



NORTHEASTERN STATE UNIVERSITY

Northeastern State University Office of Human Resources

Staff Hiring Guide

Coordinated through the Office of Human Resources

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TABLE OF CONTENTS

Affirmative Action/EEO Policy Statement	3
Diverse Workforce	3
Staff Hiring Process	4
Overview of the Selection Process	4
Types of Appointments for Staff	5
Justify Employing Personnel	5
Job Descriptions	6
Department Analysis of Required and Desired Qualifications	6
Approved to Fill Position	6
Listing to NSU Website	7
Existing Applicant Pool	8
Advertising	8
NSU Department Specific Website	9
Applicant	9
Applicant Information	9
Department Review of Applicants	10
Screening Committee (formerly Search Committee) Guidelines	10
Telephone Screening	10
Department Interviews	11
Pre-Employment Testing and Assessments	11
Selecting a Prospective Employee	12
Background Review	12
Recommend for Hire	12
Make Job Offer/Generate PAF (Personnel Action Form)	12
Applicant Notification of Non-Selection	13
New Hire Process	13
Addendum A	14
Hiring Questions Which May be Discriminatory	15
Telephone Interview Format	18
Typical Interview Question Styles	19
Sample Interview Format	20
Plan Your Behavioral Questions	22
Sample Evaluation/Criteria Form	23
Questionnaire for References	24
Call to Candidate Form	26

AFFIRMATIVE ACTION/EEO POLICY STATEMENT

The Administration of Northeastern State University strongly supports the fundamental belief and commitment to the principles of equality and opportunity for all people.

This institution, . . . in compliance with and to the extent required by Title VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Section 402 of the Readjustment Assistance Act of 1974, Americans with Disabilities Act of 1990 and other applicable federal laws and regulations, does not discriminate on the basis of race, creed, color, national origin, sex, age, religion, disability, genetic information, or status as a veteran, and to the extent allowed by Oklahoma law, marital status, sexual orientation and gender identity in its programs and activities. These protections extend to employment with and admission to NSU, as well as participation in university sponsored programs. Northeastern State University complies with Section 503 of the Rehabilitation Act of 1973, and equal employment opportunity for VEVRRRA protected veterans. This includes but is not limited to admissions, employment, financial aid, and educational services.

To stimulate efforts toward increasing involvement of persons from diverse backgrounds, the University has developed and revises periodically an Affirmative Action Plan. Northeastern's Affirmative Action Plan governs efforts related to selection, placement, training, and promotion of all employees with respect to personnel actions, such as compensation, reassignments, in-service training, tuition, or other professional growth subsidies and termination. The continual thrust of the University's plan is to employ and retain individuals who are members of a diverse group which may be or may become under-utilized in the total employment force. However, the primary criterion for employment shall be the ability of the employees to perform the work. Every member of management is responsible for insuring his/her department's compliance with the University's commitments and policies. Overall monitoring responsibility for Northeastern's Affirmative Action Program and 504 Compliance has been assigned to the Affirmative Action Officer. Employees should contact the [Office of Human Resources](#) immediately if they believe that any of these policies have been violated.

Every member of management is responsible for insuring his/her department's compliance with the University's commitments and policies. Overall monitoring responsibility for Northeastern's Affirmative Action Program and 504 Compliance has been assigned to our Affirmative Action Compliance Officer. Employees should contact the Office of Human Resources immediately if they feel that any of these policies have been violated.

