

# **Manager/Administrator Search Policy and Procedures**

---

**Indiana University of Pennsylvania  
Office of Human Resources**

September 2013

## **MISSION STATEMENT**

Through undergraduate and graduate programs, IUP serves students from across the nation and around the world by introducing them to and sustaining them in a culture of high aspiration and achievement so they may lead productive and meaningful lives. Singly and through collaboration within the State System of Higher Education, with other educational institutions, and with business, government, human services and professional organizations, IUP contributes to the economic and cultural strength of the region, the commonwealth and the nation through education, scholarship, and service.

## **IUP'S STATEMENT OF NONDISCRIMINATION**

Indiana University of Pennsylvania is committed to equal opportunity and affirmative action for its students, employees and applicants. The University is committed to providing equal educational and employment rights to all persons without regard to race, color, sex, religion, national origin, age, disability, sexual orientation, or veteran's status. Each member of the university community has a right to study and work in an environment free from any form of racial, ethnic, and sexual discrimination. In accordance with federal and state laws, the university will not tolerate racial or ethnic discrimination or discrimination on the basis of disability.

This policy is placed in this document in accordance with state and federal laws including Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and the Civil Rights Act of 1991 as well as all applicable federal and state executive orders. This policy extends to disabled veterans and veterans of the Vietnam era.

[According to the Veteran's Preference Law, all qualified veterans from 1952 on are protected.]

## **IUP'S AFFIRMATIVE ACTION POLICY**

Indiana University of Pennsylvania is committed to provide leadership in taking affirmative action to assure equal education and employment rights for all persons without regard to race, color, sex, religion, national origin, sexual orientation, age, disability, or veterans' status. We believe that respect for the individual in the academic community must not be abused. Harassment or disregard of a person based on any of these characteristics is particularly intolerable on the university campus.

The university will take affirmative action to ensure the implementation of this policy in employment and admissions. This policy and the obligation to provide equal opportunity include the following commitment:

1. To recruit, hire, train, and promote persons for all job classifications and to admit and educate students without regard to race, color, sex, religion, national origin, sexual orientation, age, disability, or veterans' status.
2. To base decisions on selection, employment practices, employee utilization, job training, career mobility, promotion, program operation, and services provided in observance of the principles of equal employment opportunity and affirmative action.
3. To assure that all other personnel actions, such as compensation, benefits, transfers, furloughs, returns from furlough, agency-sponsored training, educational benefits, tuition assistance, social and recreational programs, etc., are administered in keeping with the policy, strategies, objectives, goals, and timetables of the Equal Opportunity Act and the Affirmative Action Plan of the university.
4. To create and maintain a workplace and educational climate that is free from discrimination and harassment, including sexual harassment, of any employee or student.
5. To make every effort to increase employment and educational opportunities for qualified disabled applicants and employees with disabilities.

6. To assure that in offering employment or promotion to persons with disabilities, no reduction in compensation would result because of disability income or other benefits.
7. To assure that reasonable accommodations will be made for the physical disabilities of an applicant or student.

As an equal opportunity/affirmative action institution, the IUP Affirmative Action Plan is applicable to employees/enrollees of Indiana University of Pennsylvania under provisions of federal and state laws including Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and the Civil Rights Act of 1991, as well as all federal and state executive orders. This policy extends to disabled veterans and veterans of the Vietnam era.

The IUP Affirmative Action Plan supersedes the Affirmative Action Plan of 1995-96; the 1983 IUP Plan; the August 8, 1975, Affirmative Action Plan adopted by the Board of Trustees; and the March 31, 1982, Affirmative Action Plan submitted to the U.S. Office for Civil Rights.

## Search Procedures for Manager/Administrator Positions

**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. It is also inappropriate to discuss search information after the selection has been made.

### Keep in mind...

- Search Chair must keep VP apprised of search actions throughout the entire process.
- What **REQUIREMENTS** are necessary for your position. Candidates who do NOT meet all requirements posted in the ad will immediately be rated UNQUALIFIED for the position.
- An “Activity Log” documenting dates and search activities should be kept throughout the entire search.
- Telephone conversations or other discussions regarding possible actions impacting a search must be followed up with written documentation. Keep all written documents professional and job related; do not include personal comments.

### Help

Sample forms and templates are available on the [Human Resources mainpage \(www.iup.edu/humanresources\)](http://www.iup.edu/humanresources). Click “how to”, then select “conduct a faculty search.”

