President and/or Executive Staff member will approve search committee member recommendations from the hiring manager that is representative of the College community. Search committees are formed for all full-time faculty, administration and staff positions.

Search Committee Applications Review [Full Details in Sections 3 & 4]	<ul style="list-style-type: none"> Bon Secours Mercy Health Human Resources Talent Acquisition will contact qualified candidates to discuss continued interest and salary range. If applicable, the search committee begins a review of the qualified applicants ensuring each candidate's qualifications are compared with the qualifications specified in the job description. [Resource C. <i>Initial Candidate Screening Tool</i>] If applicable, the search committee will determine a reasonable number of applicants to make initial contact and invite for first round of interviews. Confidentiality is the highest priority of the search committee to protect the institution and candidates.
Candidate Interviews (1st & 2nd Interviews) [Full Details in Section 4]	<ul style="list-style-type: none"> The Search Committee Chair will review the materials with the search committee members including, but not limited to, a list of questions NOT to ask candidates [Resource E – <i>Questions You Cannot Ask</i>]. Bon Secours Mercy Health Talent Acquisition can supply appropriate recruitment process materials, if necessary. The Search Committee Chair will take care to ensure the interview process is equitable for all candidates. The initial interview may occur in person or using available technology with cost being the key factor determining which is used. For on-campus interviews, the Search Committee Chair will develop an interview schedule [Resource F – <i>Interview Schedule Sample</i>] to include exposure to the search committee and appropriate members of the community including leadership as necessary. The appropriate VP and/or President will approve the interview schedule. College faculty and staff will use the <i>Candidate Evaluation Form</i> [Resource G] to provide feedback to the search committee. The completed forms are provided to the Chair.
Prepare for Hiring Recommendation [Full Details in Section 5]	<ul style="list-style-type: none"> The Chair provides a summary (oral or written) of the completed <i>Candidate Evaluation Forms</i> to the search committee [Resource G]. Each search committee member completes the <i>Search Committee Candidate Assessment Form</i> [Resource D]. The Search Committee Chair tabulates the <i>Search Committee Candidate Assessment Form</i> [Resource D] to complete the <i>Search Committee Chair Summary</i> [Resource H]. The completed <i>Search Committee Chair Summary</i> and <i>Candidate Assessment Forms</i> are provided to the hiring manager addressing each finalist candidate. The Chair provides additional insight from the search committee as needed/requested.
Hiring Recommendation [Full Details in Section 5]	<ul style="list-style-type: none"> Final candidate recommendations must be approved by the appropriate Vice President and/or President. The final candidate selection is communicated to Bon Secours Mercy Health Human Resources Talent Acquisition by the hiring manager via email with copies to the appropriate VP and/or President. The Search Committee Chair shares the completed <i>Search Committee Activity Report</i> [Resource I] with the appropriate hiring manager who ultimately shares with their respective Executive Staff member.
Offer of Employment [Full Details in Section 5]	<ul style="list-style-type: none"> Bon Secours Mercy Health Human Resources Talent Acquisition will extend the offer of employment and notify other final interview candidates of their non-selection once an official acceptance has been received.
New Hire Onboarding	<ul style="list-style-type: none"> Hiring manager completes and returns the <i>New Hire Onboarding Checklist</i> [Resource L] to the Coordinator of College Operations.

[Full Details in Section 8
and Resource L]

Section 2: Steps to Position Recruitment

TYPICAL TIMEFRAME GUIDELINES

Position	Advertising Time	Selection Time	Timeframe for Starting	TOTAL TIME
Administrative Support and Professional Staff	4–6 weeks	3–5 weeks	2–4 weeks	9–15 weeks
Directors/Managers	4–8 weeks	3–5 weeks	2–6 weeks	9–19 weeks
Faculty	4–8 weeks	3–6 weeks	1–6 months	2.5–9.5 months
Vice Presidents	4–8 weeks	1–3 months	1–6 months	3–11 months
President	3 months	3–6 months	1–6 months	7–12 months

DEVELOP THE JOB DESCRIPTION

A written job description includes a job title, scope of responsibility, job summary, essential functions, minimum education, licensure/certifications, minimum qualifications, physical and mental requirements, and working conditions. An existing job description should be reviewed and updated before submitting a Position Request Form. For new positions, the hiring manager should contact the HR Director/Strategic Partner to request the current Job Description Template and Job Description Instructions and Tips. The hiring manager will work collaboratively with the appropriate VP and/or President, and the Bon Secours Mercy Health HR Director/Strategic Partner to finalize the new job description. A final copy of any new or updated job descriptions must be updated in Workday and sent electronically to the Coordinator of College Operations and Bon Secours Mercy Health Human Resources Talent Acquisition for record keeping.

The posted job description is used to attract a pool of qualified candidates and is used in the screening process as a basis to evaluate the applicants. A job description should be written in broad terms allowing for additional related duties. An accurate job description will facilitate every other task in the hiring process as well as future employment related transactions including but not limited to: performance evaluation, promotion and merit, performance improvement plans, work-related injury analysis, and transitional duty orders.

COMPLETE THE REQUEST FOR POSITION RECRUITMENT

Create the online Job Requisition in Workday must be completed by the hiring manager which is then reviewed by the Bon Secours Mercy Health Market Vacancy Review Committee.

DEVELOP THE POSITION ANNOUNCEMENT / ADVERTISEMENT

After approval by the Bon Secours Mercy Health Market Vacancy Review Committee the job is posted on the Bon Secours Mercy Health careers site. Talent Acquisition will also post some positions on the Higher Ed website. Additionally, all positions posted on the BMSH careers site are simultaneously posted on several other career sites including LINKEDIN and Indeed. The posting is used for internal and/or external audiences and must be based on the approved job description. The announcement includes the Mercy EEO/AA Statement, key duties and essential functions, summary of the minimum knowledge, skills and abilities, and minimum and preferred education and experience.

ADVERTISING GUIDELINES

See Typical Timeframe Guidelines section for advertisement time frames. In some cases, the guidelines may not be applicable.

Advertising locations include the online Bon Secours Mercy Health career page (external), Workday (internal), (portal), HigherEd.com, and social media (LINKEDIN). Bon Secours Mercy Health Human

Resources Talent Acquisition team and the hiring manager will investigate other advertising options as needed.

- If the advertising locations do not yield a diverse applicant pool of qualified candidates, then the hiring manager and/or Search Committee Chair may contact Bon Secours Mercy Health Human Resources Talent Acquisition team to develop a second recruitment plan.

Section 3: Search Committee Composition & Duties

A search committee is assembled to represent the College community by providing a variety of perspectives and knowledge of the College and position. A committee may include potential peers, managers, and/or direct reports. For executive searches, the committee may include representation from college stakeholders, such as representation from alumni or the Board of Trustees.

Generally, the size of the committee should be appropriate to the level of the position with four to seven people being a common range for most positions. Generally, less than 11 members are recommended for search committees.

GUIDELINES FOR FORMING A SEARCH COMMITTEE

- Committee chairs will often hold positions at or above the level of the vacant position and may be the direct manager.
- Efforts should be made to seek a diverse group including and beyond gender and race.
- If the manager is not a part of the search, the Chair will include a member who has supervised the current or a similar position.
- Consider whether each potential appointee has sufficient time to devote to search committee duties. **Hourly employees should not be placed on search committees if overtime compensation is required.**

SEARCH COMMITTEE CHARGE

In most cases, the committee members will be instructed to evaluate and interview candidates to determine a group of suitable finalists to invite to campus.

The search committee members will:

- Determine a tentative timeframe for completing the search.
- Evaluate candidate Curriculum Vitae (CV) or résumé using the approved job description. [Resource C. *Initial Candidate Screening Tool* Part 1]
- Request approval to invite two to three finalist candidates to visit campus.
- Contribute to the development of a campus visit schedule [Resource F – *Interview Schedule Sample*].
- Complete a *Search Committee Candidate Assessment Form* [Resource D] for each candidate interviewed.
- Provide all documentation related to the search to the Chair after the search is concluded.
- Maintain appropriate confidentiality about search committee proceedings and candidates before, during, and after the search process. The candidates' name and institutional affiliation should not be released to anyone outside of the hiring team or search committee.

The search committee chair will additionally:

- Serve as the liaison between the committee, hiring manager, and Bon Secours Mercy Health Human Resources Talent Acquisition team.
- Coordinate selection of interview questions using the *Search Committee Candidate Assessment Form* [Resource D] as the template while following EEO guidelines.
- Call and chair all meetings.
- Correspond with candidates who will be interviewed.
- Provide the committee with a summary (written or oral) of the *Candidate Evaluation Form* [Resource G] completed by members of the College community.
- Coordinate administrative and logistical support.