DIVERSE WORKFORCE

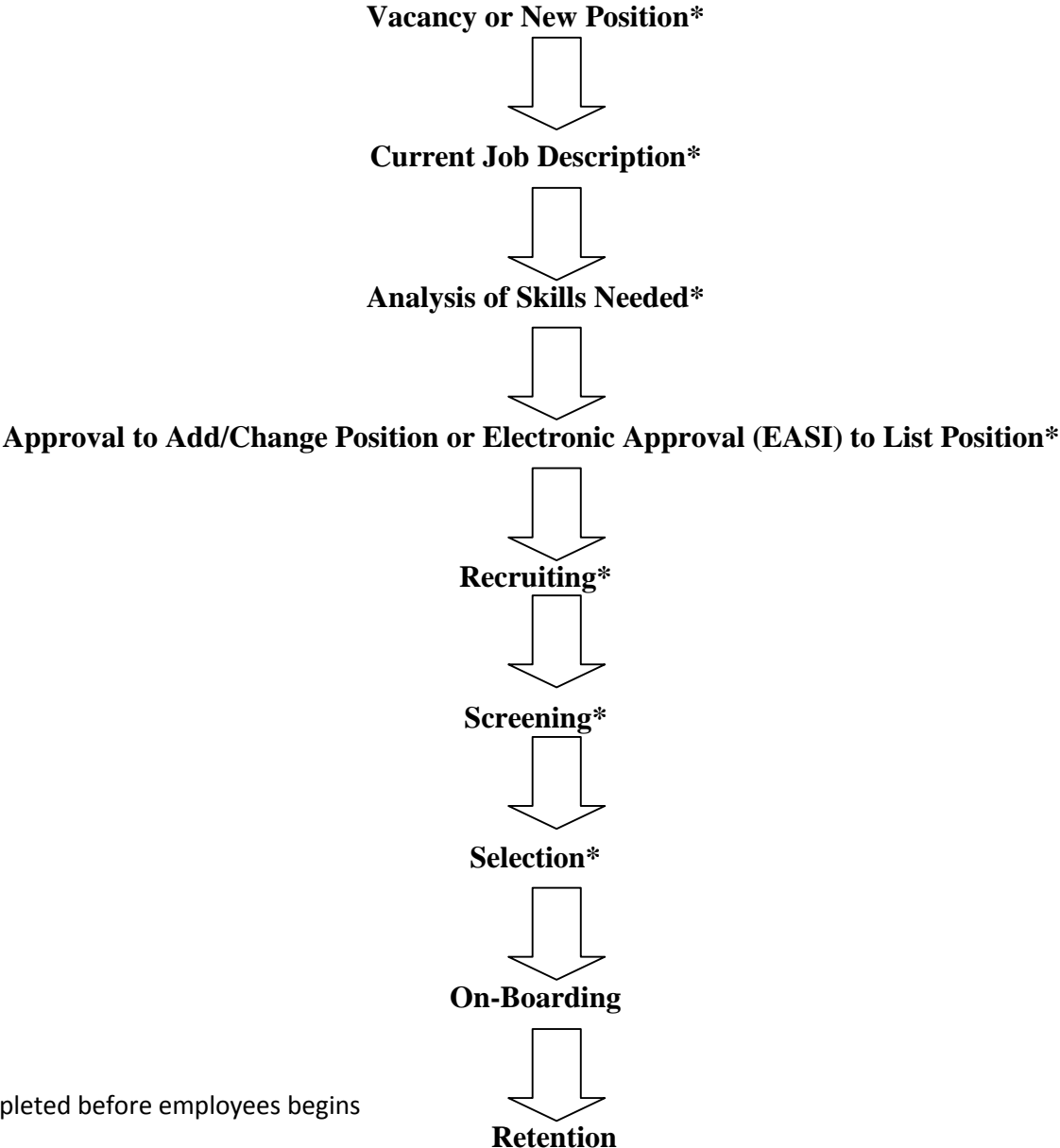
Northeastern State University is committed to recruiting and retaining a diverse workforce as an essential part of excellence in faculty and staff at the University, and complies with Section 503 of the Rehabilitation Act of 1973 and equal employment opportunity for VEVRRRA protected veterans. NSU will take actions to attract and retain qualified women, minorities, veterans and individuals with disabilities in all positions and levels within the University. These efforts will include, but not limited to, recruiting, employing and advancing of qualified women, racial minorities, people with disabilities and veterans. NSU actively encourages applications and/or nominations of women, persons of color, veterans and individuals with disabilities. Women, minorities, individuals with disabilities and veterans

are encouraged to apply for any opening at NSU. Other efforts to enhance a diverse workforce may include direct contact with qualified individuals, contact with professional associations dedicated to women or minorities, networking at national meetings and generally being in a recruiting mode to announce employment opportunities to qualified women, minorities, individuals with disabilities and veterans.

STAFF HIRING PROCESS

Placement of an individual into a new position is one of the most important tasks that occur within the University and an important responsibility of department management. This information has been prepared to assist with hiring the best qualified individual to fill vacant positions.

OVERVIEW OF THE SELECTION PROCESS



*Completed before employees begins

TYPES OF APPOINTMENTS FOR STAFF

All staff positions have been authorized for a minimum and maximum number of hours per week. Authorized hours or period of time will determine benefit level for an incumbent and the budgeted dollars for payroll allocation.

Full-time appointments are those requiring thirty (30) or more hours per week. Employees working twenty-nine (29) or fewer hours per week will be considered as **part-time**. Part-time employees are not eligible for most fringe benefits. **Student** appointments such as graduate teaching or instructional assistants are not eligible for fringe benefits (except for Workers' Compensation). **Temporary** appointments are given to those employees who are hired for a specifically defined period of time. Temporary employment may be on a full time (40 hours per week) or part time (29 hours per week or less) basis.

JUSTIFY EMPLOYING PERSONNEL

New/Change Position

When requesting a change to an existing position or a new position to a department, a "New/Change Position" form must be completed and processed for approval. Information related to budget and vacancy is required along with justification for the position. Authorization to change or add a new position requires approval from the Account Sponsor, Vice President and Executive Cabinet. The Human Resources staff is one step in the approval process and can be a resource to assist with sample job description, wage/salary range and other important information needed. Once the budget is allocated and all approval levels obtained for a new position, the position may be listed following the same listing guidelines as for a replacement position.

