



NORTHEASTERN STATE UNIVERSITY

Northeastern State University
Office of Human Resources

Staff Hiring Guide

Coordinated through the Office of Human Resources

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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, Section 402 of the Readjustment Assistance Act of 1974, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Americans with Disabilities Act of 1990 and other applicable federal laws and regulations, does not discriminate on the basis of race, religion, age, sex, color, national origin, marital status, sexual orientation, gender identity/expression, disability, and veteran status. These protections extend to employment with and admission to NSU, as well as participation in university sponsored programs to include but not limited to admissions, employment, financial aid, and educational services.

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 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.

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.

DIVERSE WORKFORCE

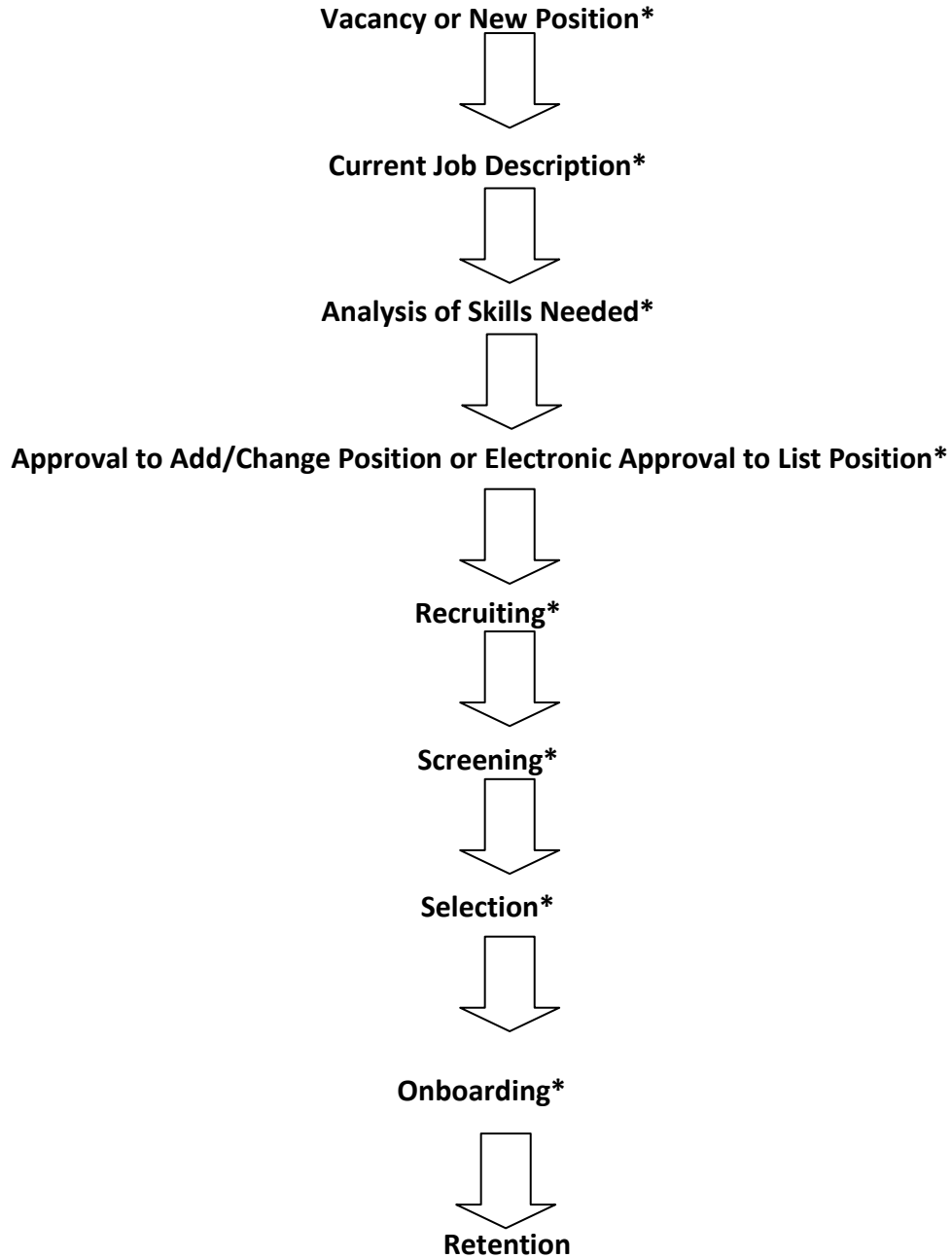
Northeastern State University is committed to recruiting and retaining a diverse workforce as an essential part of excellence in faculty and staff at the University. NSU will take actions to attract and retain qualified women, minorities, veterans and individuals with disabilities in all positions and 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.

