VALDOSTA STATE UNIVERSITY

HUMAN RESOURCES AND EMPLOYEE DEVELOPMENT

RECRUITMENT & SELECTION GUIDE

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1. PURPOSE OF THE PROCEDURE

Recruiting and selecting the right people is paramount to the success of Valdosta State University and its ability to retain a workforce of the highest quality. This Recruitment and Selection Procedure provides guidelines and policies to assist supervisors hire the best people on merit and that the recruitment process is free from bias and discrimination.

Recruitment and selection procedures must comply with the Valdosta State University's Recruitment and Employment Polices and Procedures Section 800.00 and University System of Georgia Board of Regents Policy Section 800.00.

All hiring supervisors in Finance and Administration should take the class "How to Hire the Right" person. A record of those taking the class will be kept by Employee and Organizational Development.

2. RECRUITMENT AND SELECTION FRAMEWORK

A. Overview of Process

1. Assess the need for the job and ensure adequate funding
2. Review the job description to ensure that it meets the present and future requirements
3. Design the selection process (utilize search committee process if applicable)
4. Draft the advertisement and select the advertising media
5. Short list using the person specification only
6. Interview and test short-listed candidates
7. Validate references, qualifications and background checks
8. Make appointment

Supervisors and Department Directors hold the responsibility for ensuring this framework is followed. Human Resources and Employee Development is available for advice and will assist in general administration of the recruitment process.

B. Review the Job and the Need for It.

Upon the resignation, transfer, retirement, or the authorization of a new position, the "search and selection" procedure begins. This is an opportunity to review position responsibilities and the way in which the position contributes and promotes unit, department, division and university objectives.

1. Supervisors need to consider the following issues:

   Is the job still necessary?
   What value does it add to the team and to the delivery of service?

2. How will the Post be funded?

   Does *the job description need updating?*
   If so, the grade for the job and the person specification may need to be re-evaluated. The Human Resources and Employee Development Team is available to provide advice on constructing both job descriptions and person specifications and advising on grading issues.

   What type of employment could be offered?

Full-time, part-time?
Is job-sharing an option?
Permanent or fixed term contract? Use of fixed term contracts are most appropriate for covering a particular task/project/item of work or an interim appointment. They should not normally be used to fill permanent posts.

3. If the decision is to hire for the position, it is the responsibility of the Supervisor/Director to ensure that the Position Management Form is completed and sent to Human Resources and Employee Development as soon as possible.

C. Search Committee

Not all interviews for permanent positions must be conducted by a Committee. The Department Director is responsible for determining the positions that require a committee to interview and select. If the position is a possible promotion for one or more, then a committee should be used to ensure there is no appearance of bias or favoritism. All open positions titled, Assistant Director and above must use of a search committee.

For Positions requiring a search committee go to Section 6

3. REQUEST FOR PERSONNEL ACTION

A. Vacant Position

When an employee gives notice of intention to leave University employment, the immediate supervisor should review the request with their immediate supervisor and approval only then begin the process in the PeopleAdmin system. The job classification, description and qualifications desired of replacement personnel should be updated in the system. Examples of information needed might include:

1. Education or technical training required.
2. ADA requirements, lifting, vehicle operation, physical demands, etc.
3. Hours of work; including Saturday or Sunday.
4. Officials to whom applicants are to be referred.
5. Recommendations of any known applicants.
6. Additional information felt useful in preliminary screening.

The beginning salary for classified personnel shall be determined by the job classification of the vacant position and the associated pay grade. Employing departments should consult the Human Resources Employee Development on classification issues and salary issues before posting the position. Most importantly the dep't should consult with Human Resources & Employee Development before making any salary commitments.

4. ADVERTISING

A. Job Posting.

When advised of a vacancy via the PeopleAdmin system, Human Resources & Employee Development will

review the existing job description, making the necessary corrections and post a vacancy announcement for a minimum of five days on the on-line web site. Postings will be forwarded to the Georgia Department of Labor for their reference and applicant referral as well as other on-line sites. It is hoped that this procedure will create an awareness of positions available to insure upward mobility in careers within the University and to encourage applicant referral from numerous sources. Other advertising arrangements can be made. Consult with the Assistant Director for Employment Administration for advice on advertising and related costs.

B. Employee Priority Posting

All open positions must be posted for a minimum of five days, however the employing unit may initially designate that a position be posted with an employee priority designation or be posted on the general public website.

Positions designated for employee priority posting will be posted for a minimum of five business days on the employee priority website and only applications from current qualified Valdosta State University employees will be referred to that position. Positions not designated for employee priority posting will immediately be posted on the general public posting website.

If the employing unit identifies a successful candidate from this pool, no additional recruiting is required. If after five business days no Valdosta State University applicant has been selected, the position will be reopened and posted for recruiting on the general public website for a minimum of five additional business days. Valdosta State University employees may still apply during this open period.

Those employees classified as temporary workers; do not qualify for employee priority positions. As in the past, they may apply for positions on the general public posting site.

5. SELECTION PROCESS

A. Screening Applicants

Read all applications submitted. The selection of the top candidates for interviewing must be based on the Job Description and specifications. New criteria cannot be introduced to assess the candidates at this stage as it would be unfair. It is the responsibility of the persons conducting the interviews to complete the short-listing and to ensure the process remains free of unlawful discrimination. If a committee is used, the entire committee should agree on the short list. If a committee is not used, it is desirable that a second person also participate in the short-listing process. The criteria used to select the top candidates and all appropriate notes must be returned to Human Resources and Employee Development for filing and are retained for a period of 6 months. It is good practice that all employees that apply for a position within their department be interviewed.