Replacement Position

To fill a vacant position (or new/changed position), the Employment Application System Improvement (EASI) should be utilized as a means to request a listing and to obtain approval for a listing. EASI allows listing information to be recorded electronically and the workflow feature allows for electronic approvals up to the listing step. See the EASI manuals located on Blackboard or contact the Office of Human Resources for access into the system and assistance with using the software.

JOB DESCRIPTIONS

Each position currently utilized at the University has been classified in accordance with its description, duties and minimum qualifications. A job description accurately reflects the essential criteria necessary to successfully accomplish duties. It serves as the foundation to effectively communicate expectations to a prospective employee.

The most current job description for each staff position is on file in the HR folder on the M drive, and should be reviewed prior to listing.

Developing a job description for a new position should begin by contacting the Office of Human Resources. A “position Questionnaire” form provided by the Office of Human Resources will need to be completed. The “Position Questionnaire” form should be submitted to the Office of Human Resources for review and formatting. Official job descriptions are written and approved in the Office of Human Resources in conjunction with department management.

DEPARTMENT ANALYSIS OF REQUIRED AND DESIRED QUALIFICATIONS

Hiring management should have a clear and concise understanding of full qualifications and skill dimensions for a position in order to recruit a candidate who will be successful. Certain experience, education and skills are required based on the position responsibilities. Certain skills are desired for a top candidate. Once required and desirable qualifications are identified, these should be used as the basis to select an employee. Careful analysis of these skills should be completed prior to beginning the recruiting process. Once determined, applicant screening method and questions should be developed with these in mind.

APPROVED TO FILL POSITION

Follow the EASI steps for approval to fill a vacant and approved position.

LISTING TO NSU WEBSITE

Applicant View

The NSU website represents the University to the community and prospective candidates. It may be accessed using www.nsuok.edu, Job at NSU, Jobs. This is NSU's authorized site for all NSU job openings to be communicated both internally and externally. All job applicants must apply using the on-line system unless a reasonable accommodation is granted by the Office of Human Resources. There is a contact email address to assist applicants as needed.

A statement concerning NSU's commitment to equal opportunity employment is included on the main Jobs page.

Internal for NSU Management

EASI is the method used to list jobs and view applicants. This site is unique to internal management users. Link:

<https://nsuok.peopleadmin.com/hr>

Security access is granted through the Office of Human Resources. Step by step training manuals are located on Blackboard. A video training must be completed prior to utilizing EASI.

Information from the job description will be utilized as the basis for the job listing. Using EASI allows information to be copied into the listing, listing from a previous listing or listing from a template. The job's description, responsibilities, qualifications, experience, and education along with other important information such as department statement, applicant instructions, a salary statement, beginning date, submission requirements and location will be included in the listing. Other wording may be included as relevant, such as statements indicating that NSU does not provide moving expenses.

It is not required to list a job when promoting or transferring from within the same department to fill an approved job opening. Jobs may be listed for internal NSU employee candidates only or for internal and external candidates. Once listed, that job listing must remain listed for five (5) business days before a job offer can be extended.

Internal Applicants

In compliance with career advancement and enrichment initiatives, NSU wants to encourage internal candidates to apply outside their existing department using EASI. Considering internal candidates saves recruiting time, start-up time and money. Hiring from within improves morale when employees feel they have growth opportunities within NSU. Internal applicants must meet minimum qualifications for the position and comply with the submission requirements. Hiring

management will determine applicant qualifications and who will receive further consideration such as an interview. Internal applicants must apply using the on-line system.

External Applicants

External applicants may apply at any time when a job is listed unless noted for internal candidates only. Hiring management may determine that both internal and external candidates should be considered simultaneously based on departmental need.

EXISTING APPLICANT POOL

The Office of Human Resources maintains applicant electronic records for one (1) year. For a new job opening where recruiting/placement occurred within thirty (30) days for a same or similar position, hiring management may utilize the original pool of applicants to fill the new opening.

ADVERTISING

Advertising provides a method to recruit for vacant positions as well as being a good public relations tool and promotional opportunity to publish our brand. Advertising both on a website and in print is expensive. NSU wants to ensure that advertising sends the correct message and reaches the correct audience. Consideration should be given to the type and method of advertisement that will provide the highest quality and quantity of candidates.

Hiring management should evaluate the many advertising avenues available in today's marketplace when requesting advertising. Some venues are low cost to no cost and should be considered. Some advertising sources include internal recruiting, past employees in good standing, word of mouth, employee referral, professional networks, college career services, alumni associations, web user groups, professional associations, vendors, newspapers, magazines, job banks, job fairs, Oklahoma Employment Security Commission and more.

Advertising with an outside source must be noted on the listing and approved by the Director of Human Resources. The Office of Human Resources will communicate with hiring management with each advertisement requested. Initial ads in local papers will be initiated by the Office of Human Resources on an as needed and funding available basis. Additional or special advertising will be charged to the hiring department. Ad placement and content will be reviewed by the Office of Human Resources after consultation with hiring management. An ad placed on personal or professional source by the department must be reviewed by the Office of Human Resources prior to publishing and a copy of the final ad sent to the Office of Human Resources for record keeping.

