

CLASSIFIED STAFF RECRUITMENT HANDBOOK

WESTERN OREGON
UNIVERSITY

Prepared by the Office of Human Resources
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Opening A Recruitment

Employment Authorization Form

It is the hiring department's responsibility to initiate a recruitment for Classified hires by submitting an Employment Authorization form to Human Resources. The information listed on the Employment Authorization communicates the basics of the position to the Human Resources and Budget/Payroll offices. Human Resources assists the department in carrying out the recruitment by providing the services described in this handbook.

The hiring department must submit a copy of the green Employment Authorization form along with an updated copy of the Position Description. An electronic copy of the job description should also be submitted. The department fills out the first box on the form, the *Recruiting Information* section, including department head's signature, then sends the form to Human Resources. Human Resources will then have the Budget Director complete and sign the *Certification of Position Number and Fiscal Impact* section, and the Human Resources Director will complete and sign the *Selection Process and Position Validation* section. The Employment Authorization will be returned to the department along with the job applications after the recruitment has closed.

The Employment Authorization submitted to Human Resources for Classified positions must have an *updated* Position Description attached. Because Job Announcements and the Additional Application Questions which are included on some Job Announcements are based on the Position Description, it is essential that they are updated before being sent to Human Resources to open a recruitment. If the information given on the Position Description is inaccurate, Human Resources will be giving inaccurate information about the position to applicants.

Types of Recruitments

The hiring department has the option of choosing what type of recruitment it wants to use. After an employment Authorization has been received in Human Resources, the department will be contacted to confirm the most appropriate method of recruitment.

- ***Open Competitive (OC)***: Competitive recruitments are those that are open to application from anyone – both on and off campus.
- ***Agency Promotional/Transfer (AP)***: All current Classified employees who wish to apply for an opening on campus, who are currently at an equal or higher salary range than the position being recruited for, and who meet the minimum qualifications for the position, may apply for the Agency Promotional/Transfer list.

NOTE: WOU Classified employees will be asked, but not required, to answer the Additional Application Questions so that the department may compare their responses to the applicants on the OC list. Their responses will not be scored, since the university is obligated to offer interviews to current employees. The Collective Bargaining Agreement states:

“Each university shall promote upward mobility of employees by announcing opportunities as they occur. In all cases, it is the employee’s responsibility to make

proper application for such positions. If an employee meets the minimum and special qualifications for a position, he/she will be considered.” (Article 33, Section 3)

- **Higher Education (HE):** Open to all employees of the Oregon University System, regardless of which institution currently employs the applicant. WOU's Agency Promotional candidates will be listed at the top of the list followed by all other qualified candidates.

Establishing a Closing Date

After the Employment Authorization has been approved, Human Resources will contact the department to establish a closing date. One of the main considerations in setting the closing date of a recruitment is whether newspaper advertisements will be used to solicit applications. If advertisements are used, at least a week should be allowed after running the ad to allow applicants time to submit their applications.

When the closing date of a recruitment arrives, if few applications have been received, Human Resources may request that the department consider extending the closing date. The department may agree or decide to close the recruitment. Once a recruitment is established and a job announcement has been made public, a closing date cannot be shortened; it can only be extended.

Posting on Campus

Human Resources will post notices on campus for each Classified recruitment. Postings will be placed in the Administration Building lobby, the Physical Plant, Valsetz Dining Hall, and in the WOU staff newsletter. The position announcement is also posted on the WOU Human Resources web page [www.wou.edu/hr].

The length of posting time is determined by campus policy. It is a Human Resources policy that Open Competitive recruitments (those open to the general public) be posted for a minimum of two weeks to allow time for both WOU employees and the general public to apply. Also, if a classified ad is used to announce an opening, the closing date needs to be set at least a week after the ad runs to allow the public application time. However, a five working day policy would normally be used in Agency Promotional recruitments.



Job Announcements

Purpose of Job Announcements

Job announcements are developed by Human Resources for public distribution when announcing a recruitment at WOU. Job announcements serve three purposes:

- Provide the information that job seekers need to decide whether or not to apply for a position. The information provided is important in helping people determine whether they would be qualified for a job, and whether they would be interested in the job. Information such as the duties and responsibilities, working conditions, the minimum qualifications, and the salary are used by applicants to decide whether or not to submit an application.
- Tell applicants how, where and by what date to apply. The announcement instructs applicants to complete a WOU job application and submit it to the Human Resources Office.

