



NORTHEASTERN
STATE UNIVERSITY

GUIDELINES FOR CONDUCTING A FACULTY SEARCH

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**COORDINATED THROUGH THE OFFICE OF ACADEMIC AFFAIRS AND
THE OFFICE OF HUMAN RESOURCES**



**NORTHEASTERN
STATE UNIVERSITY**

**FACULTY SEARCH
GUIDELINES TABLE OF CONTENTS**

Feature	PAGE
Affirmative Action/EEO Policy Statement	3
Diverse Workforce	3
Search Process	4
Faculty Recruitment	4
Types of Appointments	4
Search Plan	5
Parts of Search Plan	5
Screening Committee	6
Search Process	6
Recruitment Advertising	6
Receipt/Review of Applications	7
Advancing Applicants	7
Telephone Interview	7
On-Campus Interview and Background Release Form	7
Reference Checks and Letters of Recommendation	8
Unsuccessful Searches	8
Interviewing	8
Screening Committee	8
Making the Job Offer	8
Closing the Screening	9
Addendum B Definitions and Guidelines	10
Degree Requirement Definitions	11
Sample Evaluation/Criteria Form	12
Sample Call to Candidate Form	13
Questionnaire for References	14
Sample Finalist Interview Form	16
Advertising Guidelines	17
Interview Questions Which May be Discriminatory	18-21



NORTHEASTERN STATE UNIVERSITY

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 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 federal laws and regulations, does not discriminate on the basis of race, creed, color, national origin, sex, age, religion, disability, or status as a veteran in any of its policies, practices, or procedures. 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

Diverse Workforce

NSU is committed to recruiting and retaining a diverse workforce as an essential part of excellence in faculty and staff at the University. NSU will take actions to attract and retain qualified women and minorities 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 will advertise all faculty positions through the Spring of 2012 on the Minority Faculty Applicant Database. Women, minorities, individual 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.



NORTHEASTERN STATE UNIVERSITY

SEARCH PROCESS

Since the employment of new faculty is one of the most important tasks that occur within the University, this information has been prepared to assist in conducting a fair and equitable search for faculty members.

1. Faculty Recruitment

Explanation: College Deans justify the need for additional personnel by providing a detailed description of the position(s) to the Provost/Vice President for Academic Affairs for approval by completing the Request for New/Change Position form. Replacement of a currently budgeted position begins with the electronic posting (no form necessary) of the position to EASI. Appropriate forms from the Office of Human Resources are available on the NSU website or by calling Extension 2230.

The appropriate appointment type is based on the recommendation from the Dean to the Provost/Vice President of Academic Affairs. (Faculty Handbook, 3.34) The regular faculty holds one of six types of appointments:

a) Tenured. A tenured appointment is reserved for those regular faculty members who have been granted tenure by the Board. Tenured faculty members are on continuous appointment and, therefore, are not notified of their appointment status for the following year unless their appointment is being terminated. The procedures for dismissal of tenured faculty are covered in section 3.6 of this handbook.

b) Non-Tenured. A non-tenured appointment refers to any appointment which is not tenured. This includes, but is not limited to, tenure-track, non-tenure-track, temporary, and administrative appointments.

c) Tenure-Track. A tenure-track appointment is one in which the faculty member may become eligible to receive tenure in accordance with policy. Tenure-track appointments are for one (1) year, renewable annually at the option of the University.

d) Non-Tenure-Track. A non-tenure-track appointment is one in which the faculty member is appointed to the regular faculty but is not eligible to receive tenure and is classified as being on a non-tenure track. A faculty member on non-tenure appointment may be continued annually, at the option of the University. A non-tenure-track appointment may be changed to a tenure-track appointment upon written agreement between the University president and the faculty member.

e) Temporary. A temporary appointment is one in which the faculty member is appointed to the regular faculty for a period of one year or less. Upon termination of the temporary appointment, the position, if continued, will be opened and advertised. Faculty with a temporary appointment are not eligible for advancement in rank. Years in temporary status do not apply toward the probationary period for promotion in rank.

f) Administrative. An administrative appointment is one in which the faculty member is assigned to perform executive duties and function as part of the administration of the University.