**Additional information on how to conduct a search can also be found in the PeopleAdmin Instructional Video found on the same web page.**

### Prerequisites for Search

Human Resources will initiate the search in PeopleAdmin only **after** the Justification to Fill Position and the Authorization/Appointment Form is approved. This process is initiated by your division representative. Once approvals are gained, email the forms to the Faculty/Administrative Employment Manager (hereafter “HR”) for retention.

### Initiating the Search

#### **Completion of the Affirmative Action Form A is NO LONGER REQUIRED.**

1. **Job Description:** An updated job description must be submitted to the Office of Human Resources for review/classification.
  - a) Forms are available on the [Human Resources website](#), click “Forms”, then select “Classification Forms.”
  - b) Send these via e-mail, plus a hard copy with original signatures via campus mail to JoAnn Peak in the Office of Human Resources, G8 Sutton Hall.
    - i. For management vacancies, complete the “Management Position Description Questionnaire” and the “Essential Functions (ADA) Form.”
    - ii. For SCUPA vacancies, complete and submit the “Job Description Form” and “Essential Functions (ADA) Form.”

2. **The Search Committee is Formed:** The Search Chair and Search Committee members are nominated by the Supervisor and sent to the VP for approval.
  - a) The Search Committee should be comprised of a diverse group of participants which includes females and minorities.
  - b) Participants should be able to provide multiple perspectives, expertise and be independent decision makers.
3. **Search Meeting is Scheduled:** The Search Chair contacts HR at 724-357-2431 or [vmercado@iup.edu](mailto:vmercado@iup.edu) to schedule search meeting.
4. **Position Announcement (Attachment A):** The Position announcement is created by Search Committee.
  - a) The ad is sent to the VP for approval via email (cc HR) in Word.doc format. Once the VP reviews and approves (reply ALL to email), HR will review ad and send back a 'short ad' for convenience/outside advertising.
  - b) The position announcement is then loaded into PeopleAdmin by HR and posted to the web.

When all required action has been completed in PeopleAdmin by HR, a "search approval email" will be sent to the Search Chair from the Human Resources Faculty/Administrative Employment Manager with the following attachments:

- IUP Background Investigation Consent Form (Use current form found on HR website)
  - Send this form ONLY to candidates invited for final interview.
  - Background check is conducted only on selected candidate is initiated at the VP's request.
- Applicant Qualification Matrix/Activity Log (Attachment B1 & B2)
  - Completed by Search Chair
  - List all applicants/Actions taken by committee
  - Complete matrix with comments & rating information
  - Submit to Human Resources prior to interviews and employment offer
- Strength/Weakness Matrix (Attachment C)
  - Submit to Human Resources after each level of interview conducted. Indicate why candidates are moving forward in the process and others are not.
  - Hiring Procedures
  - Instructions when hiring a new employee

**It is the responsibility of the Search Chair to place the advertisement in all other outreach venues.**  
For questions on ad placement procedures, contact Procurement Services at [ad-buyer@iup.edu](mailto:ad-buyer@iup.edu).

After the posting has been placed on the IUP Employment Page, the Search Chair and committee are now able to enter the PeopleAdmin system and retrieve applicant information, check the status of candidates, or familiarize themselves with the system for future use.

To enter PeopleAdmin, click the link titled **PeopleAdmin Login** on the 'How To' search portion of the HR mainpage or enter the following link into your web browser: <https://iup.peopleadmin.com/hr/shibboleth> .

Indiana University of Pennsylvania  
Home > About IUP > Administration > Administration and Finance > Human Resources > How To

OFFICE OF HUMAN RESOURCES  
**How To**

[PeopleAdmin Login](#)

[Conduct a Faculty Search](#)  
Procedures for conducting a faculty search

[Conduct a Management or Administrator Search](#)  
Procedures for conducting a management or administrator search

[Conduct a Staff Search](#)  
Procedures for conducting a staff search

[Request to Work From Home](#)  
Business practice for managers requesting to work from home while on an approved leave of absence

[PeopleAdmin Instructional Video](#)  
PeopleAdmin Instructional Video 2 2 7 full text

HOME  
ADMISSIONS  
ACADEMICS  
RESEARCH  
STUDENT LIFE  
ABOUT IUP  
Human Resources  
How To  
Conduct a Staff Search  
Conduct a Faculty Search  
Conduct a Management or Administrator Search  
Request to Work From Home  
PeopleAdmin Instructional Video  
ALUMNI

You will login with your IUPMSD username and password. After logging in, use the drop down box to select Search Committee Member or Search Chair, depending on your role, and select the refresh button to the right of the drop down box. This will ensure you're logged in properly.