Advertisements usually appear in only one edition of the selected publication. In most instances, the scope of advertising reflects the position level:

a. National: Director or above.

b. Regional: Coordinator and positions requiring special skills or experience.

c. Local: Support, clerical and non-skilled labor.

3. All advertising states that employment applications are to be submitted to the Office of Human Resources.

NSU DEPARTMENT SPECIFIC WEBSITE

Your specific department website can be an important recruiting tool. Information should be designed to be informative, distinguish the department's role and how it ties into the University mission and reflect the department in a positive manner. Websites should be up-to-date with appropriate branding and no typographical errors.

APPLICANT

Individuals who meet the minimum qualifications, experience and other requirements plus have completed an on-line application and submitted required document(s) in accordance with the position submission guidelines will be considered applicants. Each applicant who successfully applies to a specific position will receive an email confirming receipt of the application material. Hiring management may utilize EASI to screen candidates with qualifiers and disqualifiers. When utilized, candidates who do not qualify will receive automatic notification via email that they do not meet the qualifications. Applicant information will be available to authorized hiring management as soon as submitted by an applicant. No hiring may take place until the listing has been open for five or more days.

Applicant data and logistics are tracked by EASI and maintained through the Office of Human Resources

APPLICANT INFORMATION

Job applicant information is considered confidential and sensitive. NSU is committed to respecting job applicants by releasing information on a need to know basis only. Information should not be discussed in public places, in general conversations or with any potential coworkers unless involved in the hiring process. Folders must be kept secure from unauthorized viewing.

Any applicant information received outside the EASI system should not be considered in compliance with NSU application requirements. Individuals submitting information other than on EASI should be advised of the appropriate method to apply to an opportunity which is the EASI system. All application materials sent directly to the department/hiring manager must be forwarded to the Human Resources Office.

DEPARTMENT REVIEW OF APPLICANTS

Meticulous review of applicant information is vital in order to identify the best qualified candidates. Individual department procedures guide how this process is managed. Careful documentation of all steps in the screening process is necessary to ensure the hiring process meets or exceeds all state and federal regulations.

All applicants should be considered based on meeting the required and desired qualifications for the opening. Those who do not meet the minimum qualifications should be excluded from consideration during the first review and moved to the Not Hired state in EASI. Second review should divide applicants into those who meet the minimum qualification and those who meet both required and desirable qualifications. Applicants who match the qualifications most closely should be given first consideration.

SCREENING COMMITTEE (formerly Search Committee) GUIDELINES

Screening committees are appointed by hiring management and are tasked with making recommendations on candidates following a careful review of each applicant. Hiring management may determine that a Screening committee will screen candidates and make a recommendation as to which candidates should be considered for further review and possible interview. Guidelines for position of Director and above suggest that the committee consist of campus leaders who are not direct reports to the position and that the hiring supervisor not be included in the committee.

TELEPHONE SCREENING

Telephone screening is one method that helps move the application review to a short list of the best qualified and is a time management tool. A telephone interview helps determine if the candidate has the essential capabilities to do the job. It should be a straight-forward, fact-finding event, and is not a method for making a final hiring decision.

Telephone interviews should consist of a short list of questions to be sure the applicant meets required qualifications and expectations. Those who are not suitable for the position can be told in a professional manner and the conversation ended. Those who warrant a face-to-face interview should be scheduled.

Questions should be prepared in advance and all applicants should be asked the same basic questions. (See Addendum A for “Telephone Interview Format”) Telephone interviews may need to be scheduled with applicants to ensure they are able to respond to questions in a comfortable setting.

DEPARTMENT INTERVIEWS

Face-to-face interviews offer another opportunity to market NSU. Job applicants have the opportunity to visit our beautiful campuses and learn more about NSU's mission and culture. Applicants should be treated as guests and stakeholders. We want to make the interaction positive and productive from the first person encountered through the end of the process.

Hiring management has the opportunity to gather pertinent information during an interview to make the best hiring decision. Interviews should be conducted to make the most of the time and have questions answered for a comparison and evaluation of data.

Applicant interviews should be scheduled in advance to allow for preparation. Interviews should be conducted in a comfortable and private setting. Hiring management needs to evaluate the same criteria in the same way with each candidate to facilitate objectivity. A structured or template interview format should be created. A combination of interviewing approaches typically results in the best evaluation of an individual's skills and abilities. (See Addendum A, "Typical Interviewing Question Styles") A good outline to follow is to: set the tone, give an overview, review work history, ask probing questions in the important skills dimensions, gather enough information to make a decision, and discuss next steps. (See Addendum A, "Sample Interview Format" and Plan Your Behavioral Questions")

All candidates interviewed on campus must be given the background check Disclosure form and the Release and Authorization form. The Release and Authorization form must be fully completed by the applicant, sealed in the envelope provided, given to the screening committee chair and returned to the Director of Human Resources. No action is taken on individual data unless the applicant is recommended for hire.