- Serve as lead host for candidates on campus.
- Finalize and communicate interview dates and schedule with the College community.
- Compile search committee members' *Candidate Assessment Forms* [Resource D] to complete the *Search Committee Chair Summary* [Resource H].
- Provide all search committee documents and discuss final committee recommendations with the hiring manager.

Section 4: Applicant Selection Process

In some cases, external search consultants or firms may be secured to handle the application process. In all other cases, applications are received via <https://www.mercy.com/about-us/careers>. Using the Mercy Health online application tracking system in Workday, applicants will submit a cover letter (if applicable), CV/résumé, and any additional documents requested. Completed applications and any additional uploaded documents are received by the Bon Secours Mercy Health Human Resources Talent Acquisition team. An automatic reply is generated from the applicant tracking system to the candidate that confirms receipt of materials and thanks the individual for their employment interest in Mercy College. Qualified applicant materials are routed to the hiring manager via Workday.

INITIAL CONTACT

The initial contact with an applicant will be a phone call from Mercy Health Human Resources Talent Acquisition to the candidate. References are completed for Director level and above positions only.

SEARCH COMMITTEE APPLICATIONS REVIEW (IF APPLICABLE)

The Search Committee begins a review of the qualified applicants ensuring each candidate's qualifications are compared with the qualifications specified in the job description [Resource C. *Initial Candidate Screening Tool*].

The Search Committee will determine a reasonable number of applicants with whom to make initial contact and invite for an interview. Generally, the number of candidates invited for a first interview is between three and ten and the below guide may be useful to determining the duration of the first interview:

Position	Number of Candidates	Duration of First Interview
Administrative Support and Professional Staff	3 - 5	30 – 45 minutes
Directors/Managers	5 - 7	30 – 45 minutes
Faculty	5 - 7	40 – 50 minutes
Vice Presidents	7 - 9	45 – 60 minutes
President	8 - 10	60 – 90 minutes

FIRST INTERVIEWS

The first interview with the search committee or hiring manager is designed to screen candidates to determine a list of finalists who will move forward in the process. Use the [Guidelines for Interview Sessions](#) and [Interview Process Checklist](#) located at the end of this section.

ZOOM

Mercy College has access to use Zoom for the first interview. Candidates will be provided with a specific meeting invitation and the Zoom instructions [Resource J – *How to Join a Zoom Video Call*] at least a week prior to the interview date and should be encouraged to test their ability to connect to Zoom.

Sample Message:

Hello, [candidate]!

On behalf of the members of the search committee, please let me express our excitement for your advancement through the next phase of the recruitment process for [position] at Mercy College.

Please allow this email to confirm your Zoom interview for [date] at [time] (EST).

I have attached brief Zoom instructions to assist you as needed.

We anticipate the Zoom interview will last 45–60 minutes. In the event of a technical difficulty, we will contact you via your preferred telephone number [number].

Members of the Search Committee who will be participating are: [names & titles]

We are looking forward to meeting and learning more about you and how your knowledge, experience, and goals might align with the mission and values of Mercy College. If at any time you have questions or need additional information, please do not hesitate to contact me.

[insert contact information]

If you are attaching documents for the candidate's review, please list those as well. Remember to ensure that the time zone is listed with the confirmation.

Zoom Interview Considerations:

- Have a back-up plan in the event the connection is lost on either end. A good back-up is to have the candidate's preferred phone number and convey that in the event of a technical difficulty, you will reach out to that number. Do not spend more than five minutes trying to fix a technical difficulty. In fairness to the candidate, do not spend their interview time trying to diagnose and repair a technical problem which may be outside of Bon Secours Mercy Health. Simply go to your back-up plan.
- If you are not comfortable setting up/logging into Zoom and conducting the technical side of the interview, contact IT department for assistance prior to the interview date.
- Conduct the interview in a space that will not have interruptions and that shows your department in a positive and professional light.
- Remember the candidate is assessing the committee as much as the committee is assessing the candidate.
- Search committee members should introduce themselves individually and slowly as the candidate may be trying to connect names with faces.
- Committee members should plan to stay for the entire interview or announce at the beginning if they plan to step away.
- Committee members should be prepared to address questions following the lead of the Chair, remain engaged and attentive, and avoid distractions (i.e. no checking cell phones)
- Use the *Search Committee Candidate Assessment Form* [Resource D] to develop a prearranged list of questions.
- Allow 10 minutes at the end of the scheduled time for the candidate to ask questions.
- The Chair should manage the interview and make changes as needed and as time dictates as some candidates will give more lengthy answers than others.
- Allow time between scheduled interviews for breaks.

ON-CAMPUS INTERVIEWS

There is typically one interview after the Mercy Health Human Resources Talent Acquisition completes the screening and gives the hiring manager the candidate's availability. It is the hiring managers decision to bring the candidate onsite for an interview or conduct a virtual interview (based on geography). The hiring manager will schedule the interview according to the type of interview and committee availability. If on-campus interview process is chosen, the candidate will come to campus for a peer interview which may include an open session for members of the college to attend. On-campus interviews may be scheduled for half-day up to a full-day and a half, depending on the position in question. For executive level and administrative positions, up to two days may be needed.

[Resource F – Interview Schedule Sample]

- A. Candidates interviewing for full-time, professional-level positions should be scheduled to meet with:
 - the search committee,
 - the appropriate Vice President or Executive Staff member,
 - the President,
 - the Dean to whom they would ultimately report, and
 - the faculty, staff, and students with whom they would interact on campus if they were hired.
- B. Candidates applying for faculty positions may be asked to provide a teaching demonstration.
- C. Candidates interviewing for part-time positions (including adjunct faculty) do not need to be scheduled for campus interviews.

Logistics will need to be arranged including but not limited to meeting room reservations, technology reservation, and meals. The Search Committee Chair is usually the chief host but will often seek volunteers or assign committee members to the task of hosting and/or accompanying the candidate while on campus. The candidate and individuals responsible for escorting the candidate should have the full schedule of events in advance. The schedule should note the names and titles of the individuals with whom the candidate will meet.

The invitation for an on-campus interview should be fully communicated to the candidate with as much advanced notice as is possible prior to the visit. The communication should include:

- a tentative interview schedule,
- overnight accommodation information,
- a campus contact with a cell phone number,
- parking and meeting location,
- and any special instructions for preparation for the day.

If applicable, the candidate should be notified in writing of which expenses for travel and accommodations will be reimbursed and to what amount. Please see Section 7: Expenses for Search Process/Candidate for guidelines on expenses and reimbursements.

Sample email confirmation to candidate:

Hello, [candidate]!

Please allow this email to confirm your on-campus interview for [date]. Attached, please find a packet of information for your consideration. Enclosed, you will find the schedule for your on-campus interview and additional information relevant to your visit.

Please send me your teaching presentation or open forum discussion material. I can provide copies to the audience members.

My contact information, including cell phone, is enclosed and you should feel free to contact me in the event you have any questions or need any additional information.

We are excited for your visit to Mercy College and hope you are too!

OPEN INTERVIEW SESSIONS

Outlook invitations can be sent to the College community by opening a new meeting for the interview time/day and adding [#Mercy College Faculty](#) and [#Mercy College Staff](#). The subject line should include the position that the interview is for. The *Candidate Evaluation Form* [Resource G] should be attached to the invitation before sending.

Copies of the candidate's résumé/CV and *Candidate Evaluation Form* [Resource G] should be available to attendees and collected at the end of the session.

Sample College Community Announcement and Invitation to Teaching Session or Open Interview Session:

[Hiring manager's name] is pleased to announce that the [insert] search committee has selected three strongly qualified candidates to invite to campus for interviews. Information about the finalists is listed below, along with the schedule for the Mercy College faculty and staff open interview sessions. The finalists' resumes are available for review. Please contact [Hiring manager's name] in Office [insert office].

[Hiring manager's name] invites and encourages active participation by the campus community to attend the open interview session and the teaching demonstrations.

[interview date, time, and room]**[Candidate #1 Name and credentials]**

[Candidates' Current Job/Title]

[interview date, time, and room]**[Candidate #2 Name and credentials]**

[Candidates' Current Job/Title]

[interview date, time, and room]**[Candidate #3 Name and credentials]**

[Candidates' Current Job/Title]

GUIDELINES FOR INTERVIEW SESSIONS:

- Utilize the *Search Committee Candidate Assessment Form* [Resource D] to choose interview questions for both staff and faculty positions. Additional questions may be developed as needed.
- Interviews are semi-structured allowing for different questions to be used for different positions to determine the applicant's ability to be successful in the job.
- Ask the same questions of all applicants. Specific questions for each candidate are allowed as needed to clarify or to add areas that were not sufficiently addressed by the candidate's application materials.
- Include behavioral-based questions designed to determine how they would "act" or respond in certain situations.
- Ask "open-ended" questions to allow candidates to provide context and detail as needed.
- Ask questions that focus on applicant's ability to fit our culture and that we fit applicant's needs.

