Staff Search Procedures

Indiana University of Pennsylvania
Office of Human Resources

June 2011

CONFIDENTIALITY IS A MUST

Confidentiality is of utmost importance in all stages of the search process. Applicant information MUST NOT be discussed with anyone outside of the search committee and the Office of Human Resources. All inquiries regarding the status of the search should be referred to the Office of Human Resources. It is also inappropriate to discuss search information after the selection has been made.

Please note: Documenting activities and keeping detailed records throughout the process is important to a successful search.

When a vacancy is anticipated within a department, the hiring manager or supervisor will need to contact the Office of Human Resources.

GETTING STARTED

The office of Human Resources will provide:

- A copy of the current job description
- A copy of a blank job description form (electronic) for updating if needed. Blank job descriptions are available on the Human Resources website.

DOCUMENTS NEEDED

The following documents must be completed and submitted to begin the search process:

- An updated Job Description form with appropriate signatures
- A bulleted list of updated job duties on a separate Word document
- Essential Functions (ADA) Form

The above forms will need to be forwarded to the Office of Human Resources. Please send via e-mail to JoAnn Peak, plus a **hard copy with original signatures** via campus mail to the Office of Human Resources, G-8 Sutton Hall.

- An **Authorization to Fill Vacancy** form must be completed. Department/Supervisor contacts their division representative to begin the electronic Authorization to Fill Vacancy form.

WHAT HAPPENS NEXT?

After the position has been reviewed by the Office of Human Resources, a job position announcement will be prepared and forwarded to the supervisor for review.

Please see the posting criteria below:

- If the position is NOT an entry-level position, the position must be posted for fifteen (15) calendar days for lateral transfer requests, shift preference (when applicable), and promotional bids.
- For lateral transfers, the hiring supervisor has the option to interview transfer requests

- If a lateral transfer applicant is not selected for the position, the senior employee who bids for a promotion will have the option of accepting the position. In all bidding situations, the position must be awarded to the senior bidder.
- If there are not internal bids, the position is advertised externally for five (5) days.

ADVERTISING IN THE NEWSPAPERS

To advertise the vacancy in the newspaper(s):

- Email your ad to Jackie Vislosky (jackvis@iup.edu) in the Office of Human Resources
- Human Resources reviews/edits and returns the approved ad for placement. You MUST use this approved advertisement.
    - NOTE: Each department is responsible for placing their position advertisements. For advertisement placement procedures, contact Procurement Services at ad-buyer@iup.edu
- Notify the Office of Human Resources the date(s) the ad will appear in the newspaper(s). This is important in determining the applications deadline.

AFTER THE VACANCY IS POSTED

The Office of Human Resources will review applications, resumes and bid forms as they are submitted. Once the posting period has expired, the supervisor will be informed of lateral transfer requests, bids, and outside applicants. Applications and resumes will be forwarded to the supervisor for review and selection for interviews.

INTERVIEW PROCESS

- It is recommended that at least three candidates be selected for interviews
- Interview questions must be prepared and submitted to the Office of Human Resources in advance for review and approval. Sample questions can be requested from the Office of Human Resources or on our website at IUP Staff Search Procedures.

Once applicants are selected for interviews and questions have been approved, the Office of Human Resources will:

- Work with the supervisor to establish interview schedules
- Contact the applicants to schedule the interviews

The supervisor will:

- Conduct the interviews and make selection
- Forward information to the Office of Human Resources for discussion
- Forward interview matrix to the Office of Human Resources

FINAL STEPS

Once the interviews are completed and a selection is made the Office of Human Resources will:

- Conduct a background investigation including employment verification and reference check on all successful candidates (offer of employment is contingent upon the results).

- The Office of Human Resources will make the job offer to the selected candidate
- If the offer is accepted, a start date is determined and the supervisor is notified
- The other candidates who were interviewed for the position will be notified of the search outcome

Forms available at:
Office of Human Resources: Forms

GUIDELINES FOR INTERVIEWING CANDIDATES

Questions related to sex, age, race, religion, national origin, or disability is inappropriate when interviewing candidates for positions.

Common sense, courtesy, and a professional approach are the cardinal rules for successful interviewing. Treat women, men, minority applicants or persons with disabilities in the same professional manner. You should remember to:

- Ask the same general questions and require the same standards for all applicants
- Treat all applicants with fairness, equality, and consistency.
- Follow a structured interview plan that will help achieve fairness in interviewing

Discriminatory behavior is improper even when it is not intended. The appearance can be as important as the reality. The fact that you ask certain questions not related to the job wouldn't necessarily show that you mean to discriminate, but such questions can be used, and have been used, in a discriminatory way.

The following suggestions should be helpful in ensuring that no federal or state equal employment opportunity laws are violated during the interview.

1. Only ask questions relevant to the job itself. Because improper significance might be given to questions regarding marriage plans or family matters, do not inquire into:

   - Marital status or non-marital arrangements;
   - What the spouse/partner does, questions regarding spouse/partner earnings;
   - How the spouse/partner feels about the candidate's work life, travel requirements, possible relocation;
   - Medical history concerning pregnancy (the EEOC has ruled that to refuse to hire a female solely because she is pregnant amounts to sex discrimination);
   - Whether there are children, how many, their ages.