Former employees who have been dismissed for misconduct cannot be considered for appointment. Former employees who have since retired must meet certain qualifications due to their retirement status. If there is a question about whether an applicant can or cannot be considered contact Human Resources and Employee Development.

B. Arranging the Interview

The persons responsible for the interviews is responsible for scheduling dates and times for interviews directly with the short listed candidates and notifying the candidates of any selection tests that will be used.

Federal law prohibits certain questions in an employment interview and the application for employment has been developed to comply with Federal guidelines. Examples of such illegal questions might refer to the applicant's age, disability, religion, ages of children, etc. Interviewing guidelines are provided to the employing department upon referral of applications. To assure consistent treatment of each applicant, a patterned interview might be developed by the department. Such might include specific questions of job related functions, skills required, and how the applicant's educational background, previous experience, etc. might be useful in the position if selected for employment.

C. The Interview

The purpose of interviewing is to appoint the best person for the job based solely on merit and suitability. The Valdosta State University recruitment and selection process achieves this using methods that are systematic, thorough, fair, unbiased and based on rational, objective, job related criteria.
At the interview, each candidate should be treated consistently. To achieve this the panel should:

1. Ask the same initial questions of each candidate
2. Supplement their understanding of the candidate's responses by following up questions as appropriate
3. Be consistent in allowing access to presentation material, notes and so on
4. Not allow any discriminatory questions, harassment, or any other conduct which breaches the equal opportunities policy or code of conduct
5. Ensure that in the case of disabled candidates, the necessity for any 'reasonable adjustments' that would be required on the job are explored in a positive manner. Assessment of disabled candidates should be based on their expected performance in the job, given that any reasonable adjustment required was provided.
6. Keep in mind that information obtained throughout the selection process is treated as confidential and is known only to parties involved in the selection process
7. Keep records of interviews and the reasons for decisions – each question should receive a grade, and a grade for overall impression. The candidates will be ranked from highest to lowest based on the scores given and the position negotiated or offered to the highest ranking candidate. The scoring sheets and all documentation of the interviews must be given to Human Resources and Employee Development for filing
8. Panel members must be aware that it is their responsibility to ensure recruitment/interview documentation is stored securely and confidentially whilst in their possession.

D. Selection Tests

Where selection tests are a valid method of assessing a candidate (i.e. effectively measures the job criteria, is relevant, reliable, fair and unbiased – also considering the predictive capacities of tests), they are an extremely useful tool and are recommended for use. Supervisors should seek advice from Human Resources and Employee Development on the use of such tests.

E. Hiring Decision

In selecting the successful candidate, the panel must make a decision based on the merit and eligibility of the candidates as judged by:

1. Content of application and qualifications
2. Performance at Interview
3. Outcome of any selection tests

F. Reference Checks

As part of assessing the merit of each candidate, persons selecting candidates must satisfy themselves that the information the candidate gives is authentic, consistent and honest. This includes being satisfied about information regarding the candidate's:

1. application -- work history
2. qualifications (where a qualification is a requirement, supporting evidence or certification must be obtained from the candidate and recorded)
3. evidence presented at interview

4. Reference checks; references must be called and information recorded for the file

    a) Identify yourself immediately, explain your position within the organization and tell the person why you are calling about the applicant.
    b) Ensure confidentiality
    c) Ask if he or she is free to discuss the situation
    d) Try to establish rapport
    e) Tell the person the position the candidate is being considered for
    f) Let the person talk feely
    g) Ask the references the same questions for each of your candidates
    h) Always end the call with: would you rehire this person?"

Should any of these not meet the required standards, Human Resources and Employee Development must discuss the issue with the Supervisor/Director. Use the Employment Reference Check and Education Verification form located in Appendix 10 and Appendix 11.

G. Criminal Background Checks.

In an effort to provide a safe and secure workplace, to comply with Board of Regents Policy and to minimize the potential litigation associated with "negligent hiring processes," Valdosta State University will require background checks on the top two candidates for the position. Employment shall be conditioned upon the execution of a consent form for criminal record disclosure and upon consideration of one's criminal history.

The department will notify the applicants whose criminal history report prevents their employment. The applicant can be referred to Human Resources and Employee Development if they have questions on the process The applicant is allowed seven calendar days to initiate corrective action of any inaccurate report. Proof of an error in reporting shall not disqualify the applicant and the position will not be filled until this time period has expired.

If no action is initiated, and if the report is factual, the hiring department may resume the employment process.

Note, effective July 1, 2007 as per the Chancellor, background checks will also be done on all internal promotions as well as new hires.

H. Drug Screening

Pre-employment drug testing of candidates selected for certain types of employment is mandated by O.C.G.A. 45-20-111, signed into law following the 1995 session of the General Assembly.

Valdosta State University shall require pre-employment drug tests of individuals selected for positions which may directly impact the health, safety and welfare of others. Employment categories that are subject to pre-employment screening include: all certified police officer classifications, positions which require a commercial

driver's license and all health related positions providing direct patient care in the Student Health Services Division, e.g., physicians, staff nurses, medical technologist, pharmacists, etc.

New positions created by Valdosta State University will be evaluated to determine the necessity for pre-employment drug screening. Current positions not requiring such screening are subject to re-evaluation and may be added to the list of those affected. All positions requiring pre-employment drug testing must be approved by the Director of Human Resources and Employee Development.

Any candidate selected for a covered position must submit to the pre-employment drug test prior to commencing employment or within ten days after commencing employment. The cost of pre-employment drug test will be borne by the employing department. Failure to report positive test results shall disqualify the candidate from employment for a period of two years from the test offer of administrative date.

Instructions on the drug test procedure will be made available to those departments normally employing individuals who are covered by this policy.