- Make sure to keep within Equal Employment Opportunity (EEO) guidelines when asking questions.
- Ask questions that will contribute to helping the search committee make hiring recommendations.
- Recognize that the practice of seeking information that you do not use can be difficult to defend in a legal setting.
- Professional dress and communication are expected during all interactions with applicants.

INTERVIEW PROCESS CHECKLIST:

Before the Interview:

- ☐ Reserve appropriate space(s) and technology.
- ☐ Review the job description.
- ☐ Review the candidate's CV/résumé
- ☐ Draft the interview questions. [Utilize Resource D – *Search Committee Candidate Assessment Form* for suggested interview question.]
- ☐ Develop a formal schedule for the interview timeframe.
- ☐ Ensure that you know and can identify indicators of the candidate's ability to perform the job.
- ☐ Address reimbursement for expenses with the candidate [Section 7].

During the Interview:

- ☐ Provide each candidate a "welcome packet" comprised of a Mercy College folder with relevant handouts and an interview schedule.
- ☐ Prior to each meeting with the candidate, a member of the search committee should:
 - Introduce the candidate to each audience.
 - Describe the audience to the candidate as needed.
 - Describe the format of the interview.
 - Ensure someone in the room manages time.
 - State that inappropriate or personal questions should not be asked of the candidate.
 - Instruct the audience to ask questions related to the job description and/or candidate qualifications and to allow the candidate to do most of the talking. Allow five to ten minutes for the candidate to ask questions and be prepared to answer questions.
 - Thank the candidate for his or her time.
- ☐ Faculty and staff attending open sessions are asked to complete and return the *Candidate Evaluation Form* [Resource G] to the Chair.
- ☐ Each Search Committee member will complete the *Search Committee Candidate Assessment Form* [Resource D] and submit to Chair.

In Closing:

- ☐ In general, describe the remainder of the search process and estimated time it may take leaving room for the potential of challenges or setbacks.
- ☐ Do not imply what the outcome may be but provide a positive impression to the candidate.
- ☐ Offer the opportunity to answer any additional questions.
- ☐ Collect any receipts for expense reimbursement, the candidate's completed W-9 form (for reimbursement only) and return to the hiring manager/search committee chair.

After the Interviews:

- ☐ The search committee will meet (in person or using available technology) to discuss the candidate interview feedback from the *Candidate Evaluation Forms* [Resource G] completed by faculty and staff.
- ☐ Search committee members' completed *Candidate Assessment Forms* [Resource D] are given to the Search Committee Chair.

- ☐ Chair compiles *Candidate Assessment Forms* to complete the *Search Committee Chair Summary* [Resource H] and discuss final committee recommendations with the hiring manager.

Section 5: Hiring Process

As part of the final recommendation, reference checks (Director level and above only)/calls should occur (unless requested during the interview process by the hiring manager and/or Search Committee Chair). All reference checks (Director level and above only) are done electronically and during the pre-employment process. References must include a manager/instructor. An electronic reference tool (Checkster) is used and will notify Bon Secours Mercy Health Human Resources Talent Acquisition if information submitted does not meet the requirements.

After the conclusion of the final interviews, the search committee determines which candidate(s), if any, to recommend. The committee can recommend one candidate, rank all the semi-finalists, or provide a report outlining the strengths and weaknesses of each semi-finalist. The Search Committee Chair should also receive feedback from the campus community and/or individual interview sessions and incorporate that feedback as appropriate to formulating a recommendation. The hiring manager informs Bon Secours Mercy Health Human Resources Talent Acquisition of the final recommendation. **No one other than the hiring manager and talent acquisition team should be notified of the recommendation.** If a candidate does not accept the offer of employment, the search committee may be asked to recommend another candidate. It also may be asked to extend or re-open the search by the hiring manager.

Making an Employment Offer: Once a proposed hiring decision is approved, the Human Resource Recruiter and the hiring manager will discuss the offer and an initial verbal offer of employment will be extended by Bon Secours Mercy Health Human Resources Talent Acquisition. Upon verbal acceptance of the initial offer of employment, Bon Secours Mercy Health Human Resources Talent Acquisition team will send an offer letter to the candidate which must be returned with the candidate's signature. They will coordinate a pre-employment, post-offer criminal background screen. The offer is contingent based on the physical and background screening. The hiring manager will then kick-off on-boarding. Once the candidate accepts the offer, the position is considered filled. All other candidates in the search process can check the status of their application in Workday and will receive an automated communication that the position is filled.

It is not unusual for a candidate to inquire specifically about the skills or knowledge of the chosen candidate over their own skills / knowledge. Additionally, some candidates will inquire what specific improvement they could make for their next employment opportunity. Hiring managers are not required to provide additional feedback or advice to unsuccessful candidates and a response to these types of specific questions with very few exceptions should be general in nature. Such responses might include:

- The hiring recommendation from the search committee followed a very thorough process and another candidate was selected to move through the hiring process.
- While we appreciated learning about your knowledge and experience, the candidate selected to continue through the hiring process had skills and knowledge which more closely aligned to our required and preferred qualifications.

Section 6: Final Steps for the Search Committee Chair

Upon completing the search, the committee chair should complete the *Search Committee Activity Report* [Resource I]. The Report, along with candidate materials, evaluation sheets, rating matrices, forms, and materials used by the search committee should be returned to the hiring manager. If the search committee materials were maintained in electronic format access should be provided to the hiring manager.



Section 7: Expenses for Search Process/Candidate

Most expenses associated with a search, including but not limited to meals, travel, and reimbursements must be approved in advance by the hiring manager and Chief Financial Officer of the College. Generally, expenses will be approved according to the below limits. Expenses exceeding the stated limits will be charged to the hiring department.

Advertising: Bon Secours Mercy Health Human Resources Talent Acquisition team will coordinate all advertising. HigherEdJobs.com is paid annually by the College and is monitored by Bon Secours Mercy Health Human Resources Talent Acquisition. A Search firm is contracted only, when necessary, which is determined by the Executive Staff of the College in collaboration with Bon Secours Human Resources Talent Acquisition team. The College is responsible for the fee of the search firm. The search committee is encouraged to post approved position announcements via a listserv or other membership organizations when appropriate and free (or part of membership). A listserv or association posting which requires payment in advance can be arranged with the search committee. Local advertising is also coordinated with Bon Secours Mercy Health Human Resources Talent Acquisition and various local media if needed.

Search Committee Meals: When, with the approval of the hiring manager and appropriate Vice President or Dean, the search committee is required to meet for an extended period (in excess of three hours), light refreshments and/or a meal may be requested.

On-Campus Interview Expenses: All on-campus expenses, such as meal services, require advance approval by the hiring manager. As much as possible, campus dining services are encouraged.

Candidate Expense Reimbursement:

Any expenses must receive approval by the appropriate VP and/or President. Any expenses exceeding the guidelines must be pre-approved. The candidate must complete and return a W-9 form and must present all receipts for expenses. (Contact the College Chief Financial Officer (CFO) to obtain a W-9 form.)

Candidates traveling within 50 miles of the college will not be reimbursed for travel.

The College can reimburse candidates traveling outside of 50 miles a maximum \$1,000 total reimbursement.

- The search committee Chair must get a travel budget for potential candidates approved by the appropriate VP and/or President.
- Funds used to reimburse candidates will be taken from departmental budgets in collaboration with the College CFO.
- Additional funds can be requested from the appropriate VP and/or President.
- The College should make hotel arrangements for candidates at locations where Mercy Health receives a discount.
- The College should make flight arrangements for candidates as soon as dates are confirmed to avoid high rates.
- The College can provide a rental car if needed.

Guidelines:

Transportation: Candidates may be reimbursed for air travel, rental car, personal vehicle mileage, parking, and tolls.

Lodging: Candidates may be reimbursed for lodging for one night near the interview location.

- Reimbursement Allowances:
 - Transportation:
 - Air travel (exclusive of baggage fees) at the domestic, coach rate up to a maximum of \$600 round trip.
 - Rental car at the domestic, economy rate up to a maximum of \$150.
 - Personal vehicle mileage at the rate of \$0.545 per mile.
 - Parking fees incurred from an airport, lodging, or the interviewing location.



- Interstate tolls.
 - Lodging: One nights' lodging up to a maximum of \$150.00.
 - Meals at the interviewing location up to a maximum of \$60 total.
- Non-reimbursable expenses include, but are not limited to:
 - Cost of travel or lodging for a candidate's companion;
 - Baggage fees;
 - Supplemental rental automobile insurance including but not limited to Collision, Loss, Damage, Personal Accident, Personal Effects, or Liability Insurance coverages or waivers;
 - Trip or flight insurance;
 - GPS;
 - Traffic, speeding, or parking tickets;
 - Extraneous lodging expenses such as hotel phone charges, room/bar service, etc.; and,
 - Costs incurred by third parties (e.g., placement firms) in interviewing candidates.