Developing the Job Announcement

A job announcement is developed by Human Resources for each recruitment. Most of the information included is taken directly from the Position Description. The job announcement contains the following information:

- ***Position information:*** Includes the name of the hiring department, salary range, the class number, announcement number (which serves as the identification number for that recruitment), and the closing date of the recruitment.
- ***General information:*** Includes the department and sometimes the office or area within the department where the job exists; whether the position is part or full time; whether the position is Regular, Academic Year or Limited Duration; union representation; and any other relevant information that may apply.
- ***Qualifications:*** States the minimum qualifications in training and experience that the applicant must meet in order to be considered for the position. Special qualifications are also stated.
- ***Duties and responsibilities:*** Lists the basic tasks involved in performing the job. This information is taken directly from the Position Description.
- ***Working conditions:*** States the basic working conditions of the position, emphasizing any unusual working conditions.
- ***Additional Application Questions:*** Additional Application Questions are essay questions that applicants must answer and include with their application materials. These allow applicants to be evaluated and screened prior to the interview process. For more information, see the following chapter titled *Additional Application Questions*. A statement is included in this section that permits applicants who have been certified as disabled by the State of Oregon, to not complete the questions in order to qualify for an interview, according to state statute.
- ***Applications:*** Gives the basic information on how to apply for the position.

History File

Human Resources maintains a job announcement file made up of Job Announcements and Additional Application Questions used in previous recruitments. These announcements are available to departments at any time.

Distributing Job Announcements and Applications

After a job announcement is finalized, it will be made available in the following ways: Placed outside the Human Resources Office; mailed along with a job application to anyone requesting them; made available on the Human Resources web page.



Additional Application Questions

Additional Application Questions

The most effective way to separate highly qualified applicants from the lesser qualified is by using Additional Application Questions. These questions are in the form of essay questions, and are designed to evaluate each applicant's experience and training related to the position. The answers to the Additional Application Questions are scored according to the established scoring criteria.

Once the Additional Application Questions are scored, applicants may be listed in descending order of score and department may interview down to whatever score they choose, rather than the entire list of candidates. Applicants who meet the minimum qualifications of the recruitment but fail to answer the Additional Application Questions are eliminated from the applicant pool.

There are two basic advantages to using these additional questions: 1) It separates the higher qualified candidates from the lesser qualified candidates so the department may choose to interview only certain candidates; and 2) The questions often give more specific information of an applicant's experience and training than either an application or a resume.

Developing Scoring Criteria

The scoring criteria are developed at the same time as the evaluation questions. The scoring criteria are set up either on a percentage or a point basis.

- **Percentage basis:** The total number of points that each question is worth is determined by the percentage of time that the Position Description says the function is performed. The total points possible on such a test might add up to less than 100 if not all duties performed are included in the evaluation; otherwise the points awarded to each question could be adjusted so that the total amount of points add up to 100.
- **Point basis:** All questions are weighted equally, regardless of the percentage of time spent doing any one duty. If two questions are asked, each would be worth a maximum of 50 points; if three questions are asked each would be worth a maximum of 33 points; etc.



Publicizing Job Openings

Methods of Publication

There are several methods available to Human Resources to publicize job openings to the campus and the general public. The methods include:

- ***Posting on campus:*** Human Resources posts all job openings on campus. Postings are in the Administration Building lobby, the Physical Plant, Valsetz Dining Hall, the staff newsletter and on the Human Resources web page. Posting is required by the OPEU contract (Article 33, Section 5).
- ***Job announcements:*** Human Resources develops a job announcement for each opening detailing the position. These announcements are available on a rack outside the Human Resources Office and are mailed to anyone who requests one.
- ***Classified advertising:*** Human Resources assists in writing advertising copy for openings and submits it to the publications of the hiring department's choice. The use of classified ads is detailed later in this chapter.
- ***Employment Department listings:*** The Oregon State Employment Department provides a free service to all Oregon employers, public and private, to post job openings on their computer listings. This includes computer banks at all Employment Department field offices in Oregon as well as the Employment Kiosks that are placed in public places throughout the state (such as shopping malls, libraries, etc.). The Employment Department listings are also on the Internet.