I. Disqualification of Applicants.

An applicant will be disqualified for employment for any of the following reasons:

1. He or she is addicted to the use of alcohol or use of illegal drugs.
2. Discovery of any false statement or omission of material facts from the formal application.
3. He or she has been a member of an organization advocating the violent overthrow of the government of the United States.
4. He or she has been convicted of a crime involving moral turpitude, unless pardon has been granted.
5. F applicant has been convicted of a felony, please contact Human Resources to discuss.

J. Employment Offer.

Having completed the interviewing process, an offer of employment may be extended by the employing department. However, the dept head must advise the candidate that the offer is conditional pending the results of a criminal background check.

When a department head believes he/she has a candidate who because of exceptional training or experience is deserving of more than the posted minimum for the classification, they may offer the candidate up to 10% over the minimum. However the department head must either have the money already in his/her budget or through the dean or vice president can have it transferred to their budget. This change in policy is not intended to permit the department head or authority to offer more than 10% over the minimum and in no case is the offer to be made without sufficient departmental funds to meet requirements of the hire.

K. Post Interview

While the on-line system will send a rejection notice, Departments often prefer to write their own letter especially to candidates who have been interviewed. If feedback is requested from an unsuccessful short-listed candidate, the manager should provide a valid reason to the candidate for rejection together with constructive feedback. Written feedback will not normally be provided.

6. POSITIONS REQURING A SEARCH COMMITTEE

A. Selecting Committee Members

The primary goal in the formation of a search committee, elected or appointed, should be to create a body representative of the constituencies affected by the position. Persons accepting appointment to the committee disqualify themselves as candidates for the position.

The Director and hiring supervisor if appropriate, develop a representative list of appropriate staff to form a search committee. The Director contacts the members and appoints them to the committee. Depending on the nature of the search, faculty or administrative staff outside the department may be asked to serve on a search committee.

Guidelines for selecting interview committee members:

1. Panel consist of at least three committee members
2. At least one panel member must have received training on recruitment and equal opportunities from Human Resources and Employee Development. If no members are trained, request that Human Resources and Employee Development give a short training session to the committee prior to starting the selection process.
3. Each panel member be familiar with anti-discrimination legislation
4. The willingness and ability of potential panel members to attend all interviews for the duration of the recruitment process, to maintain consistency and to ensure fair treatment of all candidates.

B. The Role of the Chair and the Committee

The Director designates one committee member as the chair of the committee. The chair is responsible for ensuring that:

1. The search committee meets as needed prior to the application deadline to assess the success of the search to date based on the number and quality of applications, to determine whether or not alternate recruitment strategies need to be developed and implemented, and to identify the method by which applicants will be reviewed, and to draft an interview schedule.

a). The search committee is to compile a list of at least five professional peers from institutions comparable to Valdosta State University, who have knowledge of minority candidates qualified for the vacant position. The Director or designee sends an e-mail to the individuals, inviting them to nominate candidates for the position

b). The search committee identifies if possible five potential minority candidates, qualified for the position, known to them through professional activities. The Director or designee sends e-mails to the individuals inviting them to apply.

2. A criteria chart is developed by the Search Committee that directly reflects the minimum qualifications stated in the vacancy announcement.

- *Note: Applications are not to be reviewed until the search committee has established the criteria chart.*

3. A draft of the interview schedule is completed by the Search Committee.

a) Individual staff to meet with the candidate are identified

b) Number of open meetings to be held for the general staff are determined

c) If a presentation is required and the topic

d) Identifying which committee members will join the candidate for lunch and dinner

(1) Lunch: candidate, one member of the search committee and one staff member from the interviewing department; chair of the committee, (state money must not be used to pay for meals)
(2) Dinner: candidate, chair of the search committee, division director, supervisor and one other committee member maximum per person (state money is not to be used to pay for meals)

4. Questions to be asked of each top candidate during the preliminary telephone interview are determined by the Search Committee and a schedule is designed. The telephone interviews are to be conducted within a two week time frame. All members of the search committee are to be present when the questions are asked. A conference room should be acquired with conference phone capabilities.

5. Questions to be asked of referees during a telephone interview are determined by the Search Committee. This is done in the same manner as the candidate phone interviews.

6. After the deadline has passed, the committee chair calls a committee meeting to discuss the applicants; before this meeting the committee members are expected to have reviewed the applicant pool. The committee analyzes applicant skills on the agreed upon criteria chart.

7. Once consensus has been reached on the qualified applicants, telephone interviews are conducted with the top candidates by members of the search committee.

8. The purpose of the call is to verify continued interest and candidate suitability for interview.
a) Acquire any substantive information that may be helpful in determining the candidate's suitability.

b) Assess the candidates interpersonal and communication skills (as best as can be done over the telephone).

c) Acquire any substantive information that may be helpful in further narrowing the applicant pool.

9. Candidates should be told that, should they be invited for an interview, their references will be contacted. At that time the names and telephone numbers of the referees are verified.

10. The Committee may telephone interview as many candidates as it deems necessary.

11. As a result of the telephone interviews, the Committee generally, though not necessarily, limits their interest to between three and five candidates for which at least three referees are contacted.

a). The same questions are generally asked of each referee. Clarification regarding specific candidates is permitted.

b). Referees should be told that they may also be requested at a later date to send a letter of reference.

c). Only referees listed by the candidate are to be contacted.

(1) an immediate supervisor is preferred

(2) a professional colleague able to assess the candidates direct applicability to the vacant position is sought

d). A synopsis of conversations with referees is documented by those who make the calls and submitted to the committee chair.

12. The committee prepares a recommendation for interview, in memo format, addressed to the appropriate Director.

a). The memo should be accompanied by supporting documentation (i.e. synopsis of telephone reference calls and the criteria chart).

b). It should include a discussion of which applicants, if any, are recommended for interview and why (see attached recommendation letter).