Section 8: New Hire Onboarding

The hiring manager must send the employee's resume/CV (found in Workday), a completed Faculty Qualifications Evaluation Instrument form (for new faculty and adjunct faculty members), Courion email, and all other onboarding correspondence from the Bon Secours Mercy Health Human Resources Talent Acquisition to the Coordinator of College Operations. The hiring manager should also provide to the Coordinator of College Operations confirmation of new hire's Workday profile to assure correct job profile and hourly rate has been set up.

The hiring manager should then begin to complete the *New Hire Onboarding Checklist* [Resource L]. Once the checklist is completed and signed, it will need to be returned to the Coordinator of College Operations for the employee's permanent records.

The Coordinator of College Operations will supply additional information/instructions, and assistance with the continuation of the onboarding process for the College (email, general network folders, Canvas, Empower, and RAVE, requests for computer and phone).

Section 9: Resources

- A. Mercy Health Affirmative Action Policy
- B. Equal Employment Opportunity Law
- C. Initial Candidate Screening Tool
- D. Search Committee Candidate Assessment Form (With Acceptable Interview Questions)
- E. Questions You Cannot Ask
- F. Interview Schedule Sample
- G. Candidate Evaluation Form (For non-search committee evaluators)
- H. Search Committee Chair Summary
- I. Search Committee Activity Report
- J. How to Join a Zoom Video Call
- K. Faculty Qualification Forms
- L. New Hire Onboarding Checklist
- M. Agile Performance Policy



DOCUMENT HISTORY


Updated 2023 09-28

Updated 2020 03-02

Final 2019 09-04

Piloted 2019 05-30

RESOURCE A – MERCY HEALTH AFFIRMATIVE ACTION POLICY

	Title: Affirmative Action Policy	
	Approved by: HRLT	
	Approval Date: 2/10/2018	Next Review: 02/10/2020
Responsible Party: Compliance 360 – Katrina Walker Questions – Kevin Clayton		Institution/Entities Applies to: All Mercy Health Entities
Policy Number: HRMH071		Originating Department: HR Program Delivery
Supersedes:		Contributing Departments: Human Resources
Document Type: Policy		Manual: Human Resources (HR)
Policy Level: System / Corporate		Section: My Job & Career
Revision: 4		Policy Start Date: 02/10/2014

Scope:

This policy applies to all Mercy Health employees including employed physicians.

Policy:

Mercy Health is an Equal Opportunity and Affirmative Action Employer and abides by all federal, state, and local laws, as well as those set forth in Mercy Health policies. All employment decisions and personnel actions will be made without discrimination on the basis of or race, color, religion, gender, gender identity, age, national origin, disability, sexual orientation, veteran status, or any other basis prohibited by applicable law. Furthermore, Mercy Health will actively participate in the recruitment of qualified individuals who are members of groups who have been discriminated against in the past. This policy applies to all administration, staff and students of, and vendors or contractors doing business with Mercy Health. This Affirmative Action Policy is supported by The President and Chief Executive Officer of Mercy Health.

Gender Discrimination

Mercy Health prohibits the use of gender preference in all employment practices, including advertising, recruiting, hiring, salary determination, leaves of absence, and retirement. Mercy Health is in compliance with all state and federal laws, rules, orders, and regulations regarding gender discrimination, and complies with federal laws affecting discrimination when conflicts occur with state or local laws.

Rehabilitation Act of 1973

Mercy Health ensures that all persons with disabilities who are current employees of the organization, applicants for employment, or enrolled students are afforded equal opportunity in maintaining their present position and/or being considered for a position, provided they are qualified.

Employees with Disability

Mercy Health will provide reasonable accommodations to a qualified individual with a disability, as defined by the ADA, who has made Mercy Health aware of his or her disability, provided that such accommodation does not constitute undue hardship for Mercy Health, does not have a negative impact on the safety of patients, the ability of other employees to perform their duties or Mercy Health ability to conduct business.

Rehabilitation Act of 1974

Mercy Health takes affirmative action to recruit, hire and promote categories of veterans covered by the

Commented [WS1]: Is there a more current version?

law, including disabled veterans and recently separated veterans (*i.e.*, still within the three-year period beginning from the date of discharge or release from active duty). Mercy Health does not discriminate against protected veterans when making employment decisions on hiring, firing, pay, benefits, job assignments, promotions, layoffs, training and other employment related activities.

Veterans

Mercy Health does not discriminate against protected veterans when making employment decisions on hiring, firing, pay, benefits, job assignments, promotions, layoffs, training and other employment related activities.

Race and Color Discrimination

Mercy Health prohibits the use of racial and color preference in all employment practices, including advertising, recruiting, hiring, salary determination, leaves of absence, and retirement.

Age Discrimination

Mercy Health prohibits the use of age preference in all employment practices, including advertising, recruiting, hiring, salary determination, leaves of absence, and retirement.

Sexual Orientation Discrimination

Mercy Health prohibits the use of sexual orientation preference in all employment practices, including advertising, recruiting, hiring, salary determination, leaves of absence, and retirement.

Harassment

Mercy Health supports fully the laws prohibiting harassment and discrimination because of, but not limited to, race, color, religion, gender, gender identity, sex, sexual orientation, national origin, age, ancestry, disability, or veteran era status.

Exceptions:

“Where collective bargaining agreements are in effect and the agreement’s express language, supported by past practice, conflicts with all or portions of the policy thereof, the express language of the agreement shall supersede conflicting portions of the policy except where the express language of the agreement conflicts with state or federal law.”

Related Policies:

Non-Discrimination Policy & Procedure

Non-Harassment Policy & Procedure

Equal Employment Opportunity Policy & Procedure

Nothing in this policy is intended to modify the at-will status of any employee. Mercy Health reserves the right to amend, terminate or discontinue this policy at any time. This policy may be changed at the sole discretion of Mercy Health with or without advance notice.

Mercy Health adopts the following policy, procedure, policy & procedure, guideline, manual / reference guide / instructions, or principle / standard / guidance document for all Mercy Health entities including, but not limited to, facilities doing business as Mercy Health – St. Vincent Medical Center, Mercy St. Vincent Children’s Hospital, Mercy Health – St. Charles Hospital, Mercy Health – St. Anne Hospital, Mercy Health – Tiffin Hospital, Mercy Health – Willard Hospital, Mercy Health – Defiance Hospital, Mercy Health – Allen Hospital, Mercy Health – Regional Medical Center, St. Elizabeth Health Center, St. Joseph Health Center, St. Elizabeth Boardman Health Center, St. Rita’s Health Partners, Community Mercy Health Partners, Mercy Memorial Hospital, Mercy Health - Anderson Hospital, Mercy Health - Clermont Hospital, Mercy Health – Fairfield Hospital, Mercy Health - West Hospital, The Jewish Hospital – Mercy Health, Lourdes Hospital, and Marcum & Wallace Memorial Hospital



RESOURCE B – EQUAL EMPLOYMENT OPPORTUNITY LAW

Title VII – Civil Rights Act of 1964. Prohibits employment discrimination based on

- Race
- Color
- Religion
- National Origin
- Gender

Age Discrimination in Employment Act of 1967. Protects individuals who are 40yrs. of age or older

(1) To fail or refuse to hire or to discharge any individual or otherwise discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual's age.

(2) To limit, segregate, or classify his employees in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect his status as an employee, because of such individual's age.

Title I and Title V of the Americans with Disabilities Act of 1990

- Prohibits employment discrimination against qualified individuals with disabilities
- Disability defined as a physical or mental impairment that substantially limits one or more major life activities of such individual

Civil Rights Act of 1991

- Intended to prevent unlawful employment discrimination.
- Provided broader remedies including monetary damages in cases of intentional employment discrimination.

Should you have any questions or concerns, contact Mercy Health Human Resources.



RESOURCE C – INITIAL CANDIDATE SCREENING TOOL

The search committee process involves multiple evaluation periods of a candidate's qualifications relative to the job vacancy. The job description and position announcement should be referred to often to assess and compare candidates' qualifications. As a resource, the Red-Yellow-Green process can be used at the early screening stages of the search process to help the Chair and/or committee differentiate candidates.

Red-Yellow-Green

Red: The candidate does not meet the minimum qualifications. No further discussion needed, the candidate will not be invited to move forward.

Yellow: The candidate meets the minimum qualifications. Continued discussion may be needed to determine if the candidate will be invited to move forward.