Classified Advertisements

Departments have the option of running classified advertisements in local newspapers to publicize job openings. The department chooses when the ads run and which newspapers are used. Considerations for hiring departments concerning advertising are:

- The closing date of the recruitment is determined in part by the dates the classified ad runs. Enough time must be left after an advertisement appears in the newspaper for the applicant to respond to the ad. For example, if a classified ad appears in a Sunday paper, the closing date should be no earlier than Monday of the following week, eight days after the ad appears.
- With the exception of Agency Promotional recruitments, all openings on campus will be placed onto the Employment Department field office computers and kiosks around the state.
- The hiring department pays for all advertising expenses.

Submitting Classified Ads

Hiring departments should submit advertising requests to Human Resources and allow Human Resources to submit the ads for publication. There are several reasons for this:

- ***Cost savings:*** Human Resources will submit the ad through TMP Worldwide, a brokerage firm that provides discounted prices on ads.
- ***Accuracy:*** Human Resources will ensure that all of the information included in the ad copy is complete and correct, particularly the salary levels, the closing date of the recruitment and information about receiving application materials.
- ***Consistency:*** Human Resources will ensure consistency in form and content for all classified advertisements.

- *Completeness*: Human Resources will ensure that all the information important to job seekers is included in the ad (salary levels, qualifications, job duties, job duration, hours worked per week, where and how to apply), and will ensure that the AA/EEO statement is included.
- *Human Resource's preparedness*: To ensure that the Human Resources staff is aware that an ad has run, so they are prepared to answer inquires regarding recruitments.

If the department does not initiate the classified ad process during a recruitment, Human Resources will call to ask if classified ads are desired. Whether or not to advertise for an opening is entirely up to the department, since the expense is applied to their budgets.

Advertising Copy

While advertising copy can be written by either the hiring department or by Human Resources, it is normally written by Human Resources so that the standard format for advertising copy can be met.

Generally speaking, a classified ad for a job opening includes:

- Working title of the position
- Class title
- Name of the university and the department
- Salary range
- The position is Classified and represented by OPEU
- Whether the position is part time or full time
- Whether the position is regular, academic year, or limited duration
- A statement that employment includes a full OUS benefits and retirement package
- Minimum qualifications
- A short description of the position's basic duties
- Closing date of the recruitment
- A statement that interested applicants should call Human Resources for application materials
- AA/EEO Statement: "Western Oregon University is an affirmative action, equal opportunity employer."

It is a violation of Federal anti-discrimination laws to advertise for openings expressing a preference on the basis race, color, sex, national origin, religion, age or disability. Such advertisements would violate the *Civil Rights Act*, the *Age Discrimination in Employment Act*, the *Rehabilitation Act of 1973 Act*, and the *Americans with Disabilities Act*. Exceptions may be made if there is a bona fide occupational qualification (BFOQ) that makes one of those qualifications a reasonable necessity for the operation of the business (i.e., advertising for women to model women's clothing). In general, race or color cannot be a BFOQ.

The *Oregon Fair Employment Practice Act* prohibits all employers in the state of Oregon from job advertisements that discriminate on the basis of race, sex, color, religion, national origin, family relationship, marital status, sex or age (if the individual is 18 years or older), or on the basis of an expunged juvenile record. Oregon law also prohibits employers with six or more employees from circulating job advertisements that discriminate based on disability (ORS 659.400). In Oregon, exceptions may be made for bona fide occupational requirements (BFOR).

Advertising During a Labor Dispute

In the event that a strike or some other kind labor dispute is in progress when a position is being advertised, employers must state in all forms of advertising that such a strike exists. In printed

advertisements, the statement must appear separately, in boldface, uppercase letters, ten points larger than any other typeface in the ad.

Where to Advertise

Departments may advertise virtually anywhere and in any manner they wish, as long as they are willing to bear the expense. The usual way to advertise for a job opening is to place classified ads in the local newspapers. Most departments advertise in the Polk County Itemizer-Observer and the Sunday Statesman Journal. Ads are also often placed in the Portland Oregonian, the Corvallis Gazette-Times, the Albany Democrat-Herald and the Eugene Register-Guard. Advertisements placed in the Itemizer-Observer and Statesman Journal usually yield a sufficient number of applications from the local community and greater Willamette Valley.