Home Postings Applicants Hiring Proposals | My Profile Help

Valerie Mercado, you have 0 messages.

Human Resources  
Dean/VP  
Department Chair  
Human Resources  
Search Chair  
Search Committee Member  
Social Equity

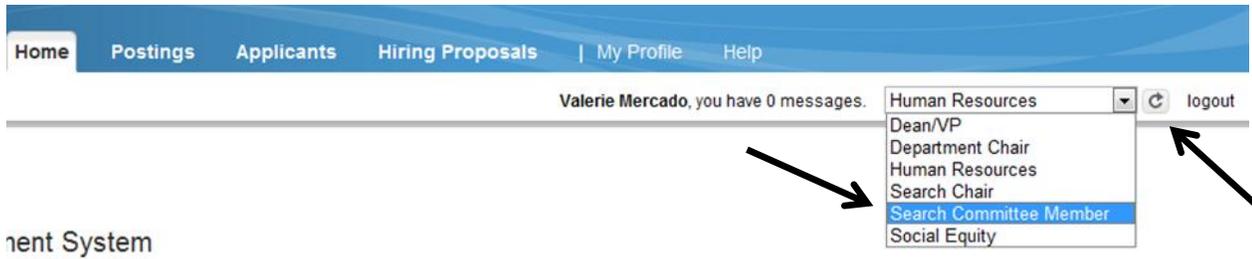
Logout

## Application Review

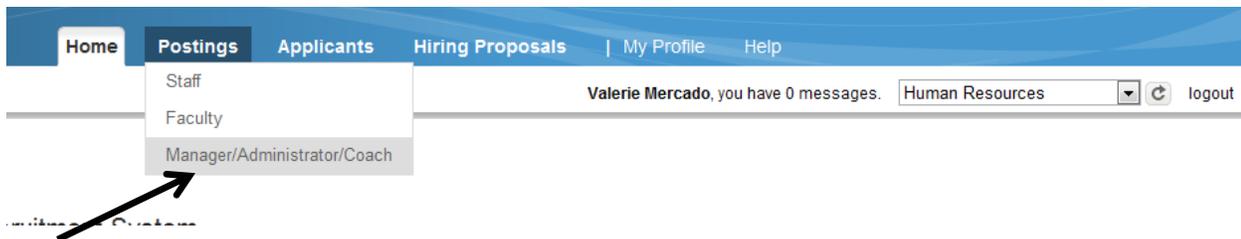
**\*\*It is no longer necessary to send a letter of acknowledgment to applicants as this task is completed by the PeopleAdmin System.\*\***

To view applications, please follow the instructions below:

1. Ensure you are logged on as **committee member/search chair** and hit the **REFRESH** button.



2. Hover over **POSTINGS** and select **MANAGER/ADMINISTRATOR/COACH** from the drop down to display the postings you are affiliated with.



3. Click the **blue title link** and the posting details will display.

<input type="checkbox"/> Posting Name	Active Applications	Department	Workflow State	Workflow State Owner	Posted Date	(Actions)
<input type="checkbox"/> <a href="#">Assistant Dean of Libraries for Systems &amp; Technologies</a>	0	Academic Affairs	Closed	Human Resources	01/23/2013 02:06 PM	Actions▼
<input type="checkbox"/> <a href="#">Assistant Dean of Libraries for Assessment &amp; Development</a>	0	Academic Affairs	Canceled	Human Resources	01/23/2013 02:05 PM	Actions▼
<input type="checkbox"/> <a href="#">Project Manager</a>	1	Administration and Finance	Filled	Human Resources	01/23/2013 02:05 PM	Actions▼

4. Select the **APPLICANTS** tab to display all active applicants.

Summary | History | Settings | **Applicants** | Reports | Hiring Proposals

Open Saved Search ▾ Search:  Search [More search options](#)