- *Note: The memo should address any applicant who appears on the criteria chart to be an obvious choice, but who is not being recommended for an interview.*

c). The memo and supporting documentation is given to the is packaged and forwarded to the Director.

13. After discussing the committee's recommendation for interviews with the hiring supervisors (if appropriate), the Director submits a recommendation to the Vice President for review and approval.

a). The Vice President may accept the recommendation of the committee, may request that other candidates be brought in, may charge the committee to revise the search strategy and repost the position, or may ask that further background checks on other applicants be completed.

b). The Director notifies the Committee Chair of the Vice President’s decision

14. The search committee submits a final recommended interview schedule to the Director, along with information concerning the dates of the interview and the names of persons/groups recommended for inclusion in the interview schedule. Contact Financial Services for information and questions on travel reimbursement.

a). The search committee chair makes arrangements for those aspects of the interview and cc:'s the Director on all details including

b) who will be taking the interviewee to and from the airport, hotel, and meals and interview sessions, who will attend lunch and dinner.

c) having someone who will act in a leadership/facilitator role in each interview session

d) designating a committee member to collect all bills and submit to the appropriate person for reimbursement.

15. The chair prepares the final interview schedule, schedules the conference rooms and distributes the agenda university wide or if appropriate departmental or division wide.

a).The Director approves the agenda.

b). The agenda, the vacancy announcement, and the letter of application and resume of the interviewee are placed o n the departmental website

c). The chair contacts the interviewee to discuss travel arrangements, and secures hotel reservations.

16. After all interviews are completed; the committee decides whether or not candidates are acceptable or unacceptable for the position. Of great importance is the inclusion of a cogent, well thought out analysis of the interviewees' strengths and weaknesses for the position in question, and detailed justification for the recommendation.

a). The search committee meets to assess the candidates and to review any Memos of Assessment.

- *Note: Staff participating in the interview (except for the committee, and Director) are expected to write memos of assessment after interviewing finalists to be submitted to the search committee chair.*

b). The committee submits a memo (preferably via e-mail with attachments) addressed to the Director, recommending which candidate should be offered the position. The recommendation is accompanied by any supporting documentation deemed necessary by the committee (i.e. Memos of Assessment, synopses of the reference calls, etc.).

C. Hiring Decision

After discussing the recommendation of the search committee with hiring authority (if appropriate) the Director makes a recommendation to the Vice President to accept, reject, or modify the committee recommendation.

1. The Director in consultation with the Vice President and the Chief Human Resource Officer develop an offer.

a). The offer is made to the candidate by the Director or hiring supervisor

b). The Director notifies the search committee chair of the acceptance or rejection of the offer.

2. The Director discharges the search committee and thanks them for their service to the department

D. Communications with Candidates

1. Successful Candidates should only be contacted by the hiring administrator after the interview. The initial notification of selection may be oral, but the official offer should be in writing and should include the specific terms of employment.

2. A letter should be sent by the chair to all unsuccessful applicants thanking them for their interest and indicating that the search has concluded. Special acknowledgement should be accorded all interviewees.

3. All active candidates should be notified if the decision is made to close or extend the search.

E. Search File

Documentation associated with the search is housed in the department except for the documentation needed by Human Resources and Employee Development as part of the employment compliance process.

1. Search files include original documentation associated with a search.

a) Vacancy announcement.

b) Letters of application.
c) Resumes and other documentation submitted by candidates.
d) Letters of reference.
e) The criteria chart and other notes as prepared by the search committee.
f) Interview schedules for final candidates.
g) Memos of assessment submitted to the search committee (removed after the search report is completed).
h) Letter of recommendation from the Search Committee to the Director.

APPENDIX 1: CANDIDATE CRITERIA CHART
SAMPLE
Assign points to criteria/skills needed

Example: Years of Experience
3-4 years 1.0 pt
5-7 years 2.0 pt
More than 7 years 3.0 pt

NAME	DEGREE	Years of Experience	Skill: Microsoft Word	Skill: Excel	TOTAL POINTS

APPENDIX 2: INTERVIEW SCHEDULE

NAME
TITLE APPLIED FOR
DATE

9:00-9:30	Search Committee: Names, Locations
9:30-10:00	Departmental Supervisor, Location
10:00-10:30	Director Location
10:30-10:45	Break
10:45-11:30	Department Interview, Location
11:30-12:00	Tour
12:00-2:00	Lunch
2:00-2:45	Open Session for all Interested Division Staff
2:45-3:00	Break
3:00-3:45	Vice President
6:00	Dinner

APPENDIX 3: Departmental Interviewing Guide: Guidelines for Developing Interviewing Questions

- In many cases, where interviewers feel the need to decide whether a particular question is a good one or not - there is no easy answer. However, there are a few standards to use that will help guide your decision. Make certain the question does not violate EEO laws, you find it interesting, and are likely to obtain valuable information from it. If the question meets these standards, then ask the question. Otherwise, do not. Avoid asking questions that have the potential of being considered illegal or discriminatory.
- Depending on your tone of voice and facial expressions (communication cues), those around you can interpret the question as a good, average, or poor question. Furthermore, the way a question is phrased and its temporal placement can have a considerable impact.
- Don't be overly influenced by what you were asked as a candidate for a position, when deciding on what questions to ask. Formulate your own questions that will help you seek the information you need to fill the position successfully.
- ☐Don't shy away from asking questions regarding topics that you may have limited knowledge of. Such questions will enable you to determine whether the applicant can formulate his/her answer in an easy, understandable way.
- ☐Valuable information can be gained about a candidate from an experience or interest the candidate has even though it is seemingly quite remote from the job for which the candidate is interviewing.
- It's acceptable to vary your interviews slightly. Discuss something new with each applicant. Not only are you more likely to listen to something new, you are also less likely to get rehearsed answers. You are more likely to conduct an effective interview if you try to learn about the particular candidate in front of you rather than asking only prepared questions. However, it is extremely important that the same general format is followed and the same general question content is asked of all applicants.
- ☐If you want to test a particular question, ask yourself whether it is:
    - Specific to the candidate
    - Based on the candidate's past experience
    - Open-ended
    - Nondiscriminatory
    - Job-related
    - Non-leading

    In all likelihood, you will be asking a good, acceptable question if you've answered "yes" to each of the above questions.