OVERVIEW OF THE SELECTION PROCESS



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 POSITION CHANGE FORM

When requesting a change to an existing position or a new position to a department, a "New/Change Position" form (NPCF) must be completed and processed for approval. Initial approval is required- prior to Human Resources beginning the review- by having the Account Sponsor, Vice President and the President initial the form at the top left. These initials launch the review process as well as ensure that the Account Sponsor, Vice President and President are knowledgeable of the request. Information related to budget and vacancy is required along with justification for the position. Once Human Resources completes the review of the NPCF and corresponding job description changes, approval from the Account Sponsor, Vice President and Executive Cabinet is required. The Human Resources staff is only 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, recruitment may begin utilizing the Cornerstone request and requisition process.

JOB DESCRIPTIONS

Each staff 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 a job opening.

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. The Office of Human Resources in conjunction with departmental management and the Cabinet is responsible for the development and approval of all University official staff job descriptions. Unapproved staff job descriptions will not be listed in Cornerstone nor on the M: drive.

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 an applicant who will be successful. Certain experience, education and skills are required based on the position responsibilities. Certain skills are desired for a top applicant. 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, Cornerstone screening method and questions should be developed with these in mind.

APPROVED TO FILL POSITION

After the new position/change form is approved based upon the final job description, hiring manager may now begin the recruitment process.

REPLACEMENT POSITION

To request a requisition in the Cornerstone Applicant Tracking System, a hiring manager must complete the requisition request process prior to the creation and approval of a requisition in the system. See the Cornerstone manuals located on the IT Client Portal.

NSU WEBSITE

APPLICANT VIEW

The NSU website represents the University to the community and prospective applicants. It may be accessed using www.nsuok.edu> Jobs 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 (under ADA circumstances) is granted by the Office of Human Resources.

Keep in mind – NSU does not accept unsolicited resumes. Should you receive an unsolicited resume, please invite the individual to search our jobs page for openings of interest. All unsolicited resumes should be sent to the Office of Human Resources for retention.

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

INTERNAL FOR NSU MANAGEMENT

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

<https://nsuok.csod.com>

Security access is granted through the Office of Human Resources. Step by step training manuals are located on the IT Client Portal by searching for “Cornerstone.” Training must be completed prior to utilizing the Cornerstone System. Please make arrangements with Human Resources for training as needed.

Information from the job description will be utilized as the basis for the requisition. Using Cornerstone allows information to be copied into the requisition via a created requisition template. Once the requisition template is created in the system, the job description will be auto populated on the requisition. Faculty job descriptions have been secured from the PeopleAdmin system for use in Cornerstone. The job’s description, responsibilities, qualifications, experience, and education along with other important information such as department statement, applicant instructions, salary statement, beginning date, submission requirements and location will be included in the requisition. 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 (internal promotion/transfer) from within the same department (FOAP) to fill an approved job opening. Once listed, that job listing must remain listed for three (3) to five (5)- business days minimally before a job offer can be extended. Any request for a shorter posting period must be pre-approved by the Director of Human Resources based upon legitimate business reasons.