Mgmt ✕

Saved Search: "Mgmt" (105 Items Found) ✕ Actions

← Previous 1 2 3 4 Next →

<input type="checkbox"/>	Full Name	Application Date	Workflow State (Internal)	(Actions)
<input type="checkbox"/>	Oswalt, Todd	April 12, 2013 at 02:33 pm	Phone Interview	Actions ▾
<input type="checkbox"/>	Zuzack, Michael	April 12, 2013 at 03:04 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Remick, Jon	April 12, 2013 at 08:32 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Koharchik, Robert	April 12, 2013 at 10:01 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Trigona, Michael	April 13, 2013 at 08:39 am	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Murdock, Craig	April 13, 2013 at 01:00 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Sidor, Timothy	April 13, 2013 at 01:00 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Cloud, Christopher	April 13, 2013 at 07:48 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	rager, wade	April 14, 2013 at 10:05 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Pittman, Douglas	April 14, 2013 at 11:35 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Weirauch, Michael	April 15, 2013 at 06:42 am	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Parise, David	April 15, 2013 at 09:51 am	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Hodges, Steven	April 15, 2013 at 03:43 pm	Approved for On Campus Interview	Actions ▾
<input type="checkbox"/>	Gallagher, Matthew	April 15, 2013 at 08:28 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Cook, Steven	April 16, 2013 at 07:43 am	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Pallkuca, Ivan	April 17, 2013 at 11:17 pm	Under Review by Committee	Actions ▾
<input type="checkbox"/>	Sherry, Jason	April 18, 2013 at 12:41 am	Supervisor Recommendation	Actions ▾

5. Once you click on an applicant name, scroll to the bottom of the page and select **RECREATE PDF** across from the **Application and Attached Documents** line. This will allow you to view their entire application and attachments at one time.

Document Type	
Application	Recreate PDF
Application and attached documents	Recreate PDF



- Using the updated applicant matrix that has each applicant listed, the search committee ranks each applicant.

### Applicant Qualification Matrix

**Using the individual screening forms your committee developed, transfer the information to the chart below.  
Revise the headings based on the requirements listed in the job description and advertisement for this particular position.**

Department: M14-002 Director of Awesome Department

**B3**

AA #	Qualifications				Rating				Comments
Note: Qualifications <b>must</b> be based on position announcement. Include "required" qualifications and "desired/preferred" qualifications (i.e., bachelor's degree required, 3 yrs. experience preferred, etc.).  Adapt this matrix to fit your search.  List below <u>every</u> person that applied	Bachelors Degree	3-5 years consistent experience as director or department head in Higher Ed/Education environment	Master's Degree	SAP Experience	Not Qualified (does not meet minimum requirements)	Qualified (meets very minimum requirements)	Fully Qualified (meets minimum requirements, plus has desired traits)	Outstanding (stands out above the rest; exceeds expectations)	Provide detailed comments regarding each candidate's strengths/weaknesses
<b>Applicant Name (Last,</b>	yes/no				Only ✓ one column for each applicant				
Applicant 1	no	yes	yes	no	x				Does not have bachelors degree.
Applicant 2	yes	yes	yes	yes				x	5+ years as an SAP administrator
Applicant 3	yes	yes	no	yes			x		Working on MBA
Applicant 4	yes	no	no	no	x				No Director/Managerial Experience
Applicant 5	yes	yes	yes (PhD)	yes				x	Has PhD and a year or two as a SAP user.

### Telephone/Skype Interviews (optional)

Depending upon the size of the applicant pool, telephone/skype interviews may be conducted to further screen the candidates that will be invited to campus.

- Select Applicants for Phone/Skype Interview:** Once applicants are listed and ranked on the matrix, the Search Chair will email the VP (cc HR) and attach the applicant matrix and interview questions for the VP's review and approval. The VP will 'reply all' to the email so HR is aware of the approval or review status.
- Once approval is obtained from the VP, the Search Chair can log-in to PeopleAdmin, select the candidates for telephone interview and move them in the workflow for approval. Click Save changes when completed.



**Posting: Technology Support Analyst  
(Manager/Administrator/Coach) [Edit](#)**

Current Status: Reposted

Position Type:  
Manager/Administrator/Coach  
Division: Academic Affairs

Created by: Deborah Wardo  
Owner: Human Resources

Take Action On Posting ▾

- ★ See how Posting looks to Applicant
- 🖨️ Print Preview (Applicant View)
- 🖨️ Print Preview