APPENDIX 4: Departmental Interviewing Guide: Questions to Avoid During the Interview

- Questions that you would not ask of all applicants.
- Questions of applicants because you think your clients or customers may have certain prejudices.
- Questions that make improper assumptions.
- Questions about age, race, color, place of birth, national and family origin, religion, sex, sexual orientation, disability, or ancestry.
- Questions about the date a candidate graduated from high school. You may ask number of years attended and degree(s) obtained.
- Questions about past, present, or future marital status, pregnancy, plans for a family or childcare issues. You may ask if the applicant has any commitments that would preclude the applicant from satisfying job schedules or performing job-related travel. If such questions are asked, they must be asked of both genders.
- Questions about the candidate's state of health or handicap/disability (physical or mental).
- Questions about the workers' compensation history of a candidate.
- Questions on the basis of sexual preference.
- Questions that pertain to a candidate's appearance (height and weight).
- Questions about financial status or a candidate's credit rating.
- Questions about proficiency in English or questions about a candidate's native tongue or how foreign language ability has been acquired. You may ask about foreign language skills if the position requires such ability.
- Questions about whether a candidate has filed or threatened to file discrimination charges.
- Questions that would reveal arrests without convictions. You may ask about convictions (but not arrests) for crimes that relate to the candidate's qualifications for a position.

APPENDIX 5: Departmental Interviewing Guide: Examples of Acceptable/Discriminatory Questions

(See also questions to avoid during the interview.)

Interview questions should be focused on obtaining information necessary to assess the skills and qualifications of the candidate and/or the candidate's ability to perform the essential functions of the position. Interviewers must avoid questions that request information that is illegal or has a discriminatory impact. The following are examples of questions that are acceptable or should be avoided.

Questions about Name that Should be Avoided

☐☐ The fact of a change of name or the original name of an applicant whose name has been legally changed.

☐☐ Maiden name of a married woman.

☐☐ Name of a spouse.

Questions about Name that are Acceptable

☐☐ Whether or not the applicant ever worked under another name or was the applicant educated under another name (Allowable only when the data are needed to verify the applicant's qualifications).

☐☐ Examples:
a) Have you ever worked for your present company under any other name?
b) Is there any information relative to a change of name that would help us in conducting a reference check?

Questions about Birthplace and Residence that Should be Avoided

☐☐ Birthplace of applicant.

☐☐ Birthplace of applicant's parents.

☐☐ Own home, rent, board, or live with parents.

☐☐ Citizenship.

☐☐ Address of applicant's spouse and children who are dependents.

Question about Birthplace and Residence that is Acceptable

☐☐ Inquiry about address sufficient to facilitate contact with applicant.

Questions about Creed/Religion that Should be Avoided

☐☐ Inquiry concerning religious preference, denomination, or affiliations of applicant.

☐☐ Church, parish, pastor, or religious holidays observed by applicant.

☐☐ Examples of discriminatory questions:
a) What is your religion?
b) What religious holidays do you observe?
c) Which church do you attend?
d) What do you do on Sundays? From your resume, I noticed that you are involved in your church. Would it be a problem to work on Sundays?

Question about Creed/Religion that is Acceptable

☐☐ Unions or professional organizations, as long as that information is not used to violate the National Labor Relations Act or other federal statutes.

☐☐ Example of an acceptable question:
a) This job requires people to work on weekends - can you meet this requirement? (Employers have the obligation, according to EEOC guidelines, to make "reasonable accommodations" for

employees whose religious convictions may conflict with scheduling requirements of the business.)

Questions about Race or Color that Should be Avoided

☐☐ Applicant's race.

☐☐ Color of applicant's skin, eyes, hair, distinguishing physical characteristics, scars, markings.

Questions about Photographs that Should be Avoided

☐☐ Photographs with application.

☐☐ Photographs after interview, but before hiring.

☐☐ Any request for submission of photograph at any time prior to employment (You may request a photograph after employment for identification purposes).

Questions about Age that Should be Avoided

☐☐ Date of birth or age of applicant, except when such information is needed to:

☐☐ Maintain apprenticeship requirements based upon a reasonable minimum age.

☐☐ Satisfy the provisions of either state or federal minimum age statutes.

☐☐ Avoid interference with the operation of the terms and conditions and administration of any bona fide retirement, pension, employee benefit or insurance plan or program.

☐☐ Verify that applicant is above the minimum legal adult age (18 years) but without asking for a birth certificate.

☐☐ Age specifications, limitations or implications in a newspaper advertisement that might bar workers under or over a certain age.

☐☐ Obtain driver's license number (contains driver's age) to meet the qualifications of position being sought.

☐☐ Examples of discriminatory questions:
a) What is your age or date of birth?
b) How old are you?
c) Are you between the ages of 18-24, 25-34, etc.?
d) Will you mind being the oldest one working here?

Question about Age that is Acceptable

☐☐ Applicant may be asked if he/she is over the minimum legal working age.

☐☐ Example:
a) If hired, can you offer proof that you are at least 18 years of age?