Green: The candidate meets all minimum qualifications and meets all or some of the preferred qualifications. No further discussion needed. The candidate will be invited to move forward.

PART 1 CURRICULUM VITAE/RESUME

Experience / Professional Qualifications / Core Values	
Green = High (3) Yellow = Average (2) Red = Low (1)	Score
Education	
Experience	
Knowledge, Skills, and Abilities	
Score Average	

PART 2 COVER LETTER (if required)

Experience / Professional Qualifications / Core Values	
Green = High (3) Yellow = Average (2) Red = Low (1)	Score
Personal & Professional Development: Clearly and confidently articulates a vision for growth, both personally and professionally, including how securing the position for Mercy College either assists with or completes that growth.	
Relevant Experience: Describes relevant professional experience throughout his / her career. This experience may include some aspect of transferable skills if increasingly responsible in nature (i.e., growth; breadth & depth of skills).	
Accountability: Can describe circumstances in which decision-making and / or program management results were at a less than desired level / outcome AND (1) candidate shouldered responsibility, and, (2) utilized experience for growth.	
Interpersonal Savvy: To enable creative problem-solving, conflict resolution, group management, and decision-making processes.	
Industry Acumen: Is able to describe key short- and long-range challenges affecting higher education including the ability to assist with strategically plan and prepare for effective programs and services.	
Balance: To work successfully both independently and inter-dependently. Demonstrated skills to function effectively alone, with staff and volunteers.	
Drive: for results to ensure allocation of time and resources on critical tasks that focus on the bottom line. Planning and process management to set clear goals, break down work, organize tasks, and set efficient work flows.	
Problem Solving: Experience utilizing specific problem solving skills that look beyond the obvious for solutions. Has participated in managing/measuring work to identify clear objectives, key metrics, and progress reports.	
Communication Skills: To ensure that complex reports and other information are understood by constituents, colleagues and decision makers. Demonstrated excellent written communication skills.	
Score Average	

RESOURCE D – SEARCH COMMITTEE CANDIDATE ASSESSMENT FORM

Candidate Name: _____ **Position:** _____

- 1) Each member of the team will select questions to ask the candidate in a uniform manner. Generally, two questions will be asked from each category, however, areas marked as “key” may require additional questions as determined by the team.
- 2) All team members will complete individual assessments on each candidate interviewed within 24 hours and return all forms to the Search Committee Chair upon completion.
- 3) Search Committee Chair will tabulate assessment form and give to the manager.

Key Area ✓ those that apply	Category	Questions	1 = Very Poor 2 = Poor 3 = Fair 4 = Good 5 = Excellent	Interviewer Comments
	Stability	<input type="checkbox"/> We invest time, money, and training in our employees and like to reap the benefits of developing and maintaining a long-term relationship. Have you been a long-term employee with other companies? If not, why? <input type="checkbox"/> Do you foresee any obstacles to having a long-term relationship here? <input type="checkbox"/> Why did you leave your last three jobs?	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	
	Goals	<input type="checkbox"/> Give me an example of an important goal, which had been set for you, and about your success reaching it. <input type="checkbox"/> Tell me about an important goal that you have set in the past and what you did to accomplish it. <input type="checkbox"/> If you had the opportunity to change anything in your career, what would you have done differently?	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	
	Adaptability and Flexibility	<input type="checkbox"/> Tell me about a time when you had to be flexible adjusting to the needs of a student, leader, or your team. <input type="checkbox"/> Can you share an example when you had to stop working on a project/idea/assignment and had to start working on a completely different one? What did you do and how did that work out?	1 2 3 4 5 1 2 3 4 5	
	Communication Skills	<input type="checkbox"/> Listening is a valuable tool. Describe a time when good listening skills helped you overcome a communication problem and gave you an opportunity to exceed student expectations. <input type="checkbox"/> Describe a time when you realized you needed to make an improvement in your communication skills, and how did you manage it? <input type="checkbox"/> What experience have you had with miscommunication with a customer or fellow employee, and how did you solve the problem? <input type="checkbox"/> Describe a time when you communicated some unpleasant feelings to your supervisor. What happened? <input type="checkbox"/> Sometimes it is important to disagree with others to avoid making a mistake. Tell me about a time that you were willing to disagree with another person to ensure a positive outcome.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	

Key Area ✓ those that apply	Category	Questions	1 = Very Poor 2 = Poor 3 = Fair 4 = Good 5 = Excellent	Interviewer Comments
	Customer Service	<input type="checkbox"/> Describe a time you exceeded a student/family member expectation. What was the situation and what did you do? <input type="checkbox"/> Describe a time you had to deal with a difficult student or family. What was the situation and how did you handle it? <input type="checkbox"/> Tell us, what does it mean to you to exceed a customer's expectation? <input type="checkbox"/> Tell me about a time when you received a complaint from someone regarding the level of service they received. How did you handle the situation?	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	
	Teamwork	<input type="checkbox"/> Describe a situation when you worked with a person whose personality was the opposite of yours. How did you deal with it? <input type="checkbox"/> Tell me about a time you demonstrated excellent team member behaviors. What was the situation and what was the outcome? <input type="checkbox"/> Discuss a time when a fellow team member wasn't completing their work. How did you handle the situation and what was the result? <input type="checkbox"/> When a new team member joins your department or organization, what specifically do you do to welcome them to the team? <input type="checkbox"/> What did you do in your last job to contribute toward a teamwork environment? <input type="checkbox"/> Describe how you felt your contributions affected the team.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	
	Supervisory and Leadership Skills	<input type="checkbox"/> What has been your experience in supervising a diverse group of employees with varied backgrounds and skills, and what did you do to ensure the best fit of employees for each job? <input type="checkbox"/> What has been your experience at dealing with a poor performance of employees? Give me an example. <input type="checkbox"/> Discuss how you motivate your employees? <input type="checkbox"/> What do you feel are your key leadership skills you bring to the position and how have you demonstrated those skills?	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	
	Conflict Resolution	<input type="checkbox"/> Give me an example of a time you had to work with someone that was difficult to work with. Why were they difficult and how did you handle it? <input type="checkbox"/> Tell me about a time you turned a problem into a success. <input type="checkbox"/> Discuss a time when you had to resolve a conflict involving a member of your team. How did you handle it and what were your next steps? <input type="checkbox"/> Have you ever had to resolve a conflict with a co-worker or client? How did you resolve it? <input type="checkbox"/> What type of approach to solving work problems seems to work best for you? <input type="checkbox"/> Give me an example of when you solved a tough problem. <input type="checkbox"/> Tell me about a mistake that you have made where you took responsibility for it before anyone had noticed the problem.	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	



Key Area √ those that apply	Category	Questions	1 = Very Poor 2 = Poor 3 = Fair 4 = Good 5 = Excellent	Interviewer Comments
	Time Management/ Prioritizing	<input type="checkbox"/> Describe how you prioritize your typical work day. <input type="checkbox"/> How do you organize your work to ensure that you are most effective and productive? <input type="checkbox"/> Think of a day when you had plenty of things to do. Describe how you scheduled your time.	<div>1 2 3 4 5</div> <div>1 2 3 4 5</div> <div>1 2 3 4 5</div>	
	Service Excellence	<input type="checkbox"/> How do you see your position supporting the Mercy College Mission? <input type="checkbox"/> What is the role of (this position) in ensuring every student has an overall positive experience?	<div>1 2 3 4 5</div> <div>1 2 3 4 5</div>	
		Category Totals		
		Total Points (Add all Category Totals to Derive Total Points)		

Overall Impression: _____ Recommend for Hire: YES NO

If No, Why: _____

Interviewer: _____ Date: _____



Alternative/additional questions for faculty that can be added to the Candidate Assessment Form when selecting questions for candidates.

1. Describe your teaching style.
2. Describe your teaching philosophy.
3. What technology applications have you utilized in the classroom?
4. How do you engage students, particularly in a course for non-majors?
5. Share your ideas about professional development.
6. In your opinion, how should the workload of a faculty member be split and into what areas?
7. What changes have you brought to the teaching of (name of field)?
8. How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
9. What courses have you created or proposed in the past five years?
10. What do you think are the most important attributes of a good instructor?
11. Where would this position fit into your career development goals?
12. How do you define good teaching?
13. What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
14. How do you feel your teaching style can serve our student population?
15. In what professional development activities have you been involved over the past few years?
16. What pedagogical changes do you see on the horizon in your discipline?
17. How would your background and experiences strengthen this academic department?
18. How do you adjust your style to the less motivated or under-prepared student?
19. Have you involved your students in your research?
20. What are your current research interests?
21. What is the next scholarly project you will undertake?
22. Can you describe your scholarship in terms a layperson would understand?
23. How will your agenda fit with/advance the agenda of the department/school?