Summary | History | Settings | **Applicants** | Reports | Hiring Proposals

Open Saved Search ▾ Search:  Search More search options

Mgmt

Saved Search: "Mgmt" (105 Items Found) ✕

← Previous 1 2 3 4 Next →

<input type="checkbox"/>	Full Name	Application Date	Workflow State (Internal)
<input checked="" type="checkbox"/>	Oswalt, Todd	April 12, 2013 at 02:33 pm	Phone Interview
<input type="checkbox"/>	Zuzack, Michael	April 12, 2013 at 03:04 pm	Under Review by Committee
<input type="checkbox"/>	Remick, Jon	April 12, 2013 at 08:32 pm	Under Review by Committee
<input type="checkbox"/>	Koharchik, Robert	April 12, 2013 at 10:01 pm	Under Review by Committee
<input type="checkbox"/>	Trigona, Michael	April 13, 2013 at 08:39 am	Under Review by Committee
<input type="checkbox"/>	Murdock, Craig	April 13, 2013 at 01:00 pm	Under Review by Committee
<input type="checkbox"/>	Sidor, Timothy	April 13, 2013 at 01:00 pm	Under Review by Committee
<input type="checkbox"/>	Cloud, Christopher	April 13, 2013 at 07:48 pm	Under Review by Committee
<input type="checkbox"/>	rager, wade	April 14, 2013 at 10:05 pm	Under Review by Committee

Actions

- GENERAL
- Review Screening Question Answers
- Download Screening Question Answers
- Export Applicants without Email
- Export results
- BULK
- Move to Posting
- Move in Workflow
- Email Applicants
- Download Applications as PDF
- Create Document PDF per Applicant
- Reactivate Applications



**Editing: Workflow States for 1 Applicant**

Change for all applicants Select a workflow state... ▾

Applicant	Current State	New State
Katalin Komjati	Under Review by Committee	Select a workflow state... ▾ Select a workflow state... Not Hired Selected for On Campus Interview Approval for Phone Interview President Review (A29) <b>Selected for Phone Interview</b> Selected for Temp Hire

Save changes or Cancel

3) **Approval:**

- Once all reviews/approvals are completed in PeopleAdmin, the Search Chair/VP will be informed via email from Human Resources.

4) **Guidelines:**

- Interviewers MUST TAKE NOTES to record responses to questions – do not rely on your memory.
- Recording of telephone/skype interviews is **NOT** permitted.

5) **Summary:**

- Upon completion of the telephone interviews, prepare the strengths/weaknesses matrix (Attachment C).

DEPARTMENT OR POSITION TITLE			
Telephone/Skype Interview Strength and Weakness Summary			
Applicant Name	Committee Status	Strengths	Weaknesses
Applicant 1	Hold	Great presence, even when the answers were lacking depth. Seemed extremely interested in Higher Education and the University; showed excitement for the position.	Candidate has limited higher-ed experience and could not communicate their management style or examples of their style well. Was not familiar with core policy or standard creation and implementation.
Applicant 2	Campus Interview	Master's Degree and was able to correlate their level of education and knowledge base to management style: multitasking; open-door-like, objective.	Question answers were short. Has very little experience w/SAP.
Applicant 3	Campus Interview	PhD in Being Awesome and has developed employee training programs within department. Currently has 9 direct reports including other managers; Responsibilities include evaluations, counseling, training of staff and department. Enjoys their work; has fun with their current position and is looking to grow.	Mainly corporate experience, but is interested in shifting gears. Has limited experience dealing with top-level management. Only 1 year SAP experience.
Applicant 4	Campus Interview	7-10 years SAP Administrator including Org Management. Supervisor of staff of 6, including 2 unionized employees. Has experience and communicated well in regards to training on the SAP system and troubleshooting. Has limited direct Higher-Ed experience but last 2 companies were federal contract organizations.	No weaknesses displayed

## Reference Checks

If letters of reference were not collected as part of the application process, references must be contacted. Reference questions must be emailed to HR for approval. Written documentation of responses must be kept and submitted as part of the search file.

## Campus Interviews

**\*\*Per the SCUPA contract, any SUA who applies and meets the minimum qualifications and experience required for a SUA vacancy shall be considered and interviewed.\*\***

No candidate may be invited for campus interview until approval is received from the Human Resources. Searches can and will be halted if procedures are not followed.

NOTE: A minimum of three candidates is required to be considered a pool of candidates.

- 1) **Select Applicants for Campus Interview:** Once applicants are listed and ranked on the strength/weakness matrix, the Search Chair will submit to the VP (either by email or hard copy):
  - ✓ The Campus Interview Approval Form (AA Form B)
  - ✓ The strength/weakness matrix
  - ✓ Interview questions: Interviews should be conducted from a core set of questions so that all applicants are asked the same general questions. All questions should pertain to the position and requirements for the position.