Search Plan

Explanation: This process begins at the department level and identifies all aspects of the search. It becomes the permanent record of the search and is subject to external review. Upon selection and notification of committee composition, the Director of Human Resources will release EASI access to the appropriate committee representative(s) for the initial applicant screening.

Defining the Parts of Search Plan

Screening Committee (formerly Search Committee) Procedures

Guidelines are developed for screening committee decision making prior to activating the recruitment/review/selection phase of the search.

Job Description

Job Description is used to document the responsibilities and requirements for the position and for advertisements and recruitment. Contact the Office of Human Resources for the "Position Questionnaire" used to develop a job description.

Advertising

Advertising sources include in print, online, and professional journals. Interest meetings may be conducted at professional meetings/conferences. All sources used are to be included in Search File. (See Advertising Guidelines) Once the Provost/Vice President for Academic Affairs has approved and the job has been posted, advertising may begin. Advertising costs for HigherEd.com are paid by the Office of Human Resources with any additional advertising paid for by the appropriate college. All advertising must be coordinated through the Office of Human Resources and a copy of the final advertisement maintained in the Office of Human Resources.

ACTION

Once the new/change position form has been approved using the paper process, complete the electronic posting and forward electronically for approval to post and advertise as applicable.

2. Screening Committee

Explanation: The Provost/Vice President for Academic Affairs gives authorization for the Dean to recommend a screening committee and a committee chairperson. The group of faculty, staff, and/or students approved will complete the screening process. Efforts will be made to form a committee that reflects ethnic/racial and gender diversity. All faculty are eligible, however tenured, tenure-track department members are normally used. The hiring authority should not serve on the screening committee, but works closely with the screening committee chair and receives the committee's recommendation. Hiring authority is defined as the Dean or Director who is the highest account sponsor of a department. Department chairs may serve with approval of the Dean. Members may be appointed from outside the department based on diversity, training or interdisciplinary connections with the department. Once the position is posted, screening committee members are notified by the Office of Human Resources of access information to review applicants in the on-line system, EASI.

ACTION

Identify structure and procedures of screening committee. All screening committee chairs and members must complete required training found on Blackboard, NSU Faculty Staff Training, Human Resources Training, Hire the Best. Other resources are available on this Blackboard site.

3. Search Process

SPECIAL NOTE: ALL INFORMATION AND COMMITTEE DISCUSSIONS SHOULD REMAIN CONFIDENTIAL TO THE EXTENT POSSIBLE. ALL REQUESTS FOR INFORMATION UNDER THE OPEN MEETINGS ACT ARE DIRECTED TO THE COMMITTEE CHAIR or COMMITTEE DESIGNEE.

Recruitment Advertising

In coordination with the Office of Human Resources and hiring management, advertising will be implemented according to instructions within the posting on EASI. General Guidelines for placement of advertisements for positions above instructor are: PhD = national source, Masters = regional source. Refer to Degree Requirement Definitions, Addendum B.

Explanation: All advertisements are placed with a sincere commitment to employment of minorities and under-represented groups. All appropriate types of media are utilized to gain the attention of applicants regardless of race, color, religion, gender, national origin, status as a veteran, disability or age. At the conclusion of all advertisement, the phrase, "An Equal Opportunity/Affirmative Action Employer" will be included.

Copies of all advertisements must be maintained in the Office of Human Resources. It is the responsibility of the hiring department to forward ad copies to the Office of Human Resources when the ad is placed by the department.

Receipt and Review of Applications

Applicant

Submit on-line an application and all required documents for review. Submit on-line additional documents as requested.

Office of Human Resources

Provide training to committee chair and members on EASI. Provide EASI access information.

Provide legal and policy training on Blackboard for employee members and non-employee members.

Monitor compliance with training requirements.