RESOURCE E – QUESTIONS YOU CANNOT ASK

You cannot ask any question during an interview that relate to an applicant's race, color, religion, age, gender, national origin, or disability. The fact that a candidate may reference information about a spouse, their religion, or children, does not change what may and what may not be asked during an interview. The following questions are merely a few of the questions that should not be asked:

- Anything related to age, race, gender, height, or weight
- Marital status, maiden name, or sexual preference
- Prior arrest record
- Citizenship, nationality, or birthplace
- Any questions related to children or child care
- Disability, handicap, previous hospitalizations, missed work because of illness, prescription medications, or if any previous workers compensation claims
- Church, religious preferences, or ability to work religious holidays
- Organizations that would show relationship to race, sex, creed, or national origin

Samples of Questions you CANNOT ask

- | | |
|-----------------------------|--------------------------------------|
| Are you a U.S. citizen? | What is your maiden name? |
| Where were you born? | Do you have any children? |
| What is your birth date? | Do you have child care arrangements? |
| How old are you? | What is your race or ethnic origin? |
| Do you have a disability? | Which church do you attend? |
| Are you married? | What is your religion? |
| What is your spouse's name? | |

The following questions may be relevant and could be asked only with a job-specific reason to ask them. A situation where the following questions may be used would be extremely limited and the Mercy Human Resources should be consulted for additional review and discussion. If asked of one candidate, they should be asked of all candidates for the same position.

Acceptable Alternative Questions

1. Do you have any responsibilities that conflict with the job's attendance or travel requirements?
2. Are you able to work in the United States on an unrestricted basis?
3. Are you able to perform the duties on the job description with or without reasonable accommodations?
4. If hired, can you provide proof of your eligibility to work in the United States?
5. Do you have any conflicts that would prevent you from working the schedule discussed?
6. What languages do you speak or write fluently?
7. Have you worked under any other professional name or nickname?
8. Do you have any relatives currently working for this institution?
9. Would you have any problem working overtime or teaching overload, if needed?
10. Would anything prohibit you from making a long-term commitment to the position and Mercy College?



RESOURCE F – INTERVIEW SCHEDULE SAMPLE

[Candidate's Name]

[DATE]		
Time	Location	
Arrive at College 8:00 AM		Arrive at Mercy College of Ohio 2200 Jefferson Ave., Toledo, Ohio 43604 Please park in any space marked College Visitor. _____ will meet you in the lobby and escort you to the 6th floor to secure personal items.
25-30 minutes		Interview with VP
25-30 minutes		Interview with President
45-60 minutes		Interview with Faculty/Staff (AM session)
30 minutes		Campus tour with [Name, Title]
15 minutes		Break
30 minutes each		One-on-One Interview with Direct Reports [Name, Title]
1-1 ½ hours		Lunch Interview with Direct Reports, VPAA, and Faculty Senate Chairs
15 minutes		Break
45 minutes		Interview with Students [Names, <i>if available</i>]
45-60 minutes		Interview with Faculty/Staff (PM session)
25-30 minutes		Interview with other VPs and COO Youngstown – [Name, Title] –
1 hour		Interview with Search Committee – [Name, Title] Search Committee Chair – [Name, Title]



RESOURCE G – CANDIDATE EVALUATION FORM

(Faculty, Staff, and Students evaluation form for Open Interview Sessions)

Name of candidate _____ Date of Interview _____

Position for which candidate is interviewing _____

The purpose of this form is to provide you an opportunity to assess the strengths and weaknesses of the candidate. Please take a few minutes following the interview to complete this form. Return the form to the facilitator of the session you are attending.

QUESTIONS: You cannot ask any question during an interview that relate to an applicant's race, color, religion, age, gender, national origin, or disability. The fact that a candidate may reference information about a spouse, their religion, or children, does not change what may and what may not be asked during an interview. The following questions are merely a few of the questions that should not be asked:

Anything related to age, race, gender, height, or weight.

- Marital status, maiden name, or sexual preference
- Prior arrest record
- Citizenship, nationality, or birthplace
- Any questions related to children or child care
- Disability, handicap, previous hospitalizations, missed work because of illness, prescription medications, or if any previous workers compensation claims
- Church, religious preferences, or ability to work religious holidays
- Organizations that would show relationship to race, sex, creed, or national origin

1) List what you consider to be the strengths of this candidate that they would bring to the College and specifically the position for which they are interviewing.

2) What do you consider to be the candidate's weaknesses in relation to what you understand the scope of responsibilities for the position to be?

3) Please provide other comments about this candidate that you think are pertinent.

4) Overall rating of this candidate:

Low

1

2

3

4

High

5



RESOURCE H – SEARCH COMMITTEE CHAIR SUMMARY

Interview Decision Matrix

JOB TITLE: _____ DATE: _____

Skill Key: 1 = Very Poor 2 = Poor 3 = Fair 4 = Good 5 = Excellent

Categories	CANDIDATE A	CANDIDATE B	CANDIDATE C
Candidate Names			
Stability			
Goals			
Adaptability & Flexibility			
Communication Skills			
Customer Service			
Teamwork			
Supervisory & Leadership			
Skills			
Conflict Resolution			
Time Management/Prioritize			
Service Excellence			
Total Scores			
Hire-able	YES NO	YES NO	YES NO
FINAL COMMITTEE RANKING			

Comments: _____



RESOURCE I – SEARCH COMMITTEE ACTIVITY REPORT

Upon completing the search, the committee chair should complete the following Search Committee Activity Report. The Report, along with candidate materials, evaluation sheets, rating matrices, forms, and materials used by the search committee should be returned to the hiring manager. If the search committee materials were maintained in electronic format (i.e., Mercy Health SharePoint), access should be provided to the hiring manager.

SEARCH COMMITTEE ACTIVITY REPORT (SCAR)

Use this form for all faculty and staff positions filled through search procedures.

- JOB TITLE _____
- DEPARTMENT _____
- DATE POSITION OPENED _____
- CHECK ALL
 - ☐ Regular Full Time
 - ☐ Regular Part-time
 - ☐ Adjunct Faculty appointment
 - ☐ Temp Full Time
 - ☐ Temp Part-time

Did you utilize any additional advertising sources NOT through the Office of Human Resources (i.e., listserv or association)?

Please list: _____

List Members of Search Committee: _____

Committee Meeting Dates: _____

Was additional posting time requested? ☐ Yes ☐ No

Outcome of the Search:

☐ Committee fulfilled its charge ☐ Committee did not/could not fulfill charge.

RESOURCE J – HOW TO JOIN A ZOOM VIDEO CALL

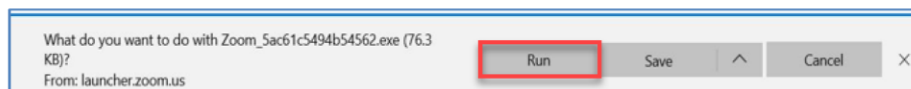
How to Join a Zoom Video Call

Joining from a Computer

1. You will receive an email from the host of the meeting.
2. The email will contain an invitation with the link to join. Click the meeting link, under **Join Zoom Meeting**.
 - a. The Zoom website will open in your default browser (IE, Chrome, Safari, or Firefox).

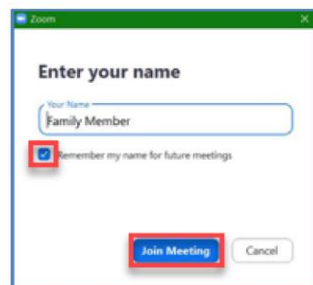


3. You will be prompted to download the Zoom Desktop App.
4. Click **Run**. Once downloaded, a window will load to enter your name.

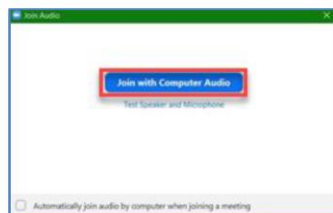


- a. You can enter your name and save it for future reference.

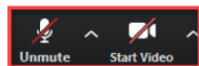
5. Click **Join Meeting**.



6. A Join Audio window will load. Select **Join with Computer Audio**.

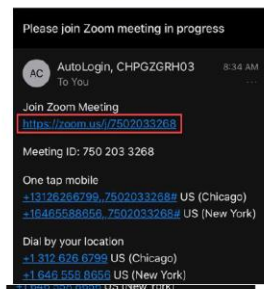


7. After clicking Join with Computer Audio, you will be placed in the meeting.
8. You can utilize the icons in the bottom left of the screen to mute/unmute your microphone and to turn on/off your camera.