The VP will review and send to HR for review and approval. If there have been additional applicants, please send an updated qualification matrix listing all applicants as well.

- 2) Once approval is obtained from the VP/HR, the Search Chair will log-in to PeopleAdmin, select the candidates for campus interview and move them in the workflow for approval. Click  when completed.



### Editing: Workflow States for 1 Applicant

Change for all applicants

Applicant	Current State	New State
Katalin Komjati	Phone Interview	<input type="text" value="Select a workflow state..."/> Select a workflow state... <b>Selected for On Campus Interview</b> Selected for Temp Hire Interviewed, Not Selected

 or [Cancel](#)

- 3) Approval:
  - ✓ Once all reviews/approvals are completed in PeopleAdmin, the Search Chair/VP will be informed via email from Human Resources.
  - ✓ Interviews should be scheduled within close proximity of one another.
  - ✓ Search Chair must provide HR with the interview schedule.
  - ✓ Background consent form must be given to all candidates scheduled for a campus interview.
  - ✓ **Candidates should be reminded that official transcripts are required prior to hire date.**
- 4) At the conclusion of the campus interviews, the search committee provides a new strength/weakness summary to the VP (cc HR) to be reviewed.
  - ✓ Summary must be job related.
  - ✓ Do not include personal or personality related comments.
  - ✓ Cite specific examples from interview to justify comments.

## Job Offer

- 1) Search chair will request the VP review the candidate selected for hire. VP will communicate direction via email to HR to initiate the background check on the selected candidate.
- 2) When the background check is completed and clear, HR will notify VP.
- 3) The Director of Human Resources makes verbal offer to all SCUPA positions and Management positions classified at Level 190 and below. The VP makes verbal offer to 200 and above.
  - a. Offer accepted
    - i. HR notifies Supervisor and VP; department notifies divisional contact to initiate electronic appointment form.
    - ii. **Official transcripts are sent to HR**
  - b. Offer declined/search closed with no hire
    - i. If offer is declined, HR will notify Supervisor/VP.
    - ii. Movement to 2<sup>nd</sup> tier candidate (if already approved)
    - iii. No Hire. Search is extended/closed.

## Search Follow-up

1. PeopleAdmin will email remaining applicants to inform them the search is closed once Search Chair gives directive to HR.
2. All search documents should be forwarded to HR for storage/electronic scanning. Materials should be sent in an organized manner and may be forwarded via disc, flash drive or hard copy. Emails that have an effect on an applicant's candidacy should be included; general/informational emails do not need to be included.

# GUIDELINES FOR INTERVIEWING CANDIDATES

Questions related to sex, age, race, religion, national origin, or disability are 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.

## Tips for formulating questions

Taken from "The Complete Academic Search Manual", 2006

- **Limit closed questions:** Closed questions elicit a single reply or yes/no response. (Example- "Did you do curriculum development?")
- **Ask open questions:** Open questions elicit expanded responses from the candidates and allow you to gauge their thought processes, values, reasons for decisions, and actual behaviors. (Example- "Would you explain the process you employ when developing curriculum?")
- **Avoid leading questions:** Because leading questions suggest an answer, the candidate will feel compelled to agree with you. (Example- "Aren't statistics a challenge to teach?")
- **Use follow-up questions for complex subjects:** Rather than asking one long or complicated question, you can ask it in stages and follow up or probe as you go along. "What is your first step in curriculum development?" Later, "After the team has formulated a plan, what is your next step?"
- **Avoid hypothetical questions:** Creating scenarios to "test" your candidate yields no valuable information about what this person would actually do on the job. Instead, hypothetical questions invite the "canned response."

**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 Engagement	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 job.
Disability	Can ask an applicant questions about his or her ability to perform job-related functions.	General inquiries ("Are you disabled?") that would tend 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

**Contact Information:**

- Valerie Mercado, Faculty/Administrative Employment Manager  
John Sutton Hall, Room G8  
724-357-2431  
[vmercado@iup.edu](mailto:vmercado@iup.edu)

**PeopleAdmin portal:** <https://iup.peopleadmin.com/hr/shibboleth>

**Forms:** <http://www.iup.edu/humanresources/forms> OR <http://www.iup.edu/humanresources/howto>