NSU is an equal employment opportunity employer. To avoid perceived discrimination during the screening and employment process, there are certain questions or discussion areas that must be avoided during an interview. Keep in mind, the interview starts with the first conversations and continues to the last interaction with a candidate. Areas to avoid include age, national origin, religious and political beliefs, race, color, sex, arrest record, military history, disability and status as a veteran. (See Addendum A, "Hiring Questions Which May Be Discriminatory")

PRE-EMPLOYMENT TESTING AND ASSESSMENTS

Testing and assessment of skills and abilities is a proven method to help ensure an applicant is able and suitable for a position. Pre-employment testing and assessment must be job related and validated to ensure no disparate impact on a protected class of applicants. Use of tests and assessments must be approved by the Director of Human Resources.

SELECTING A PROSPECTIVE EMPLOYEE

Effective screening and interviewing enables the hiring manager to comfortably answer three questions related to prospective employee selection:

Is this applicant able to do the job based on skills, ability, experience and education?

Is this applicant willing to do the job based on motivation, commitment, and reliability and adjusting to the new environment?

Will this applicant be manageable on the job, including taking direction, working independently, handling stress and getting along with others?

Hiring management should rate each interviewee based on required qualifications and desirable qualifications. Using a point system to rate candidates is a tool that can be applied when multiple applicants meet qualifications. (See Addendum A, "Sample Evaluation/Criteria Form")

BACKGROUND REVIEW

When making an employment decision, it is prudent to gather as much information about an individual as possible. Checking with past supervisors or employers to verify information and to find out about the candidate's employment is another avenue. Hiring management should check references from past supervisors/employers to gain even more information about a potential new hire. Personnel files stored in the Office of Human Resources may be reviewed for internal or previously employed applicants.

Other background information may be discussed with the Office of Human Resources.

In all cases, the privacy of the individual must be respected and maintained.

RECOMMEND FOR HIRE

After conducting the interviews and making a decision on the best applicant, hiring management moves the applicant state to "Recommend for Hire" on EASI. Moving an applicant to the status of "Recommend for Hire" in EASI generates notification to the Director of Human Resources who will conduct a review of the candidate and will initiate the background check. Background checks are conducted by the Office of Human Resources and must be successfully completed prior to extending a job offer.

MAKE JOB OFFER/GENERATE PAF (Personnel Action Form)

All references and background check must be successfully completed in advance of making a job offer. No offer of employment may be extended until the Director of Human Resources approves. The official offer of employment is made by hiring management or his/her designee. A conditional offer of employment is made pending receipt of an official college/university transcript when a degree is required for a position. At the time of the job offer, information

should be clearly communicated concerning pay amount and schedule, benefits, work expectations and other information pertinent to the job. If the offer of employment is accepted, a start date and time should be confirmed. (See Addendum A for “Call to Candidate Form”) The New Hire PAF must be completed and approved before the person may begin work. New hire paperwork and the completed PAF are required in the Office of Human Resources in order to put the new hire into the computer system.

APPLICANT NOTIFICATION OF NON-SELECTION

At the conclusion of the recruiting and selection process, hiring management must move the non-selected candidates to the “Not Hired” state and select a “Reason” for the non-selection in EASI. This step is required for proper record keeping and compliance with state and federal regulations.

Once all candidates for a listing have been moved to the appropriate state in the process, the Office of Human Resources will close the listing. EASI will automatically generate an email to notify all other candidates that the job is closed and another candidate was selected.

NEW HIRE PROCESS

NSU has invested a great deal of time and expense in each new employee. NSU wants all newly hired staff to feel welcomed to the University. Department management should help make this transition a positive experience. Appropriate training and support must be afforded each new staff member. In some areas, assigning a mentor can be an effective way to help orient a new staff member. As employment continues, there is an additional investment in training, therefore, retention of staff should be a priority of all management.

A department representative trained to complete new hire paperwork should complete this process with the new hire. All new hire forms are located on the Office of Human Resources website.

NOTE: By law, the I-9 - Employment Eligibility Verification must be completed no later than the first day of employment, and page 1 of the form, which is completed by the new employee, must be sent immediately to the Office of Human Resources. Page 2 of the I-9 form must be completed by a University representative and sent to HR within three days of the date of hire. (Whenever possible, both pages should be sent together on or before the first day of employment. In cases where an employee will be employed for fewer than 3 days, the entire form must be completed no later than the first day of employment.)

All new hire staff should complete the New Hire Orientation. The New Hire Orientation schedule is available on Blackboard or by calling the Office of Human Resources.