Joining from a Mobile Device

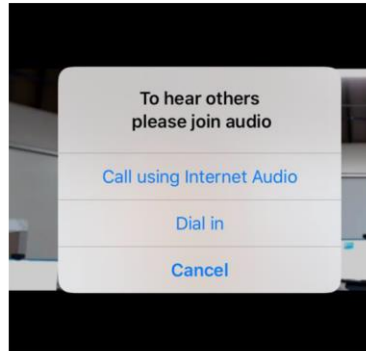
1. Access your email on your mobile device and open the Zoom email.
2. Select the join link under **Join Zoom Meeting**.



3. The following will prompt you to either download the app or open in Zoom. Select **Open**.



4. You will then be prompted to select how to join the audio. Once an option is selected, you will be placed in the meeting.



Evaluation Instrument for Faculty Qualifications



Courses/Programs: Master's Degree

Academic Credentials, Education, Training and/or Tested Experience

Qualification Checklist

Candidate must have one of the following qualifying factors:

Preferred (Qualifying Factor I):

- ☐ Terminal degree as determined by the discipline AND
- ☐ Record of research, scholarship or achievement appropriate for the graduate program.

Minimum Qualifications (Qualifying Factor II):

- ☐ Master's degree or equivalent as recognized by appropriate accrediting body and as determined by the discipline AND
- ☐ Record of research, scholarship or achievement appropriate for the graduate program AND
- ☐ 60 or more months (5 years+) of professional experience in the discipline/field AND
- ☐ Additional Expertise in the Discipline/Field.
 - ☐ Licenses, certifications, as applicable: _____

Note: Unique programmatic standards (e.g. accreditation) may require additional qualifications exceeding the defined criteria.

Description of candidate's qualifying factors:

Recommendation/Approvals:

Program

Name: Faculty Member

Program Director Signature Date

Dean Signature Date

VPAA Signature Date

March 2017; Rev. September 2019

Evaluation Instrument for Faculty Qualifications^{1,5}



Courses/Programs: Bachelor's Degree Programs

Qualification Checklist

I. Academic Credentials (Qualifying Factor)^{2,3,7}

Candidate must have one of the following qualifying factor:

- ☐ Relevant academic degree one level above or higher of the program in which they are teaching
- ☐ Unrelated master's or higher degree and a minimum of 18 graduate credit hours related to discipline in which they are to teach

☞ If the candidate does not qualify under Qualifying Factor I, Qualifying Factors II or III should be used. ☞⁸

II. Education, Training and/or Tested Experience (Qualifying Factors)^{4,9,10}

Candidate has unrelated master's degree and one or more of the following qualifying factors:

- ☐ Relevant qualifying professional credentials*
- ☐ 60 or more months of professional experience**

III. Education, Training and Tested Experience (Qualifying factors)^{4,9,10}

Candidate does NOT have a Master's or higher degree, but has a related Bachelors of Science or Art Degree:

- ☐ Relevant qualifying professional credentials* and 60 or more months of professional experience** may be presented to the Vice President of Academic Affairs for consideration if deemed to be qualified by the designated search committee for the position.

Note: Candidate must satisfy either Qualifying Factor(s) I, II or III. Unique programmatic standards (e.g. accreditation) may require additional qualifications exceeding the defined criteria.

* Relevant qualifying professional credentials will be those generally recognized by the discipline in which the faculty member would be teaching.

** Professional experience should be a breadth and depth of experience outside the classroom in real-world situations relevant to the discipline in which the faculty member would be teaching.*

Description of candidate's qualifying factors:

Program Director and/or Dean recommendation:

Program _____ Name: Faculty Member

Date: _____

Program Director Signature

Date: _____

Dean Signature

Date: _____

VPAA Signature

Revised: August, 2017

Evaluation Instrument for Faculty Qualifications^{1,8}



**Courses/Programs: Career & Technical Education College-Level
Certificate and Occupational Associate's Degree Programs²**

Qualification Checklist

I. Academic Credentials (Qualifying Factor)

Candidate must have one of the following qualifying factors:

- ☐ Bachelor's degree or higher in field in which they are to teach²
- ☐ Unrelated bachelor's or higher degree *and* 18 graduate credit hours in the discipline in which they are to teach³

☞ *If the candidate does not qualify under Qualifying Factor I, Qualifying Factors II should be used.* ☞¹⁰

II. Education, Training and/or Tested Experience (Qualifying Factors)^{4,5,6}

Candidate must have two of the following qualifying factors:⁷

- ☐ Relevant qualifying professional credentials*
- ☐ 60 or more months of professional experience**
- ☐ Professional certificate, diploma or associate's degree in discipline in which they are to teach

Note: Candidate must satisfy either Qualifying Factor(s) I or II. Unique programmatic standards (e.g. accreditation) may require additional qualifications exceeding the defined criteria.

** Relevant qualifying professional credentials will be those generally recognized by the discipline in which the faculty member would be teaching.*

*** Professional experience should be a breadth and depth of experience outside the classroom in real-world situations relevant to the discipline in which the faculty member would be teaching.⁹*

Description of candidate's qualifying factors:

Program Director and/or Dean recommendation:

Program Name: Faculty Member

Date:
Program Director Signature

Date:
Dean Signature

Date:
VPAA Signature

Revised: January, 2017

**Evaluation Instrument
for
Faculty Qualifications¹**



**Courses/Programs: General Education or other
Non-Occupational Courses²**

Qualification Checklist

I. Academic Credentials (Qualifying Factor)²

Candidate must have one of the following qualifying factors:

- ☐ Master's degree or higher in the discipline or subfield in which they are to teach
- ☐ Unrelated master's degree or higher *and* a minimum of 18 graduate credit hours in the discipline or subfield in which they are to teach

Description of candidate's qualifying factors:

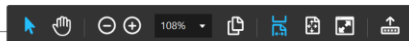
Program Director and/or Dean recommendation:

Discipline/Subfield _____ Name: Faculty Member _____

Program Director Signature _____ Date: _____

Dean Signature _____ Date: _____

VPAA Signature _____



1. "An institution that intends to use tested experience as a basis for hiring faculty must have well-defined policies, procedures and documentation that demonstrate when such experience is sufficient to determine that the faculty member has the expertise necessary to teach students in that discipline. In their policies on tested experience as a basis for hiring faculty members, institutions are encouraged to develop faculty hiring qualifications that outline a minimum threshold of experience and a system of evaluation."
2. Qualified faculty members are identified primarily by credentials, but other factors, including but not limited to equivalent experience, may be considered by the institution in determining whether a faculty member is qualified. Instructors (excluding for this requirement teaching assistants enrolled in a graduate program and supervised by faculty) possess an academic degree relevant to what they are teaching and at least one level above the level at which they teach, except in programs for terminal degrees or when equivalent experience is established.
3. Instructors teaching in graduate programs should hold the terminal degree determined by the discipline and have a record of research, scholarship or achievement appropriate for the graduate program.
4. "Tested experience qualifications should be established for specific disciplines and programs and could include skill sets, types of certifications or additional credentials, and experiences."
5. Effective September 1, 2017. "When HLC's Board of Trustees approved the revisions to Assumed Practice B.2. in June 2015, it also extended the date of compliance to September 1, 2017, to allow institutions time to work through the details of the requirement and to bring their faculty into compliance through individual professional development plans."
6. "This experience should be tested experience in that it includes a breadth and depth of experience outside of the classroom in real-world situations relevant to the discipline in which the faculty member would be teaching."
7. Faculty teaching in higher education institutions should have completed a program of study in the discipline or subfield (as applicable) in which they teach, and/or for which they develop curricula, with coursework at least one level above that of the courses being taught or developed. Completion of a degree in a specific field enhances an instructor's depth of subject matter knowledge and is easily identifiable.
8. Tested experience may substitute for an earned credential or portions thereof. Assumed Practice B.2. allows an institution to determine that a faculty member is qualified based on experience that the institution determines is equivalent to the degree it would otherwise require for a faculty position. This experience should be tested experience in that it includes a breadth and depth of experience outside of the classroom in real-world situations relevant to the discipline in which the faculty member would be teaching.
9. The value of using tested experience to determine minimal faculty qualifications depends upon the relevance of the individual faculty member's experience both to the degree level and to the specific content of the courses the faculty member is teaching. An institution that intends to use tested experience as a basis for hiring faculty must have well-defined policies, procedures and documentation that demonstrate when such experience is sufficient to determine that the faculty member has the expertise necessary to teach students in that discipline.
10. "Tested experience qualifications should be established for specific disciplines and programs and could include skill sets, types of certifications or additional credentials, and experiences."