Questions about Language that Should be Avoided

☐☐ Applicant's mother tongue.

☐☐ Language commonly used by applicant at home.

☐☐ How the applicant acquired the ability to read, write, or speak a foreign language.

☐☐ Examples of discriminatory questions:
a) Was English your first language?
b) What language did you speak as a child?

Question about Language that is Acceptable

☐☐ Languages applicant speaks fluently (only if job-related).

Questions about Relatives that Should be Avoided

☐☐ Name and/or address of any relative of applicant.

☐☐ Names of applicant's spouse and dependent children.

☐☐ Names of persons with whom applicant resides.

Questions about Relatives that are Acceptable

☐☐ Name and address of person to be notified in case of accident or emergency.

☐☐ Inquiry into whether applicant has relatives employed by the Valdosta State University.

☐☐ Example:
a) Do you have any relatives already employed by VALDOSTA STATE UNIVERSITY/ this college/this department? (To be used for purpose of discovering any nepotism issues.)

Questions about National Origin and Ancestry that Should be Avoided

☐☐ Applicant's lineage, ancestry, national origin, descent, birthplace, parentage, or nationality.

☐☐ Nationality of applicant's parents or spouse.

☐☐ Examples of discriminatory questions:
a) Are you a United States citizen?
b) Of what country are you a citizen?
c) Where were you born? Where were your parents born?
d) What nationality are you?
e) Was English your first language?
f) What language did you speak as a child?

Questions about Citizenship that are Acceptable

☐☐ Whether applicant can be lawfully employed in this country because of visa or immigration status.

☐☐ Whether applicant can provide proof of legal right to work in the United States after being hired.

☐☐ Examples:
a) Can you show proof of your eligibility to work in the United States?
b) If you are not a United States citizen, do you have the legal right to remain/work here?

Questions about Military Experience that Should be Avoided

☐☐ Applicant's military experience in other than the United States Armed Forces.

☐☐ National Guard or Reserve Units of applicant.

☐☐ Draft classification or other eligibility for military service.

☐☐ Applicant's whereabouts in 1941-45, 1950-53 or 1964-73.

Questions about Military Experience that are Acceptable

☐☐ Military experience of applicant in Armed Forces only when used for employment history.

☐☐ Whether applicant has received any notice to respond for duty in the Armed Forces.

Question about References that Should be Avoided

☐☐ The name of applicant's pastor or religious leader.

Questions about References that are Acceptable

☐☐ Names of persons willing to provide professional and/or character reference for applicant.

☐☐ Name and address of person to be notified in case of accident or emergency.

Questions about Sex and Marital Status that Should be Avoided

☐☐ Sex or marital status or any questions that would be used to determine same.

☐☐ Any inquiry as to whether an applicant is married, single, divorced, separated, engaged, widowed, etc.

☐☐ Number of dependents, number of children.

☐☐ Spouse's occupation.

☐☐ Questions posed of one gender and not the other.

☐☐ Examples of Discriminatory Questions:
a) Are you married or single?
b) Do you wish to be addressed as Mrs., Miss, or Ms.?
c) What is your maiden name?
d) With whom do you live?
e) Do you share an apartment with anyone?
f) What is your spouse's name and/or occupation?
g) Are you divorced?
Questions about Pregnancy that Should be Avoided:

☐☐ Any inquiry related to pregnancy, medical history concerning pregnancy, and related matters.

☐☐ Examples of discriminatory questions:
a) Are you pregnant or do you plan to be?
b) Are you planning to have children right away?

Questions about Arrest and Conviction that Should be Avoided

☐☐ The number and kinds of arrest of an applicant

☐☐ Example of a discriminatory question:
a) Have you ever been arrested?

Questions about Arrest and Conviction that are Acceptable

☐☐ Convictions that bear a relationship to the job and have not been expunged or sealed by a court.

☐☐ Example:
a) Have you ever been convicted of a first-degree misdemeanor or felony? (You must state that a conviction will be considered only as it relates to performing the essential functions of the job being sought.)

Question about Height and Weight that Should be Avoided

☐☐ Any inquiry into height or weight of applicant, unless justified by business necessity. (Inquiries pertaining to physical appearance can be made if they are bona fide occupational qualifications.)

Questions about Disabilities that Should be Avoided

☐☐ Any general inquiry as to whether applicant has any physical or mental disability. This includes an inquiry about the nature, severity, or extent of a disability. (Refer to Interviewing Applicants with Disabilities.)

☐☐ Examples of discriminatory questions:
a) Are you disabled?
b) Have you ever been treated for any of the following diseases?
c) What is the nature or severity of your disability?
d) What kind of problems does being disabled cause you? Do you think you have the physical strength for the job?

Questions about Disabilities that are Acceptable

☐☐ Does applicant have any disabilities that would prevent him or her from satisfactorily performing the job? (Must be accompanied by job descriptions and mention of reasonable accommodation.)

☐☐ Example:
a) Are you able to perform the essential functions of this job with or without reasonable accommodation? (Show/Read the applicant the position description so he/she can give an informed answer.)

Miscellaneous Questions that are Discriminatory

☐☐ Do you have any children? How many children do you have?

☐☐ What are your childcare arrangements?

☐☐ Do you have a car?

☐☐ Have your wages ever been garnished?

☐☐ Do you have a good credit record? Do you have any overdue bills?

☐☐ Have you ever declared bankruptcy?

☐☐ Have you ever filed for workers' compensation? Have you had any prior work injuries?

☐☐ Do you smoke?

Miscellaneous Questions that are Acceptable

☐☐ This job requires heavy lifting. Can you lift/move fifty pounds? (This is legal provided that this is in fact a bona fide occupational qualification (BFOQ).