Advertisements for job openings may also be placed on local radio stations if the hiring department desires, or in the Chronicle of Higher Education, which is a relatively expensive publication. Trade journals are also an option that departments may consider if they have a highly technical job that may not be filled easily with standard newspaper classifieds. Also, Internet listings through TMP Worldwide are available.

Billing

When Human Resources submits a classified ad for publication, an Advertising Insertion Order will be printed with an estimated cost of the ad, and copies will be sent to the hiring department and to the Business Office.



Application Process and Procedures

Application Materials

- **Job applications:** *Applicants* who wish to apply for Classified positions at WOU must submit a WOU job application.
- **Skill codes:** Human Resources has developed a list of clerical skill codes that can be used to enhance the job application in clerical recruitments. Skill codes are used to help Human Resources staff in screening applicant qualifications. A department may consult the Human Resources Office to develop a skill code sheet for a certain job class.
- **Job announcements:** Job announcements are developed by Human Resources for public distribution to announce openings on campus. For more information, see the chapters titled *Job Announcements* and *Additional Application Questions*.

With each recruitment, Human Resources makes application materials available in the following ways:

- Application materials will be available outside the Human Resources Office.
- When requested, application materials will be sent to the hiring department so that the department may distribute them to interested individuals, organizations, etc.
- Human Resources will mail application materials upon request.

Receiving Applications

Applications may be delivered to Human Resources in a variety of ways: by mail, hand delivery, campus mail, state shuttle, commercial delivery service, fax or e-mail (only as attached document). All applications must be complete, legible and received or post marked by 5 p.m. of the closing date of the recruitment. Human Resources is unable to acknowledge receipt of applications due to the large volume.

Scoring Additional Application Questions

Scoring is done strictly according to the scoring criteria developed at the beginning of the recruitment. Applicants will not be notified of their scores. Notifications will take one of two forms: either a letter inviting them to an interview if they scored high enough to merit one; or, if their score was not high enough, a letter thanking them for applying but informing them that they will not be interviewed. If an applicant contacts Human Resources to find out their score, Human Resources will release it to them. If an applicant contacts the department seeking their score, the department should refer the applicant to Human Resources.

Applicant Recruitment List

After Human Resources has processed the accepted applications, their names will be placed on the *Applicant Recruitment List*. This list of names will include all Agency Promotional/Transfer candidates at the top. After that the names will be listed in alphabetical order.



Interviews

The Interview Team

The supervisor of the position or their designee assembles the Interview Team. All Interview Teams *must* have at least two members. Under normal circumstances, the supervisor should be a member, and act as the leader, of the Interview Team.

The leader of the Interview Team is responsible for the following:

- Selecting team members
- Ensuring that all interview candidates are contacted and scheduled for interviews
- Arranging for the date, time and place of the interviews
- Greeting each interview candidate and making introductions to the Interview Team
- Leading a team discussion of the candidates at the conclusion of the interviews
- Tallying the evaluation points of each candidate based on team members' notes taken during the interviews, and determining final point totals and the final rankings
- Putting the point totals and rankings down on paper in report form to Human Resources.

Deciding Whom to Interview

There are several types of applicant lists or pools that a department may receive from Human Resources.

- ***Injured Worker list:*** Employees who have been separated from employment due to an injury and are now attempting to return to work must be considered ahead of anyone else. (OPEU contract Article 33, Section 2(a).)
- ***Agency Layoff list:*** Employee who have been separated from employment in good standing due to layoff and are now attempting to return to work must be considered after those on the Injured Worker list. (OPEU contract Article 33, Section 2(b).)
- ***Agency Promotional list:*** Current WOU employees who are interested in promotional opportunities must be interviewed for the position by the hiring department ahead of (or in addition to) any non-WOU employees who will be interviewed. (OPEU contract Article 33, Section 3.)
- ***Agency Transfer list:*** Employees who are interested in a lateral transfer (non-promotional) to an equal or lower-paying position. Employees on this list must be considered for the position by the hiring department if any non-WOU employees are going to be considered as well. (OPEU contract Article 33, Section 4.)
- ***Competitive 'Qualified' list:*** This is a list of 'Qualified' candidates who don't belong on any of the other lists. The department does not have to consider anyone in this pool in addition to the Injured, Layoff, Promotional or Transfer lists. If there are a large number of applicants, the applications should be scored. See the rules for Scored lists below.
- ***Competitive 'Scored' list:*** This is a list of scored candidates. The department does not have to consider anyone on this list in addition to the Injured, Layoff, Promotional or Transfer candidates. However, if the department chooses to contact anyone from the list, the following two rules apply:
 1. The department does not have to interview everyone on the list. Instead, they can interview down to a certain score and cut the list off at that point.
 2. If the department chooses a cutoff point within the list to interview down to, they cannot make the cutoff point *within* a score, but must interview everyone with that score (i.e., if someone with a 90 is offered an interview, then everyone with a 90 must be contacted).