Committee Chair

Review all electronic files.

Move each applicant stage or status using electronic system. Schedule on-site visits.

Recommend applicant for hire using electronic system following consultation with hiring authority.

Committee

Review all electronic applications and attached electronic documents.

Recommend stage or status for each applicant. (Evaluation/Criteria Form found in Addendum B may be used.)

Upon request, check references for candidate(s), however, the electronic reference check process may be used by moving an applicant to "Request Letters of Recommendation" in the EASI system.

Advancing Applicants - Committee Chair

Review all applicant files prior to committee discussion. Solicit committee recommendation on each applicant.

Process each applicant stage or status using EASI, "Take Action on Applicant" selecting from the menu; Tier 1—acceptable, Tier 2—need additional review or possible future consideration, Not Hired and give reason, Telephone Interview, On Campus Interview, Second Interview or Recommend for Hire.

Moving an applicant to the status of "Recommend for Hire" in EASI 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.

Telephone Interviews

Optional--At least two committee members ask predetermined questions (see Addendum B, Call to Candidate Form.)

Recommend candidates for on-campus interviews.

Design interview questions and evaluation criteria (see Addendum B, Finalist Interview Form.)

On-Campus Interview and Background Release Form

The Screening Committee will review all applicants and make recommendations to the Dean regarding candidates to be interviewed.

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.

Reference Checks and Letters of Recommendation

When making an employment decision, it is prudent to gather as much information about an individual as possible. Hiring management or committee designees should check references from past supervisors/employers to gain information about a potential new hire. Moving a candidate to “Request Letters of Recommendation” in the EASI system will generate an email to references asking for completion of a questionnaire or a letter. Responses load directly into the applicant’s electronic application. A letter of recommendation provides additional information but may not be as specific as actual reference checks. References should be checked on one or more top candidates, not all applicants for a position.

All references must be checked prior to moving an applicant to “Recommend for Hire” in EASI. (See “Questionnaire for References” form)

Unsuccessful Search

A screening committee may be reactivated by the Provost or Vice President if a search is not fruitful.

Interviewing Dean or Designee

- Accept recommendation of committee on interviewees.

- Contact candidates and schedule visits. Note: Reasonable travel expenses for interviewees may be reimbursed by the University upon approval by the appropriate Dean. (Per State Law 73 OS 500.2)

- Develop schedule for interviews, notify campus participants and applicants.

- Conduct interviews.

Screening Committee

- Agree on the candidate(s) to recommend for hiring.

- Develop rationale for the recommendation.

- Inform Dean of candidate(s) recommended for hire.

- Move candidate status to “Recommend for Hire” in EASI.

Making the Job Offer Dean (Hiring Authority) or Designee

- Make decision on applicant to hire.

All references and background check must be successfully completed in advance of making a job offer. Salary range is approved by Dean and Provost/Vice President for Academic Affairs. Dean or designee makes offer to the candidate upon notification from Director of Human Resources to make job offer. (Job offers are conditional until an official transcript is received.) Position negotiations take place at this time. All negotiations with prospective faculty members are subject to confirmation by the Provost/Vice President for Academic Affairs and ultimately, by the President.

Once the candidate has accepted the position, the department completes the appropriate New Hire Personnel Action Form (PAF) and forwards it along with the candidate’s application materials for required approvals.

A department representative trained to complete the 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.)

The Provost/Vice President for Academic Affairs will send a letter to the recommended faculty member, outlining the responsibilities of the position and conditions of employment, along with a "Faculty Employment Agreement" to be returned to the Office of Academic Affairs.

The President of the University will give the final campus approval for each recommended new faculty employment.

The successful candidate will be notified by the appropriate Dean.

The Office of Human Resources receives the completed appointment/employment forms and candidate's search materials from the Dean's office after review by the Provost/Vice President of Academic Affairs.

Closing the Screening Committee

The committee chair ensures each applicant who is not hired has a Not Hired stage or status and reason for non-selection in EASI.