INTERNAL APPLICANTS

In compliance with career advancement and enrichment initiatives, NSU wants to encourage internal applicants to apply outside their existing department using Cornerstone. Hiring from within improves morale when employees feel they have

growth opportunities within NSU. Internal applicants must have completed their probationary period, whether after new hire, transfer, or demotion, prior to applying for a different position. Prior job performance will be taken into account for all internal applicants. Internal applicants must meet minimum qualifications for the position and comply with the submission requirements. Hiring management will determine applicant qualifications as well as which applicants will progress to each stage of the recruitment process up to the Offer Letter stage. Once at the Offer Letter stage, management of the applicant will revert over to Human Resources. Internal applicants must apply using the on-line system. No paper applications will be used or accepted.

EXTERNAL APPLICANTS

External applicants may apply at any time when a job is listed unless noted for internal applicants only. Hiring management may determine that both internal and external applicants should be considered simultaneously based on departmental need. No paper applications will be used or accepted.

APPLICANTS FROM PRIOR POSTINGS

The Office of Human Resources maintains applicant electronic records for three (3) years. This retention period is solely for required audit and reporting purposes and will not be used to create an evergreen applicant pool. For a new job opening, where recruiting/placement occurred, hiring management will **NOT** be able to utilize the same pool of applicants unless those applicants personally elect to apply for this new requisition in Cornerstone.

Further, NSU utilizes a “one hire to one requisition” philosophy in its recruitment practices in order to reduce employment discrimination risks within applicants for each requisition. The use of “evergreen” requisitions is a dangerous practice in that once open, all applicants from the first requisition must be considered and properly dispositioned from that first posted requisition into ***infinity***.

Example: a custodian position was opened in January 2018 as an evergreen requisition and 30 applicants applied to that requisition. In February, April and May of 2019, other custodian requisitions were opened in each month and 30 applicants applied for each of the requisitions in 2019. The hiring manager must consider all applicants simultaneously dating back to the January 2018 requisition for a total of 120 applicants. All 120 applicants must be dispositioned again and documentation must be retained.

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 applicants.

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 basis. The hiring department will be responsible for all recruitment costs. 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 must be retained in the Office of Human Resources for 3 years along with all other records affiliated with the search.

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.

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.

INTERNET APPLICANTS

All applicants applying through NSU's electronic system are considered an "Internet Applicant" and are therefore subject to Internet Cornerstone rules. An Internet Applicant as defined by the federal government is an individual who satisfies all four of the following elements:

1. The individual submitted an expression of interest in employment through the Internet or related electronic data technologies;
2. The company (contractor if applicable) considered the individual for employment in a particular position;
3. The individual's expression of interest indicated that the individual possesses the basic qualifications for the position; AND
4. The individual, at no point in the selection process prior to receiving consideration or otherwise indicated that he/she was no longer interested in the position.

Keep in mind that a person who voluntarily withdraws formally or informally at any stage of the selection process is no longer an applicant or an applicant for purposes of computing adverse impact. We must ensure that we properly document the withdrawal of the application within Cornerstone by utilizing the "applicant withdrew interest" disposition reason code.

Each applicant who successfully applies to a specific position will receive an email confirming receipt of the application material. Hiring management may utilize Cornerstone to screen applicants with qualifiers and disqualifiers. When utilized, applicants who do not qualify and are appropriately dispositioned in the system will receive automatic notification via email that they do not meet the minimum qualifications. Applicant information will be available to authorized hiring management as soon as submitted by an applicant. No hiring may take place until the requisition has been open for the required timeframe.

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

APPLICANT INFORMATION

Job applicant information is considered confidential and sensitive. 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.

NSU shall not consider unsolicited resumes. Doing so can and does create an unfair (possible discriminatory) advantage to other interested applicants. All expressions of interest should be submitted in the form of an application for an open requisition within Cornerstone.

Individuals submitting information other than in Cornerstone should be advised of the appropriate method to apply to an opportunity, which is the Cornerstone 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 applicants. Careful documentation of all steps in the screening process is necessary to ensure the hiring process meets or exceeds all state and federal regulations. The status update features in Cornerstone make documentation of the screening process a simple and efficient task. For complete information on these features, please refer to the Cornerstone Hiring Manager/Reviewer Guide.