How to Contact Applicants

Applicants may be invited to an interview either by telephone or through the mail. The benefit of calling applicants is that the interview process can begin sooner; the benefit of writing to applicants is that you can provide them with a Position Description or other information documents and allow them a few days to think about whether to interview. One of the most important things to think about when contacting applicants is to ask them whether they will require a 'Reasonable Accommodation' for the interview.

Reasonable Accommodation

All applicants who are invited to interviews should be given the option of requesting a reasonable accommodation at the time of their interview. This is required of employers by the Americans With Disabilities Act (ADA) of 1990. This is normally asked in a letter with a simple, short statement such as, "*If you require any special accommodation for the interview, please let us know when you call.*" If interviews are set up by telephone, the applicants may be asked, "*Will you require any special accommodations for your interview?*" Disabled applicants will know immediately what you are referring to and will tell you what accommodations they might need; those applicants who do not require accommodations will usually just say no. This offer of special accommodations should be asked of all applicants, and not just those who have identified themselves as disabled. This is for two purposes: one, to treat all applicants equally and impartially; and, two, because some disabled applicants may not identify themselves as such before hand.

The term *Reasonable Accommodation* can cover a lot of ground and is usually very simple. Many times it is no more than providing easy access to the interview table for an applicant in a wheelchair, or to escort a blind applicant to and from the reception area to the interview room. It can also be more complicated, such as providing a sign language interpreter for a hearing impaired applicant. If any questions arise around the issue of providing a reasonable accommodation to an applicant, the Interview Team leader should contact Human Resources.

Interview Process

The following is a suggested list of items that should be covered during an interview. Other items may be added at the supervisor's discretion, provided they relate directly to the position.

- The supervisor introduces the applicant to the Interview Team.
- The supervisor gives the candidate a Position Description to review.
- The supervisor discusses the Position Description with the candidate.
- The team asks the interview questions, taking notes.
- The supervisor discusses the following topics:
 - Work location
 - Work environment
 - Work schedule
 - Starting salary (which may be higher than the first step of the salary range in certain cases)
 - Benefits package
 - Trial Service period of six months
 - Union representation
- The supervisor asks the applicant if he/she has any questions.
- The supervisor tells the candidate when they can expect to hear from the department, thanks them for coming to the interview, and accompanies them to the door.

Interview Questions

When developing questions to ask during interviews, it is best to keep one simple fact of hiring new employees in mind: *the best indicator of an employee's future success is their past success*. With this in mind, questions should be developed that prompt the candidate to provide examples from actual past employment experiences.

It is vital that managers and supervisors develop interview questions with a great deal of caution. Any poorly worded question that might be misinterpreted by a job candidate as discriminatory could result in a hiring complaint or lawsuit. To remain within current legal guidelines, the interview should:

- **Contain only job-related questions.** Job-related questions are those that are relevant to the Position Description. Any subjects that are addressed in Sections 3 through 10 (excluding Section 8) of the Position Description may be addressed in interview questions, as long as the questions address only the candidate's training and experience as it relates to their ability to perform the duty or fulfill the function described on the Position Description.
- **Be based on the knowledge and skills necessary to perform the job.**
Knowledge: An understanding of facts or principles related to a certain subject gained by experience or training. Part of memory or mentality.
Skills: Competence gained by experience or training. Mental or physical proficiency.
(Note: For the purpose of interviewing applicants, Ability should not be lumped together with Knowledge and Skills. Ability is defined as the potential to gain a knowledge or develop a skill. Candidates for a job should be rated for what they know and what they've done due to education, training and experience; this is an objective way of rating them. They should not be rated for what they have the potential to do, because this would be a purely subjective rating.)
- **Follow the same format and ask the same questions for all candidates.** Always – as closely as possible – give the same information, make the same comments, ask the same questions, act in the same manner, etc., with every candidate. This includes the same people on the interview panel asking the same questions with each candidate. This is for three purposes: 1) To avoid any appearance of favoritism; 2) To be fair to all applicants; and, 3) To judge each candidate's qualifications more accurately in relation to the other candidates' qualifications.

There are two basic types of questions that are used to elicit information from candidates:

- **Open-ended questions.** Questions that cannot be answered with a simple yes or no, and force candidates to elaborate on their answers. These questions begin with words like *What, Why, How, Describe, Explain*.
- **Close-ended questions.** Questions that are designed for short 'Yes' and 'No' answers. These questions begin with words like *Is, Can, Will, Did, Are*.

Interview Rating Process

When interviewing applicants for a position, it is essential to ensure a process by which all applicants are rated equally and accurately according to their prior experience and training. This is the surest way to determine which candidate is best suited to the position you are hiring for, and will also provide the backup documentation necessary to protect you in the case of a hiring complaint.

Having a written rating scale with definitions for each rating level is the best and most common approach to ensuring that all applicants are rated equally and accurately. Such a rating scale should give clear enough definitions for each level to allow an interviewer to confidently assign points for each question, yet should allow each member of the interview team enough latitude to interpret for themselves what each level means. Below is a model rating scale that a department may use or adapt for its own interview process.

Model Rating Scale

- 1 - Applicant has no training or experience in this area.
- 2 - Applicant's experience touches on this skill but would still need considerable training and supervision, OR applicant has taken some classes on this subject.
- 3 - Applicant has demonstrated this skill in past employment but would still need a certain amount of training and supervision well into the Trial Service period, OR applicant has a college degree in this area.
- 4 - Applicant has strong experience in this area and would need minimal training and supervision.
- 5 - Applicant is fully proficient in this area and would need virtually no training or coaching beyond initial instruction.

Each member of the Interview Team should perform a ranking for each candidate interviewed. All ranking sheets are then bundled together by the team leader and sent to Human Resources at the conclusion of the recruitment process after a selection has been made.

Applicants Who Fail to Appear for an Interview

Once an interview has been scheduled, it is the responsibility of the applicant to keep the appointment. If an applicant fails to show up for an interview, whether they contact the department to reschedule or not, the department has the right to remove the applicant from consideration. When this situation arises, the department may exercise any of the following options:

- The department may choose to remove the person from the applicant pool.
- The department may contact the applicant to reschedule the interview.
- If the applicant contacts the department to reschedule the interview, the department has the option of either rescheduling the interview or declining to do so and removing the applicant from the pool.

Areas of Potentially Unlawful Inquiries

The following subjects include factors that might be used or considered in a manner that might violate non-discrimination laws. Even if the information is not used in a discriminatory manner, some applicants may receive that impression by the mere discussion of the factor. It is equally important to remember that this list is concerned only with the potential unlawful use of information. Some of this information is collected for the purpose of carrying out WOU's affirmative action program. In addition, some of the information may be collected for post-employment purposes and may be lawfully collected as such after a candidate has been selected.

Subject

Areas of Potentially Unlawful Inquiries

<i>Address</i>	Specific inquiry into foreign addresses which would indicate national origin.
<i>Age</i>	Age, date of birth or any other inquiries which would require candidates to disclose their age.
<i>Ancestry or</i>	Candidate's nationality, lineage, ancestry, national origin, descent or parentage; length of residency in the United States; ancestry of immediate family or spouse's family; and questions regarding how the candidate acquired the ability to read, write or speak a foreign language.
<i>Birth Place</i>	Birth place of candidate, candidate's parents, spouse, or other relatives, or any other inquiry into national origin.