All items sourced from: *Determining Qualified Faculty Through HLC's Criteria for Accreditation and Assumed Practices; Guidelines for Institutions and Peer Reviewers*; March 2016 © Higher Learning Commission

Mercy College of Ohio

Onboarding Checklist

Employee Name: _____ Date of Hire: _____
 Department: _____
 Position Title: _____
 Supervisor: _____

Pre-Arrival

Employee

- ☐ Bon Secours Mercy Health Onboarding
- ☐ Complete and return College Personal Data Form

Hiring Manager

- ☐ Contact new employee, after acceptance confirmation, to officially welcome and confirm start date
- ☐ Create training schedule for first week and assign a faculty or staff peer mentor
- ☐ Begin College onboarding process:
 - Set up office with supplies
 - Request for computer, phone, specific network folders, and/or applications (EHR, CarePath; etc.).
 - New Employees
 - College email and general network folders are automatically requested.
 - Canvas, Empower, and Rave – request submitted by Coordinator of College Operations via email, to Director of IT.
 - Existing Mercy Health Employees
 - College email, general network folders, Canvas, Empower, and Rave – Request submitted by Coordinator of College Operations via email, to Director of IT.

First Day

Employee

- ☐ Attend Bon Secours Mercy Health Orientation via zoom (*not required for active BSMH employees*)

Second Day

Employee

- ☐ Attend College Orientation (*All new College employees*)

Operations Manager: College Orientation

- ☐ Mercy College Mission, Vision, and Values
- ☐ Library
- ☐ Student Affairs
- ☐ Distance Education (includes overview of Canvas)
- ☐ Student Records (includes FERPA policy and Empower overview)
- ☐ Review of Mercy College Website and location of:
Faculty & Staff Handbook, College Catalog and Strategic Plan, College Directory, Annual Security Report, College Policies, etc.
- ☐ Phone list (current list provided) and Cisco phone/voice mail set up instructions
- ☐ Information identified on BSMH Central:
Workday (how to locate payroll, and benefit information, and mandatory learning courses)
Dimensions (timecard and PTO requests)
Check-In (staff evaluation) information and instructions provided
- ☐ Email (Outlook) instructions available upon request, template provided
- ☐ Zoom instructions provided
- ☐ Given Contract or Letter of Appointment to sign
- ☐ Keys
- ☐ College gift (varies) (provided by College Administration)
- ☐ Signage for office (*if applicable*)
- ☐ College tour
- ☐ Allotted time for employee to complete mandatory learning courses (FT faculty & Staff)

Hiring Manager

- ☐ Lunch for employee is provided by [College](#) (department/division personnel are invited to join)

Within the First Two Weeks

Employee

- ☐ Begin assignments/job duties
- ☐ Review Faculty & Staff Handbook
- ☐ Review College Catalog
- ☐ Review College Strategic Plan
- ☐ Review Emergency Response Plan

Hiring Manager

- ☐ Introduction of division/department team members
- ☐ Review job description, responsibilities, competencies, and individual and team expectations
- ☐ Review department's mission, strategy, policies, procedures, and organizational chart
- ☐ Discuss assessment and service learning
- ☐ Discuss performance review process (Check-In process in Workday - evaluations for staff & Faculty and Adjunct evaluations per the Faculty and Staff handbook).

Hiring Manager or Department Mentor

- ☐ Order business cards
- ☐ Review of: SafeCare (Mercy incident reporting) Mercy College Concern and Complaint training
- ☐ Assist with setting up voicemail and provide additional Cisco phone training
- ☐ Go over phone, fax, copier, scantrons and office supplies
- ☐ Microsoft Outlook Training Guide: zoom, email, calendar, and contacts (Outlook calendars are to be kept up to date)
- ☐ Explanation of network drives/folder and any department shared drives, Microsoft teams (Instant messaging and shared folders)
- ☐ Important Dates: College Assemblies, Department Meetings, Academic Year Calendar
- ☐ Location of College and department forms and templates
- ☐ Empower and Canvas instructions (*if applicable*)
- ☐ Student Support Services (tutoring, counseling, early alert, accessibility and testing)
- ☐ Print Shop training
- ☐ Lab orientation (*if applicable*)

Within First Month

Employee

- ☐ Review department/division onboarding checklist for completion
- ☐ Ask for any clarifications and provide feedback

Hiring Manager

- ☐ Overview budget and finance procedures and policies (*if applicable*)
- ☐ Review/clarify performance objectives and expectations

Notes _____

Within 90 Days

Employee

- ☐ Complete performance evaluation (check in) with supervisor for staff. Faculty evaluations are done annually, and adjunct faculty evaluations take place at the end of the first semester of hire and annually thereafter.
- ☐ Discuss completed training and future training needs

Hiring Manager

- ☐ Complete performance evaluation (check in) with employee
- ☐ Set objectives for coming year with employee

Notes _____

Employee _____
signature

Date: _____

Mentor _____
signature

Date: _____

Dean/Director _____
signature

Date: _____

**RETURN TO MERCY COLLEGE COORDINATOR OF COLLEGE
OPERATIONS WHEN COMPLETED**
(EMPLOYEE'S PERMANENT RECORDS)

Policy Name:	Agile Performance
Policy Number:	BSMH-HR-CUL_012
Department:	Human Resources
Functional Area:	Culture & Talent
Approved by:	Human Resources Leadership Council
Effective Date:	7/31/2019
Version:	1.0
Policy Status:	Approved

I. Policy

Bon Secours Mercy Health is focused on supporting and developing associates to perform with confidence and deliver on our Mission. Agile Performance is aligned with our core culture behaviors, performance standards and embracing a growth mindset to achieve our Mission.

II. Purpose

- a. We want to enhance performance of associates by establishing relevant work priorities and conducting regular check-in conversations.
- b. We want to focus on continuous development, career growth and success.
- c. We want to support the ability to provide immediate feedback to improve performance.

III. Scope

This policy applies to all associates of BSMH excluding employed physicians and advanced practice clinicians.

IV. Policy Details

- a. Each of you contributes to the mission and values of the ministry through the results you achieve and in the manner used to achieve those results.
- b. Agile Performance is a way for you to clearly understand what is expected of you and to receive support to develop and achieve successful results.
- c. Three factors define the ministry's associate performance standards.
 - i. Living the core culture behaviors of the ministry:
 1. Agile
 2. Unified
 3. Empowered
 4. Committed
 - ii. Continually exhibiting the competency and skill required for our jobs.
 - iii. Embracing a growth mindset to continually learn and improve.
- d. Agile Performance Steps
 - i. Setting Priorities

Policy Name:	Agile Performance	Last Reviewed Date:	6/14/2019	Page:	1
Version:	1.0	Last Modified Date:	6/14/2019	Original Date:	6/3/2019

1. Your leaders will work with you to identify both work and development priorities that align with the BSMH Strategic Pillars.
2. Priorities will be reviewed regularly during check-ins and adjusted throughout the year as priorities may change.
- ii. Check-in Conversations
 1. Check-ins will be two-way conversations; either an associate or their leader can request a check-in.
 2. Each associate and their leader can determine how often and when their check-ins are held, but at a minimum, check-ins must be conducted quarterly.
 3. Associates and their leader can and should make notes for check-ins within the Agile Performance system.
- iii. Agile Performance does not cover clinical or job specific competencies as those are administered by department supervisors.
- e. The Agile Performance process may identify the need for corrective action following the ministry's policy on corrective action.

V. Definitions

Growth Mindset – a person's belief that his/her intelligence, personality and character can be continuously developed.

Development Priority – an opportunity for career growth and learning that will be accomplished over a set period.

Work Priority – an action that will be accomplished over the next several weeks or months that is relevant to current work and aligned with BSMH strategic pillars, when appropriate.

Check-in – an intentional way for leaders to host a conversation with each associate about their performance (success and opportunities), work and development priorities, and support required.

VI. Attachments

HUB Agile Performance page with resources:

<https://hub.health-partners.org/SitePages/Home.aspx>

IRIS Agile Performance site with resources:

<http://spweb/hr/talentmgmt/Pages/default.aspx>

VII. Related Policies

Corrective Action

VIII. Disclaimers

Policy Name:	Agile Performance	Last Reviewed Date:	6/14/2019	Page:	2
Version:	1.0	Last Modified Date:	6/14/2019	Original Date:	6/3/2019

Nothing in this policy modifies the at-will status of any Bon Secours Mercy Health associate or otherwise creates a contractual relationship between Bon Secours Mercy Health and any associate. Bon Secours Mercy Health, in its sole discretion, reserves the right to amend, terminate or discontinue this policy at any time, with or without advance notice.

In the event that a collective bargaining agreement conflicts with any portion of this policy, such agreement shall supersede only the specific portions with which it conflicts, except where the agreement conflicts with state or federal law.

IX. Version Control

Version	Date	Description	Prepared By
1.0	6/14/2019	Policy approved & published.	HR Policy Committee

Policy Name:	Agile Performance	Last Reviewed Date:	6/14/2019	Page:	3
Version:	1.0	Last Modified Date:	6/14/2019	Original Date:	6/3/2019