All applicants should be considered based on meeting the minimum requirements for the opening. Those who do not meet the minimum qualifications should be excluded from consideration during the first review and properly dispositioned in Cornerstone with the disposition code of “Does not meet minimum qualifications”. Second review should divide applicants into those who meet the minimum qualification and those who meet both required and preferred qualifications.

SCREENING COMMITTEE (formerly Search Committee) GUIDELINES

Screening committees are appointed by hiring management and are tasked with making recommendations on applicants following a careful review of each applicant. Hiring management may determine that a Screening committee will screen applicants and make a recommendation as to which applicants should be considered for further review and possible interview. Guidelines for position of Director and above recommend that the committee consist of campus leaders outside of the reporting relationship of the recruited position. Further – the Hiring Supervisor should not be included on the committee. Cornerstone will accommodate multiple interviewers for a position as well as accommodate external “guest” interviewers either within the system or externally. Cornerstone will allow for ratings of each applicant. When rating functionality is used within Cornerstone, all members of the screening committee may apply individual ratings. The system displays an average rating for each applicant, with the option to display individual ratings.

TELEPHONE SCREENING

Telephone screening is one method that helps move the application review to a short list of the best qualified individuals and is a time management tool. A telephone interview helps determine if the applicant has the essential capabilities to do the job. It should be a straightforward, 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.

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. All notes documented during the telephone screen must be retained and submitted to Human Resources once a hiring decision is made and the position is filled.

DEPARTMENT ON CAMPUS 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. When on campus interviews are not possible, computer conferencing programs such as WebEx and Zoom may provide an alternate means for face to face interviews. However, if used, these sessions should not be recorded.

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. Cornerstone provides an easy means for determining availability of all screening committee members, and features a confirmation email to be sent to the applicant. Once scheduled in Cornerstone and accepted by the interviewer(s) – the interview will appear on each screening member’s Hiring Dashboard, and an email reminder sent the day of the scheduled interview

Interviews should be conducted in a comfortable and private setting. Hiring

management needs to evaluate the same criteria in the same way with each applicant 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.")

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 an applicant. 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. *The Director of Human Resources must preapprove the use of ALL pre-employment testing or assessments prior to implementing the pre-employment testing program within your department.*

SELECTING A PROSPECTIVE EMPLOYEE

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

Reference Checks

When making an employment decision, it is prudent to gather as much information about an individual as possible. Cornerstone provides functionality for performing reference checks within the system. (See [Cornerstone Reference Check Guide](#) on the IT Client Portal.) Checking with past supervisors or employers to verify information and to find out about the applicant'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 with a member of Human Resources present for internal or previously employed applicants. Other background information such as Internet and Social Media searches may be discussed with the Office of Human Resources. If other investigation is necessary, Human Resources will conduct the searches and relay only that information that is available to the public at large and is specific to the position for which the applicant has applied. In all cases, the privacy of the individual must be respected and maintained. In all cases, nondiscriminatory practices must be observed.

MAKE JOB OFFER

After conducting the interviews and making a decision on the best candidate, hiring management moves the applicant state to the “Offer Letter” status in Cornerstone. Moving an applicant to the status of “Offer Letter” in Cornerstone generates notification to Human Resources, who will create and extend a conditional offer of employment. Offer letters state that offers are contingent upon successful completion of a background check and pending receipt of an official college/university transcript when a degree is required for the position. Offer letters will be generated for staff and faculty positions. The Offer Letter will be submitted to the applicable Dean/Director, Vice President and President (dependent upon the position) for approval prior to the offer being sent to the applicant. Once the applicant accepts the offer in Cornerstone, Human Resources will run the required Background Check process and complete the remainder of the actions in Cornerstone recruiting.