<i>Children or Dependents</i>	Any inquiries regarding the number, age, or child care arrangement for the candidate's children or other dependents. Such questions could be regarded as discriminatory against single parents.
<i>Citizenship</i>	Inquiries regarding country or citizenship other than the United States; inquiries to naturalized citizens regarding citizenship status of parents or spouse; or date of acquisition of U.S. citizenship.
<i>Convictions, Arrests and Court Records</i>	Any inquiries regarding arrests; questions regarding conviction and court records which are not substantially related to the function and responsibilities of the position.
<i>Disabilities</i>	No direct inquiry should be made into whether an applicant is disabled, or what their disability may be. If a candidate volunteers this information during the course of the interview, it can be considered in relation to the candidate's ability to perform the Essential Functions of the position. If a candidate has an obvious disability that causes the supervisor concern about whether that person could perform the Essential Functions of the job, the supervisor should point out the Essential Functions listed on the Position Description and ask, "Is there any reason you don't believe you could perform all the Essential Functions of this position?" However, if this question is asked of one candidate, it must be asked of all candidates, not just those with obvious disabilities.
<i>Education</i>	Any inquiry asking specifically the nationality, racial or religious affiliation of a school.
<i>Financial Status, Credit Record, or Car Ownership</i>	These questions are unrelated to the applicant's ability to perform the requirements of the position and tend to discriminate against certain groups. Financial status inquiries regarding past ownership, bankruptcy or garnishment of wages.
<i>Graduation dates</i>	Any inquiries concerning the dates that an applicant graduated from high school or college, which might indicate an applicant's age.
<i>Health Issues</i>	Any inquiries related to a candidate's health, especially in regard to whether a candidate has AIDS or is HIV positive.
<i>Marital Status</i>	Any inquiry regarding whether the applicant is married, single, widowed, separated or engaged to be married may imply discrimination against women because of common societal assumptions that women often leave jobs when they get married or have children. In addition, societal assumptions regarding married and single, divorced, widowed or separated people may contribute to an atmosphere of perceived discrimination. Discrimination on the basis of marital status is illegal under Oregon Law and Board Rule.
<i>Military Discharge</i>	Any inquiry regarding the nature of a person's discharge.
<i>Military Service</i>	Inquiries into the dates that a candidate either joined or left military service, which could be used to determine an applicant's age. These dates may be used by Human Resources; however, to determine whether an applicant qualifies for Veterans Preference Points when Additional Application Questions were used in the recruitment. Questions should not be asked about the nature of the person's military discharge or whether they ever served in another country's armed services.
<i>Name</i>	Inquiries about name which would indicate the candidate's lineage, ancestry, national origin, descent or marital status.

<i>Opposite Sex</i>	Any inquiries regarding how an applicant would feel about working or traveling with members of the opposite sex may be considered discriminatory because answers are not always considered equally from men and women.
<i>Organization</i>	Inquiries regarding organizations which would indicate by their character or name the race, religion, color or ancestry of the applicant.
<i>Photographs</i>	No photographs may be requested or required prior to selection.
<i>Political Issues</i>	Any questions regarding political party affiliation or opinions on political issues.
<i>Pregnancy</i>	Any inquiries regarding pregnancy or potential pregnancy of an applicant.
<i>Race or Color</i>	Any inquiries regarding the candidate's race, the racial group with which the applicant may identify, or regarding other physical features which may be directly or indirectly indicative of race or color.
<i>Relatives</i>	To the extent that inquiry regarding spouse's name indicates marital status, inquiry might be considered illegal. Inquiries regarding a spouse's marital status may indicate to some applicants a reluctance to hire a woman if her husband already has a substantial income or if there is concern that her employment would disrupt her husband's career. Names or addresses of any relatives certainly should not be requested.
<i>Religion</i>	A candidate's religious denomination or affiliation, church, parish, pastor, or religious holidays observed should not be discussed during an interview. The relationship of a person's religious beliefs to their professional employment is an improper area of inquiry until after the selection is completed. At that time, any potential need for accommodation to a person's religious beliefs or practices may be discussed. Though candidates may not be told that employees are required to work on religious holidays, they may be asked if they are available to work on specific days (for example, Saturdays or Sundays), but it must be asked of every candidate and should not be phrased in the context of religious observances. However, a candidate's religious beliefs must be accommodated unless such accommodation creates undue hardship to the university or department.
<i>Union Membership</i>	Any questions regarding current or past union membership or activities should be avoided.
<i>Workers Compensation</i>	Inquiries into an applicant's workers compensation history are inappropriate. An employer may not discriminate against an applicant because that applicant has utilized the workers' compensation system, nor may an employer base a hiring decision on the likelihood that an applicant may cause increased workers' compensation costs in the future.