☐☐ Are there specific times that you cannot work or adhere to this schedule?

☐☐ What professional or trade groups do you belong to that you consider relevant to your ability to perform this job?

☐☐ Our smoking policy is such…. Can you adhere to it? (Be aware of any state laws that relate to smoking such as the Florida Clean Indoor Act).

APPENDIX 6: Departmental Interviewing Guide: Questions to Ask Supervisors/Managers

- What do you believe are the characteristics of an effective manager? What are the key attributes? Which are most important and why?
- What aspects of your management style have made you particularly effective in the motivation of others?
- What do you see as the key difference between a leader and a manager? Which are you?
- What is the toughest decision you have had to make as a manager? Why was it tough? What did you decide? What were the results?
- Describe your approach to employee development:
- How do you determine development needs?
- How are these communicated?
- How is accountability assigned?
- What successes have you had?
- How could you be more effective in this area?
- How many subordinates have you supervised and what types of work were involved?
- Tell me about a time when you delegated work. How did you decide what to delegate and to whom to delegate it? How did it turn out?
- Think of some projects or ideas that were implemented or carried out successfully primarily because of your efforts. What was your role? What was the outcome?
- Give me an example of a good decision you made in the last six months. What were the alternatives? Why was it a good decision?
- Have you ever had problems in getting your subordinates/peers to accept your ideas or goals? What approach did you use? How effective was it?
- Tell me about a situation where you had to pull a team together successfully.
- How would you typically confront subordinates when results are unacceptable?
- Give me an example of your ability to facilitate progressive change within your organization.

APPENDIX 7: Departmental Interviewing Guide: Questions to Ask Support Staff

Strengths

· In viewing your candidacy for this position, in what areas do you feel you would be a particularly strong performer? Why?

· Describe your three greatest strengths and tell me how you used them to bring about improvements in your current or most recent position.

Weaknesses

· In what areas could you improve your overall performance? (Make sure you demonstrate what action you would take.)

· As you view your overall qualifications for this position, what do you see as some of your development needs?

· In what ways could you improve your interpersonal skills and effectiveness?

Education

· How appropriate do you feel your education has been in preparing you for your profession?

· What specific courses have been most helpful to you in your career/current position? How have you used them?

· What led to your decision to get a degree in _____?

Interpersonal & Communication Skills

· With what kind of people do you most enjoy working (have difficulty working with)? Why?

· Tell me about a time when you had a major conflict with another employee or customer? (Mention the cause of the conflict, what things you did to alleviate the problem, and the results.)

· Are you more skilled at verbal or written communication? Why?

· Tell me about a time when you had to communicate negative information to your supervisor or a customer.

· Explain your experience in making verbal presentations to groups or individuals.

Planning and Organizational Skills

· Describe your planning process. How do you establish priorities?

· Describe a situation in your professional experiences that required a number of deadlines to be met at the same time.

· How did you handle that? What was the result?

Traits and Characteristics

· How do you take criticism?

· How do you handle stress on the job?

Analytical Ability

· Please give some examples of decisions you have made in your professional experiences. What were the ramifications of these decisions?

· Please describe a problem you recently encountered. How did you rectify the situation? What did you learn?

Teamwork

· What has been your experience in working as part of a team?

· Give an example of your involvement in a successful team effort. What role did you play? Why was the effort successful?

· Give an example of your involvement in a team effort that failed. What role did you play? What factors led to the failure?

· Have you ever had to build motivation or team spirit with co-workers or peers? How did you accomplish this?

· Do you prefer working alone or with others?

Service Excellence or Customer Service

· What is your philosophy of customer service? How do you make a customer feel important?

· Describe the behavior of a difficult customer and what you did. (Emphasize your ability to notice their dissatisfaction and how you acted on their specific behavior).

· How have you dealt with a customer who has a legitimate gripe but one you can't fix?

· Was there ever a time you violated organizational policy in order to better serve a customer? What happened and how did you handle it?

· Tell me about a time that you went the extra mile for a customer. What were the circumstances and how did you handle it?

Ambition

· By what standards do you measure your success?

· What immediate and long-term career goals have you set for yourself?

Persuasiveness and Job-Related Questions

· Is there anything else I should know about your qualifications that would help me to make a hiring decision? What do you feel separates you from other applicants for our opening?

· What can we expect from you if you work for us? What unique talents will you bring to us? What can you offer our organization?

· Do you have any questions about the job and/or the demands of you?

- Do you have any questions about our organization?

APPENDIX 8: Departmental Interviewing Guide: Behavioral Interview Questions

Some interview questions may be "behaviorally based," implying that the questions you ask should examine past or present behavior. Such questions attempt to measure how a person is likely to behave in certain situations. Behavioral questions should be designed to help evaluate an applicant's ability to perform certain elements or key competencies deemed critical to the performance of the position. The following are some examples of behavior-based questions that reflect situations an applicant could encounter on the job. The competencies they measure precede the questions:

Communication and Interpersonal Skills

· With which of your past work groups did you most enjoy working? What factors most influenced your positive feelings? With which of your past work groups did you least enjoy working? What accounted for your lack of enjoyment? What did you do about it? What was the outcome?

· Tell me about a time when you had a major conflict with another employee. What was the cause of the conflict? What things did you do to alleviate the problem? What were the results?

· Provide me with a specific example of a time when a co-worker or supervisor criticized your work in front of others. How did you respond? How has that event shaped the way you communicate with others?

· Tell me about a time when you felt it was important to take it upon yourself to disclose "bad news" to your supervisor. How could you have handled the situation differently? How would you handle the same situation in the future? What kinds of outside influences affected the outcome of your actions? How would your supervisor have evaluated your decision in that situation?