Addendum A

Forms and Helpful Reference Material

HIRING QUESTIONS WHICH MAY BE DISCRIMINATORY

The following table contains sample questions pertaining to sensitive subject areas that must be handled very carefully throughout the interview process. If you need additional input as to the appropriateness of a specific interview question, please contact the Director of Human Resources. *(Information below obtained from the College and University Personnel Association.)*

Subject	Permissible Inquiries	Inquiries That Must Be Avoided
Name	Have you worked for this company under a different name? Is any additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work and educational record? If yes, explain.	Inquiries about the name that would indicate applicant's lineage, ancestry, national origin, or descent. Inquiry into previous name of applicant where it has been changed by court order or otherwise. Indicate: Miss, Mrs. , Ms.
Marital and Family Status	Whether applicant can meet specified work schedules or has activities, commitments, or responsibilities that may hinder the meeting of work attendance requirements. Inquiries, made to males and females alike, as to a duration of stay on job or anticipated absences.	Any inquiry indicating whether an applicant is married, single, divorce, engaged, etc. Number and age of children. Information on child-care arrangements. Any questions concerning pregnancy. Any similar question that directly or indirectly results in limitation of job opportunity in any way.
Address or Duration of Residence	Applicant's address. Inquiry into place and length of current and previous addresses, e. g. , How long a resident of this state or city?	Specific inquiry into foreign addresses that would indicate national origin. Names or relationship of persons with whom applicant resides. Whether applicant owns or rents home.
Age	If a minor, require proof of age in the form of a work permit or a certificate of age. Require proof of an age by birth certificate after being hired. Inquiry as to whether the applicant meets the minimum age requirements as set by law and indication that, on hiring, proof of age must be submitted in the form of a birth certificate or other forms of proof of age. If age is a legal requirement: if hired, can you furnish proof of age? or statement that hire is subject to verification of age. Inquiry as to whether an applicant is younger than the employer's regular retirement age.	Requirement that applicant state age or date of birth. Requirement that applicant produce proof of age in the form of a birth certificate or baptismal record. (The Age Discrimination in Employment Act of 1967 forbids discrimination against persons over the age of 40).
Race or Color		Applicant's race. Color of applicant's skin, eyes, hair, or other questions directly or indirectly indicating race or color.
Birthplace	After employment (if employed by this institution), can you submit a birth certificate or other proof of U. S. citizenship?	Birthplace of applicant. Birthplace of applicant's parents, spouse, or other relatives. Requirement that applicant submit a birth certificate or naturalization or baptismal record before employment. Any other inquiry into national origin.

Ancestry or National Origin	Languages applicant reads, speaks, or writes fluently. (If another language is necessary to perform the job.)	Inquires into applicant's lineage, ancestry, national origin, descent, birthplace, or mother tongue. National origin of applicant's parents or spouse.
Military Record	Type of education and experience in service as it relates to a particular job.	Type of discharge.
Disabilities	For employers subject to the provisions of the Rehabilitation Act of 1973, applicants may be invited to indicate how and to what extent they are handicapped. The employer must indicate to applicants that: 1) compliance with the invitation is voluntary; 2) the information is being sought only to remedy discrimination or provide opportunities for the handicapped; 3) the information will be kept confidential; and 4) refusing to provide the information will not result in adverse treatment. All applicants can be asked whether they are able to carry out all necessary job assignments and perform them in a safe manner.	The Rehabilitation Act of 1973 forbids employers from asking job applicants general questions about whether they are handicapped or asking them about the nature and severity of their handicaps. An employer must be prepared to prove that any physical and mental requirements for a job are due to business necessity and the safe performance of the job. Exception cases where undue hardship can be proven, employers must make reasonable accommodations for the physical and mental limitations of an employee or applicant. Reasonable accommodation includes alteration of duties, alteration of physical setting, and
Sex	Inquiry as to sex or restriction of employment to one sex is permissible only where a bona fide occupational qualification exists. (This BFOQ exception is interpreted very narrowly by the courts and EEOC.) The burden of proof rests on the employer to prove that the BFOQ does exist and that all members of the affected class are incapable of performing the job.	Sex of applicant. Any other inquiry that would indicate sex. Sex is not a BFOQ because a job involves physical labor (such as heavy lifting) beyond the capacity of some women, nor can employment be restricted just because the job is traditionally labeled men's work or women's work. Sex cannot be used as a factor for determining whether an applicant will be satisfied in a particular job. Avoid questions concerning applicant's height or weight unless you can prove they are necessary
Religion	An applicant may be advised concerning normal hours and days of work required by the job to avoid possible conflict with religious or other personal convictions.	Applicant's religious denomination or affiliation, church, parish, pastor, or religious holidays observed. Applicants may not be told that any particular religious groups are required to work on their religious holidays. Any inquiry to indicate or identify religious denominations or customs.
Photograph	Indicate that this may be required after hiring for identification.	Requirement that applicant affix a photograph to his or her application. Request that applicant, at his or her option, submit photograph. Requirement of photograph after interview but before hiring.