Forward any and all printed materials and notes to the Office of Human Resources for required record keeping at the end of the process.

Once the New Hire Personnel Action Form is received in the Office of Human Resources, all applicants who are not selected will be notified via email.

Note: Materials submitted by an applicant become the property of the university and are not returned except in special prearranged circumstances. All files pertaining to the search are to be kept in a secure place in the Office of Human Resources for three years.



NORTHEASTERN
STATE UNIVERSITY

Addendum A

DEFINITIONS

AND

GUIDELINES



NORTHEASTERN
STATE UNIVERSITY

DEGREE REQUIREMENT DEFINITIONS

The advertisement will list the minimum degree requirement for the position. Select the appropriate degree requirement for the position using the levels given here. This designation determines the level of credentials necessary for a candidate to advance in the screening process. After the position has been advertised, changes in the designated level require a revised posting of the position. The scope of the advertising reflects the degree requirements of the positions: generally, Doctorates are recruited nationally, master's regionally, and those requiring less than a master's are recruited from within the state.

The doctoral granting institution must meet the standards of the Carnegie Classification System. The earned degrees or graduate work should be in a field related to the individual's assignment at Northeastern and from a regionally accredited institution.

Level 1—PhD (or terminal degree for position) required to apply.

Definition—In order to be considered for the position, the candidate must have already completed the degree considered terminal for the position. This is the least flexible designation for posting.

Level 2—PhD (or terminal degree for position) will be completed before the appointment date. In order to be considered for the position, the candidate must provide documentation that the required degree will be completed before starting the position.

Level 3—PhD preferred: ABD accepted with defined completion date. In order to be considered for the position, the candidate must provide documentation indicating progress is being made on the degree and an anticipated completion schedule can be provided.

Level 4—PhD preferred; ABD accepted. In order to be considered for the position, the candidate must provide documentation indicating a doctoral program has been completed except for the dissertation. No anticipated completion date or requirement is expected.



**NORTHEASTERN
STATE UNIVERSITY**

Sample EVALUATION/CRITERIA FORM

Rate each applicant on each position requirement.

Applicant Name: _____ Date: _____

Current Position and/or Rank: _____

Doctorate: _____ Major: _____
Masters: _____ Major: _____

Major Employment Record: _____

Job Requirement	Rate 1 (low) to 5 (high) Add Comments

Reviewer Comments: _____

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

Hiring management or screening committee chair must complete process in EASI.



NORTHEASTERN
STATE UNIVERSITY

Sample
Call to Candidate Form

Position: _____

Candidate's Name: _____

Area of Emphasis: _____

1. Are you still interested in the position? (specifically name position)

2. Would you be able to take the position with a minimum salary of
\$ _____?

3. Fill in questions specific to position

4. May we check references and contact others who may know you and your
work?

Committee Members making call: _____

Date: _____

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 givers 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



**NORTHEASTERN
STATE UNIVERSITY**

Sample
Finalist Interview Form

Position: _____

Candidate's _____ Name: _____

Area of Emphasis: _____

For each of the questions, please rate the candidate response using the scale below:

1 = weak 3=average 5=strong

1. What attracted you to this position? 1 2 3 4 5

2. Summarize your teaching advising experiences
that have prepared you for this position. 1 2 3 4 5

3. Do you consider yourself goal oriented? 1 2 3 4 5

4. Describe your leadership style. 1 2 3 4 5

5. Describe your work ethic and strategies for prioritizing
and completing tasks. 1 2 3 4 5

6. Describe your philosophy that guides you when dealing
with parents and students. Describe your experiences
dealing with complaints. 1 2 3 4 5

7. What is your greatest strength related to this position? 1 2 3 4 5

8. What would you identify as one of your weaknesses? 1 2 3 4 5

Total Points: _____/40

Do you have any questions for use? 1 2 3 4 5

Committee Representative: _____

Date: _____



NORTHEASTERN STATE UNIVERSITY

ADVERTISING GUIDELINES

These guidelines are provided to assist the Screening Committee in the development of faculty recruitment advertising which will provide meaningful position information, interest potential applicants and comply with nondiscrimination requirements.