Assertiveness

· Give me a specific example of a time when you sold your supervisor on an idea or concept. How did you proceed? What was the result?

Job Performance

· Describe the system you use for keeping track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused? (commitment to task)

· Tell me about a time when you failed to meet a deadline. What things did you fail to do? What were the repercussions? What did you learn? (time management)

· Give me some examples of things you have done that go considerably beyond what is required by your job. (drive and motivation)

· Tell me about a situation that required you to learn something difficult or unfamiliar. Why was it difficult to learn? What did you have to do to learn it? How long did it take? What was the end result? (ability to learn)

Creativity and Imagination

· Tell me about a time when you came up with an innovative solution to a challenge your organization/department was facing. What was the challenge? What role did others play? What was your idea? What were the alternative approaches you considered? Why was this a particularly creative solution?

Decision-Making

· Describe a specific problem you solved for your employer. How did you approach the problem? What role did others play? What was the outcome?

Willingness to Take Risks

· In past positions, when do you most regret not having taken a particular risk? What was the nature of the risk? Why didn't you pursue this risk?

Political Astuteness

· What was the most difficult political decision you have had to make? What were the sensitivities? What were the risks? What factors needed to be considered, and why? What tact did you elect to take? What was the result?

Integrity

· Give me an example of a situation that required you to compromise one of your basic principles. What was the situation? What principle did you compromise? Why did you compromise? How did you feel about it?

Teamwork

· Give an example of your involvement in a successful team effort. What role did you play? Why was the effort successful? Give an example of your involvement in a team effort that failed. What role did you play? What factors led to the failure?

· Describe a time when you encouraged co-workers who disliked each other to work together. How did you accomplish this? What was the outcome?

Customer Service

· Describe the behaviors of a difficult customer and what you did. (Look for the applicant's ability to notice and act on specific behaviors.)

· Was there ever a time you violated organizational policy in order to better serve a customer? What happened and how did you handle it?

· Tell me about a time when you went the extra mile for a customer. What were the circumstances and what did you do?

Operating Style

· What are the basic work principles by which you try to operate? How are these basic work principles reflected in your work and job accomplishments? Give me some recent examples of how these work or operating principles benefited your performance. What principles did you employ? How did you behave? What was the result?

· Give me an example of where you abandoned one of your basic work principles and it backfired on you. What was the circumstance? What principle did you abandon? Why did you abandon this principle? What was the result? What did you learn from this experience?

Management Style, Philosophy and Effectiveness

· Describe your process for monitoring and controlling overall department operations and performance. What are the performance benchmarks? What are your monitoring techniques? What controls do you exercise?

· Describe your approach to employee development. How do you determine development needs? How are these communicated? How is accountability assigned? What successes have you had? How could you be more effective in this area?

· How do you go about evaluating individual employee performance? What is your basis for evaluation? What standards do you use? How do you measure against these standards?

· What are some of the techniques you have used or continue to use to motivate poor performers? Give me some examples of how you have used these techniques. What results did you get? How could these have been improved?

. What is the toughest decision you have had to make as a manager? Why was it tough? What did you decide? What were the results?

APPENDIX 9: Employment Reference Request

When Mailing please fill out information below and applicant must sign separate reference request for each reference

TO: _____ _____
ORGANIZATION INDIVIDUAL CONTACTED

_____ _____
ADDRESS TITLE

_____ _____
STATE PHONE NUMBER

I have applied to Valdosta State University for employment and I desire that they be fully advised of my previous employment records. I therefore respectfully request that you complete this reference questionnaire and return it to Valdosta State University in the self-addressed stamped envelope enclosed. I hereby release you from any liability of damages for providing the information requested.

Name of Applicant: _____
Please Print

_____ _____
Applicant's Signature Date

Employment verification: Check One ( ) By Telephone ( ) Mailed Out

Employed: From _____ To _____

First Position Held: _____

Last Position Held: _____

Reason for Leaving: _____

Would you re-employ if it is or were your organization's policy? ( ) Yes ( ) No

If No, please explain:
_____
_____
_____

PLEASE RATE	SUPERIOR	ABOVE AVERAGE	AVERAGE	BELOW AVERAGE	UNABLE TO RATE
Overall Job Performance	__	__	__	__	__
Leadership Potential	__	__	__	__	__
Communication Skills	__	__	__	__	__
Willingness to accept responsibility	__	__	__	__	__
Honesty	__	__	__	__	__
Attendance/Punctuality	__	__	__	__	__
Attitude/Enthusiasm	__	__	__	__	__

Please list any additional comments that would aid us in determining this person's qualifications. _____
_____
_____

_____ _____ _____
Signature of Individual providing reference (if mailed) Title Date

_____ _____ _____
Individual requesting reference Title Date

APPENDIX 10: Education Verification Checklist

EDUCATION VERIFICATION CHECKLIST

Date:_____

Name of Applicant: _____

Position Title Applying for: _____

Highest Degree Earned:

(please check one)

High School diploma/GED _____

AA/AS _____

BA/BS _____

MA/MS _____

EdS/PhD/JD/MD _____

or

Credit Hours Earned _____

Institution_____ Graduation Date _____Dates enrolled _____ to _____

Major Coursework: _____

Verified with:_____

Phone #_____

Name of person conducting this check:_____

Date_____

Resources:
http://www.valdosta.edu/finadmin/human_resources/policy/recruit.shtml
http://www.usg.edu/regents/policymanual/800.phtml
http://www.usg.edu/employment/policies/bpm_personnel/
http://askuga.uga.edu/default.asp?id=777&Lang=1&SID=
http://www.ohr.gatech.edu/content.asp?pagetitle=Employment
http://www.hr.Valdosta State Universityl.edu/managers/hiring.htm