Citizenship	Are you a citizen of the United States? If you are not a U. S. citizen, have you the legal right to remain permanently in the U. S. ? Do you intend to remain permanently in the U. S. ? If not a citizen, are you prevented from lawfully becoming employed because of visa or immigration status? Statement that, if hired, applicant may be required to submit proof of citizenship.	Of what country are you a citizen? Whether applicant or his or her parents or spouse are naturalized or native-born U. S. citizenship. Requirement that applicant produce his or her naturalization papers. Whether applicant's parents or spouse are citizens of the U. S.
Education	Applicant's academic, vocational, or professional education: school attended. Inquiry into language skills such as reading, speaking, and writing foreign languages.	Any inquiry asking specifically the nationality, racial affiliations, or religious affiliation of a school. Inquiry as to how foreign language ability was acquired.
Experience	Applicant's work experience, including names and addresses or previous employers, dates of employment, reasons for leaving, salary history. Other countries visited.	
Conviction, Arrest and Court Record	Inquiry into actual convictions that relate reasonably to fitness to perform a particular job. (A conviction is a court ruling where the party is found guilty as charged. An arrest is merely the apprehending or detaining of the person to answer the alleged crime.)	Any inquiry relating to arrests. Ask or check into a person's arrest, court, or conviction record if not substantially related to functions and responsibilities of the particular job in question.
Relatives	Names of applicant's relatives already employed by this company. Name and addresses of parents of guardian of minor applicant.	Name or address of any relative of adult applicant, other than those employed by this company.
Notice in Case of Emergency	Name and address of persons to be notified in case of accident or emergency.	Name and address of relatives to be notified in case of accident or emergency.
Organizations	Inquiry into the organizations of which an applicant is a member providing the name or character of the organization does not reveal the race, religion, color, or ancestry of the membership. List all professional organizations to which you belong. What offices are held?	List all organizations, clubs, societies, and lodges to which you belong. The names of organizations to which the applicant belongs if such information would indicate through character or name the race, religion, color, ancestry of the membership.
Credit Rating	None	Any questions concerning credit rating, charge accounts or related matters.
Health	Are you able to perform the functions of this position?	Whether the applicant is a drug user or has any serious health problems.
References	By whom were you referred for a position here? Names of persons willing to provide professional and/or character references for applicant.	Require the submission of a religious reference. Request reference from applicant's pastor.
Miscellaneous	Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal.	

Telephone Interview Format

Use this form as a sample format. Develop your questions based on the responsibilities and requirements for your opening.

Name of Applicant _____ Position _____

Telephone _____ Date/Time Called _____

Left Message No Answer Telephone Interview Date/time _____

Opening Message: Your name, company, position open, and a few pleasant words. What interests you most in this opportunity?

Tell me about your experience in this area or related experience.

This is a (full-time/part-time) opening working (_____) hours per week. The schedule is (days of week/hours of day). Are you able to meet this?

Of all of your work experience, where have you been most successful?

What is your current wage/salary?

What is your availability?

What aspects of your current position would you change?

What are you looking for in your next position?

Summary: Thank the applicant and let him/her know you appreciate his/her time. If you know that this person is not the right candidate, advise that you have other candidates who appear to better fit this position. Encourage the candidate to check our website for other opportunities. If this candidate warrants a face-to-face interview, schedule it at this time if possible.

Disposition: No further action Interview scheduled Date/time _____

Return this form with the applicant information.

HR 07/09

Typical Interview Question Styles

Questions used in interviewing usually follow a style of interviewing. Multiple styles can be incorporated into the interview format to obtain the best results based on the position. Some common styles include:

Direct Question is used when a direct answer is wanted such as dates of employment, reason for leaving, explanation of employment gaps, or to verify information.

Behavior Interviewing is based on the philosophy that past behavior is a good indicator of future behavior. Behavior interview questions rely on the applicant giving an actual situation from the past related to the question and then providing the task he/she was responsible for completing, the actions taken and the result. The interviewer must be skilled in probing questions or follow-up questions to ensure an actual scenario is given rather than theory or what they would do in this type of situation. With this style, the interviewer probes until a situation, task (responsibility), action and result is conveyed.

Situational Interview offers the opportunity to observe a certain aspect of the job. A candidate might be given a tour of the workplace to see the work area or duty and then asked to evaluate that in terms of interest or ability to perform those duties or work in an area. NSU does not want an applicant to perform actual job duties during the interview.

Stress Interview is an approach that is used to test an applicant's ability to handle workday stressful conditions. It is designed to put stress in context similar to work. This style asks a question that is unexpected and requires one to remain calm, listen and process the question for an appropriate response. The interviewer needs to realize that the very nature of an interview is a stressful situation and this style should only be a small part of an interview when applicable to the job. The Office of Human Resources will guide hiring management in this area.

Non Job-Related Questions should be avoided.