Suggested Sources

HINT: Think in terms of where you would go if you wanted the most up-to-date information on this discipline.

EASI will automatically post to HigherEdJobs.com when noted to do so on the posting. EASI does not automatically post to the Chronicle. Print ads in the Chronicle are expensive; online postings are less expensive. Professional Journals appropriate for position typically have no free websites.

Colleges and Universities granting graduate degrees in position discipline
Professional Conferences and meetings—unofficial interviews can be conducted
Colleagues and Alumni in field

(Advertising must be coordinated through the Office of Human Resources.)

Information in Postings

HINT: While still satisfying required information needs, each posting can be designed to address the particular source with which it will be used. Consider designing a number of ad formats instead of one ad fits all.

Points to Include:

Position title and rank*	
Duties of position—identify any special responsibilities	
Minimum required qualifications*	
Any specialty qualifications expected	
Preferred qualifications	
Application process and materials required*	
Required	Resume
	NSU Application
	Transcripts
	Current References—written or names
	Where to send materials
	Who to contact with questions
Suggested	Letter of Interest
	Examples of scholarly/relevant work
Date review will begin	
Anticipated appointment date*	
Affirmative Action/EEO statement*	



**NORTHEASTERN
STATE UNIVERSITY**

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 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).

Subject	Permissible Inquiries	Inquiries That Must Be Avoided
Race or Color		Applicant's race. Color of applicant's skin, eyes, hair, or other questions directly or indirectly indicating race or color.
Birthplace		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.)	Inquiries 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 provision of aids.
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 requirements for the job performed.

Subject	Permissible Inquiries	Inquiries That Must Be Avoided
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 denomination 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	See employment application questions.	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	List all organizations, clubs, societies, and

Subject	Permissible Inquiries	Inquiries That Must Be Avoided
	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?	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.	

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TO ALL APPLICANTS: After reviewing the job duties with the applicant you may ask if there are any duties the applicant would be unable to perform with or without a reasonable accommodation. If asking this question, ask each applicant the same question.



NORTHEASTERN STATE UNIVERSITY

Possible Candidate Notifications

1.Letter Announcing Search - A letter may be sent to universities and colleges, professional organizations, and colleagues announcing the search. A copy of the advertisement or vacancy announcement should also be included with the letter. A copy should be sent to the Office of Human Resources for required record keeping.

2.Email to Applicants with Complete Files - Each applicant will receive an email acknowledgement from NSU. Applicants with completed applications are notified that all materials required for consideration have been received.

3.Notice to Applicants with Incomplete Files - Applicants with incomplete files will be notified immediately when trying to submit the application electronically. The system will identify documents or application information that has not been completed or attached. (Applicants who do not submit all the required material are not considered active applicants and are not reviewed by the committee.)

4.Email to Candidates Not Meeting Minimum Requirements – Candidates not meeting the minimum requirements (when disqualifiers are used) will be sent an email.

5.Notice of References - If written references/recommendations are not included as a part of the required material requested from each applicant, references may be contacted by letter.

6.Letter to Candidates Advanced to Interview- A letter should be sent to each candidate invited for an interview. The letter should summarize the information previously shared during a telephone conversation with the candidate. This information should include: (1) date, time, and location of interview; (2) travel; (3) lodging; (4) interview schedule; (5) special presentations (topic, duration, and audience); and (6) process for reimbursement of related expenses.

7.Letter to Candidates not Selected - At the conclusion of the search process, all applicants will receive an email indicating that the search has been completed. The candidate selected and the reason for non-selection is not indicated. Should an applicant request specific information regarding the search, the call should be directed to the Office of Human Resources.

8.Letter to Candidates Notifying Search is Closed – All applicants will receive an email indicating that the search has been closed and no candidate hired when a job has been cancelled.