Upon notification of successful completion of the background check, the department will complete a New Hire PAF (Personnel Action Form) to begin the formal hiring process. If an official transcript is required, this must also be provided to HR. Once this documentation is received in Human Resources, the new employee will be invited to complete onboarding, and HR will complete hiring processes in Banner.

It is critical that all FOAP or Grant codes, position numbers, job title, etc. outlined on the job requisition are correct in order for the hire action to take place in Banner. Finding errors after the fact may result in failing the search and starting again.

BACKGROUND CHECKS

Background checks are conducted by the Office of Human Resources through Screening One and will be launched only after the applicant has accepted the conditional offer of employment.

CORNERSTONE NOTIFICATION OF NON-SELECTION

At the conclusion of the recruiting and selection process, hiring management must properly disposition all non-selected applicants with the appropriate disposition codes available in Cornerstone and applicable to each applicant's individual circumstances. This step is required for proper record keeping and compliance with state and federal regulations. Once the disposition reason is applied, the applicant will receive a courtesy email, advising them that the position has been filled.

Once all applicants for a listing have been moved to the appropriate state in the process, the Office of Human Resources will close the listing.

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.

All new hire onboarding forms SHALL be complete before the new employee is allowed to start work and before the employee is entered into Banner.

Onboarding and the completion of all new hire paperwork with the exception of the I-9 and Loyalty Oath will be conducted in the Cornerstone onboarding system. No paper forms will be accepted.

NOTE: I-9 and the Loyalty Oath will be completed in the Human Resources department for all new hires for the Tahlequah and Muskogee Campus and by the Dean's office on the Broken Arrow Campus.

By law, the I-9 - Employment Eligibility Verification must be completed no later than the first day of employment. The I-9 form must be completed and E-Verified within three days of the date of hire.

To ensure a smooth transition into employment, the department must complete and submit the [IT Action Form](#) and the [Time Keeping/Leave System Form](#).

All new hire staff should complete the New Hire Orientation.

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.

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
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
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.	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.)	Inquiries into applicant's lineage, ancestry, national origin, descent, birthplace, or mother tongue.
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.

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.
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 applicant, advise that you have other applicants who appear to better fit this position. Encourage the applicant to check our website for other opportunities. If this applicant 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's information.

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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 applicant 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 applicant. 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 (individually or from committee members) 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 do not want to pursue every morsel of information; however, you do want to notice statements the interviewee makes concerning experience where more information would be helpful in evaluating the applicant.

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
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 Cornerstone on-line system. When ready to obtain reference information, move the applicant to "Reference Check" status in the Cornerstone system and initiate the "Reference Letter Request" (see Cornerstone manuals for specific instructions). This generates an email to the applicant, instructing them to enter reference information via their Cornerstone Profile. When reference givers respond, information is loaded into the Cornerstone system for review.

This form includes all questions from the Cornerstone on-line reference questionnaire. Use this form when checking references via telephone. All prospective employees must have references completed prior to making a job offer. Completed reference forms are confidential documents, and must be returned to the Office of Human Resources for inclusion in the search file. Once the conditional offer has been accepted via the Offer Letter function, Human Resources will conduct the Background Check via our third party system, Screening One. Once this is complete, Human Resources will finalize the hire process and initiate on-boarding via Cornerstone. At this point, the Hiring Manager will need to disposition all remaining applicants in the applicant pool. All job offers are conditional until a certified college transcript is received when a degree is required for the position.

Please print the following form on one page, front and back, and return the completed form to Human Resources:

Reference Check Form

Applicant 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 Applicant and in what capacity?
Please comment on the Applicant's interpersonal skills and effectiveness.
Please provide your observations of the Applicant's interactions with others. (Ex. student, faculty, staff, administration and community)
What do you consider the applicant's major strengths?
What do you consider the applicant's major weaknesses? Have you seen growth or an attempt to improve in these areas?

What characteristics does the applicant possess that make him/her uniquely qualified for this opening?		
Please give me your impression of the applicant's work ethic, honesty, and professional behavior.		
Why do you think the applicant is interested in our position?		
Are you aware of any reason why this applicant 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
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