2. Be professional and consistent in addressing men and women. Either use first names or last names for all candidates.

3. Applicants with disabilities should only be asked questions relevant to the job. Do not inquire into:

   - Past or present serious illnesses or physical/mental conditions;
   - The nature or severity of an apparent disability;
   - Problems an individual may have had because of a disability;
   - How a person became disabled.

You may inquire:

- Whether the individual needs any reasonable accommodations or assistance during the hiring or interviewing process;
- About the individuals' ability to perform essential job functions with or without a reasonable accommodation;
- About attendance at prior jobs if question is asked of all candidates and is limited to days off or days late for any reason (not specifically days missed due to disability/illness);

4. In making a selection or recommendation, avoid making assumptions such as the following:

- Supervisors or managers might prefer men or women or employees of certain ethnic/racial origins or colleagues who do not have physical disabilities;
- Clients or co-workers might not want to deal with men or women or minorities or persons who have physical disabilities;
- The job might involve travel or travel with the opposite sex or members of certain ethnic/racial backgrounds which might be thought to disqualify the applicant.
- The job might involve unusual working conditions, which might be thought to disqualify the applicant.

5. Since, under our judicial system, a person is presumed innocent until proven guilty (convicted), records of arrest without conviction are meaningless; thus, it is inappropriate to inquire about an arrest record. It is permissible to inquire about an applicant's conviction record for "security sensitive" jobs.

6. If you're going to discuss the town or city, mention everything and do not try to overemphasize the town's aspects as a family place in which to live and bring up children. Also, don't assume that your town or city is not the place for a single person or for minorities. Mention the town's parks, urban areas, or whatever might be relevant. And remember, a single person may be interested in buying a house rather than just renting an apartment.

7. In general, avoid references to a candidate's personal happiness (i.e., social and/or sexual).

8. Obviously, do not indicate that you're interested in hiring a woman or minority person or person with a disability as a statistic to improve your department's Affirmative Action/Equal Opportunity profile. You are offering an opportunity to be considered for a position based on qualifications.

Again, there are so many things that you cannot do or say - what can you talk about? You can discuss:

- The individual's qualifications, abilities, experience, education, and interests;
- The duties and responsibilities of the job;
- Where the job is located, travel, equipment, and facilities available;
- Career possibilities and opportunities for growth, development, and advancements;

Ask only questions that are bona fide occupational qualifications – BFOQs – questions directly related to a candidate's ability to do the job.

Pre-employment Do's and Don'ts

There are questions that should be avoided when interviewing or otherwise speaking with prospective candidates. During the interview process, the search committee must maintain control of the process by keeping all questions relevant to the job requirements.

Subject	Acceptable Inquiries	Unacceptable Inquiries
Name	Whether the applicant has worked under another name.	Inquiries about the name that would seek to elicit information about the candidate's ancestry or descent. Inquiries about name change due to a court order, marriage, or otherwise.
Birthplace	See citizenship below.	Birthplace of applicant, spouse, parents, or other relatives.
Citizenship	Statement that employees must be eligible to work in the United States.	Any inquiries about citizenship or whether the applicant is or intends to become a U.S. citizen.
Residence Nationality	Place of residence Length of residence in this city.	Specific inquiries into foreign addresses that would indicate national origin, nationality of applicant. Whether applicant owns or rents home.
Age	Can inquire if applicant meets minimum age requirements, or state that proof may be required upon hiring.	Cannot require that applicant state age or date of birth. Cannot require that applicant submit proof of age before hiring. Any questions that may tend to identify applicants over 40 years of age.
Sex	Inquiry or restriction of employment is permissible only when a BFOQ exists.	Any inquiry that would indicate sex of applicant. Applicant's sex cannot be used as factor for determining whether an applicant will be "satisfied" in a particular job.
Marital and family status, sexual identity	Whether applicant can meet specific work schedules.	Marital status or number of dependents. Names, ages, or addresses of spouse, children, or relatives. Questions about sexual identity, orientation, or preference.
Race, color, physical	Voluntary submission of AA/EEO information is made directly to the Office of Social Equity and Civic	Inquiry as to applicant's race, color of skin, eyes, or hair or other questions directly or indirectly indicating race or color. Applicant's height or weight when it is not relevant to the

	Engagement	job.
Disability	Can ask an applicant questions about his or her ability to perform job-related functions.	General inquiries (“Are you disabled?”) that would lend to reveal disability or health conditions that do not relate to fitness to perform the job.
Education	Applicant’s academic, vocational attainment.	Date last attended high school (reflects age).
Pregnancy	No acceptable inquiry.	Any question concerning pregnancy or birth control.
Arrests and convictions	Asking about conviction of a crime related to job qualification.	Asking about arrests.
Religion	No acceptable inquiry.	Any questions requesting the applicant’s religious affiliation, church, parish, pastor, or religious holidays observed.
Military Experience	If needed for employment history, you may ask about applicant’s military experience in the U.S. Armed Forces.	Any question into applicant’s general military experience. Any question into type of discharge.
Organizations	Any question into applicant’s membership in organizations which the applicant considers relevant to his/her ability to perform the job.	Asking what organizations, clubs, and societies the applicant belongs to that are not relevant to his/her ability to perform the job (political, social, religious, etc.)

Taken from “The Complete Academic Search Manual”, 2006