Sample Interview Format

Applicant's Name _____ Position _____

Interview Date _____ Time _____ Person Conducting Interview _____

Thank the person for coming in to meet with you. Have a copy of the job description with you to review with the candidate. Give brief overview of the job and NSU. Review any areas where you need more information from the telephone interview. Go over the past employer information and find out why the person changed jobs, get an explanation for any gaps in employment and look for patterns that could be problematic.

Please tell me more about your experience related to this job.

What customer service experience (good or bad) stands out in your mind? Why this one. What could have been done differently?

How have you used a computer and software to perform your job?

Add your behavioral questions.

What will your last supervisor tell us about your attendance? How many days of work did you miss in the last 6 months?

What is your availability?

What is your wage requirement?

Why did you (or do you want to) leave your job?

Why should we select you for this position?

Do you have questions for me?

Give the applicant an idea of what will happen next and when you plan to make a decision. Thank the applicant for his/her time.

Notes:

Return all notes to the Office of Human Resources as part of the search file.

Plan Your Behavioral Questions

Information Needed -
Question 1-
Response -
Information Needed -
Question 2-
Response -
Information Needed -
Question 3 -
Response -
Information Needed -
Question 4 -
Response -
Information Needed -
Question 5 -
Response -
Information Needed -
Question 6 -
Response

Probing Questions

Be prepared to probe deeper to gather additional information. You don't want to pursue every tantalizing morsel of information, however, you do want to pick up on statements the interviewee makes concerning experience where more information would be helpful in evaluating the candidate. Probing questions:

Tell me more about that situation.

Would you explain that?

What did you do next?

Give me an example.

Why did that affect you in this way?

How would you summarize that?

How did you utilize that?

What did you learn from this experience?

Sample EVALUATION/CRITERIA FORM

Rate each applicant on each position requirement.

Applicant Name _____ Position _____

Hiring Manager Name _____ Date _____

Qualifications and Skills	Rate 1(low) to 5 (high) Add Comments
Required	
Desired	
Total Rating	

Reviewer Comments _____

Job-Related Reason for Non-Selection (if applicable) _____

Reference Information Questionnaire

It is recommended that references be obtained using the EASI on-line system. When ready to obtain reference information, move the candidate to “Request Letters of Recommendation” in the EASI system. This generates an email to the professional references provided by the candidate. When reference gives respond, information is loaded into the EASI system for review.

This form includes all questions from the EASI on-line reference questionnaire. Use this form when checking references via telephone. All prospective employees must have references and a criminal background check completed prior to making a job offer. Completed reference forms must be returned to the Office of Human Resources, and are confidential documents. Once a final candidate is identified, move that applicant to “Recommend for Hire” in the EASI system. This will initiate a criminal background check. Once this is complete, an email from the EASI system or Director of Human Resources will advise of approval to “Make Job Offer.” All job offers are conditional until a certified college transcript is received when a degree is required for the position.

Please print this form on one page, front and back.

Candidate Name	Position Applied To	
Name of Reference Provider	Contact Information	Date of Reference
Do you decline to submit a recommendation on this Applicant?		

Applicant Information

How long have you known the candidate and in what capacity?
Please comment on the candidate's interpersonal skills and effectiveness.
What examples of situations have you observed involving interaction with others? (student, faculty, staff, administration and community)
What do you consider to be the candidate's major strengths?

What do you consider to be the candidate's major weaknesses? Have you seen growth or an attempt to improve in these areas?		
What characteristics does the candidate possess that make him/her uniquely qualified for this opening?		
Please give me your impression of the candidate's work ethic, honesty, and professional behavior.		
Why do you think the candidate is interested in our position?		
Are you aware of any reason why this candidate should not be hired?		
Comments		
If given the opportunity, would you hire this individual?		
May we contact you if we have other questions?		
Name of Person Checking Reference	Department	Date of Reference

Sample

Call to Candidate Form

(Following Receipt of EASI notification to Make Job Offer/Generate PAF)

Position _____

Candidate's Name _____

Position Offered _____

Thank candidate for the time spent looking at this employment opportunity. Let them know we are impressed with him/her and would like him/her to join our team.

1. We are pleased to offer you the position title. (specifically name position) This job offer is conditional pending receipt of an official college/university transcript (when required for the job.)

2. Your compensation if you take this position will be \$_____. (specify per month, per year, hourly)

3. As applicable, your generous benefit package will include the opportunity for: (health, dental, life and long-term disability insurance, vacation, holiday, personal leave, retirement, flexible spending account, discounts, deferred annuity plan, athletic events and recognition programs.)

4. Your hours of work in this position will be _____. (days of week and hours of day)

5. What questions do you have for me?

6. If position is accepted, let the applicant know when you would like him/her to start and where to report.

7. Give the person a good idea of what to expect when they first start. Let them know about New Hire Orientation.

Accepted Offer Start Date/Time _____

Declined Offer Reason _____

Comments _____

Hiring management making call _____ Date _____