Making The Selection

Discrimination

It is a violation of Federal fair employment laws to hire new employees on the basis of age, race, color, sex, nation origin, religion and disability. Those laws, enforced by the Equal Opportunities Employment Commission, include the **Age Discrimination in Employment Act**, the **Americans With Disabilities Act**, Title VII of the **Civil Rights Act**, and the **Rehabilitation Act of 1973**. It is a violation of the **Oregon Fair Employment Practice Act** to hire on the basis of race, sex, color, religion, national origin, family relationship, marital status, sex or age (if the individual is 18 years or older), or on the basis of an expunged juvenile record. The exceptions to these laws are what Federal law refers to as *bona fide occupational qualifications (BFOQ)*, and what Oregon law refers to as *bona fide occupational requirements (BFOR)*. These exceptions may be made if a qualification/requirement is reasonably necessary for the operation of the business (i.e., advertising for women to model women's clothing). In general, race or color cannot be a *BFOQ* or *BFOR*.

The **Rehabilitation Act of 1973** and the **Americans With Disabilities Act** prohibit discrimination in hiring practices based on disabilities. Both Acts consider an individual to be disabled if he or she has a physical or mental impairment that substantially limits one or more life activities, has a record of such an impairment, or is regarded as having such an impairment. The Equal Employment Opportunity Commission has interpreted *impairment* to include any physiological disorder or condition, cosmetic disfigurement, anatomical loss, or any mental or psychological disorder.

These laws define persons with contagious diseases as being disabled. This means that employers must try to reasonably accommodate an applicant or employee with a contagious disease, unless the person is a health or safety threat in the workplace or is unable to perform his or her job duties. The Secretary of Health and Human Services has published a list of diseases that can be transmitted through the handling of food, and the ADA specifically allows employers to transfer from food-handling jobs any employee who has a disease on the Secretary's list if the danger cannot be eliminated by reasonable accommodation. Although Acquired Immune Deficiency Syndrome (AIDS) is not on the HHS list, it is considered to be a disability under both the **Rehabilitation Act** and **ADA**. The **Oregon Fair Employment Act** also prohibits discrimination in hiring practices based on disabilities. The Act does not specifically classify AIDS as a disability, though persons with AIDS or AIDS-Related Complex (ARC), or with a positive test result, may be protected under the law if they can safely and efficiently perform the duties of the job in question.

The **Rehabilitation Act of 1973** also protects persons who have an alcohol abuse problem, provided they can perform their job duties safely and effectively. The **ADA** provides that an employer may hold an alcoholic employee to the same qualifications and job performance standards as other employees, and also specifically excludes current illegal drug use as a disability; a person who has a past drug problem but has completed or is participating in a supervised rehabilitation program is covered. The **Rehabilitation Act** had included drug addiction as a disability, but was amended by **ADA** and now treats drug addiction in the same manner as does the **ADA**.

Discussing the Candidates

A discussion of the candidates should immediately follow the final interview and should be led by the Interview Team leader, with each team member given equal and valid input. The purpose of the

discussion is to help the team members gain a better insight into each candidate's appropriateness for the position by receiving input from fellow team members. The result of the discussion should lead to a more informed and accurate rating of each candidate by each member of the team. It is *not* the purpose of this discussion to allow any member of the team to attempt to sway the opinions of other team members in order to gain greater influence in the appointment decision.

Ranking the Candidates

Ideally, candidates should be discussed and ranked by the Interview Team immediately following the final interview. For documentation purposes, notes should be taken during this discussion and the Interview Team leader should put the ranking into writing at that time.

There are two reasons for ranking interview candidates in this way:

- ***It is an objective way of deciding who is the best candidate for the job.*** To interview several people for a position and make an appointment without the benefit of a ranking system would make the selection of a candidate too subjective, based on such things as appearances, impressions, personalities, biases and which candidate interviewed first and which interviewed last.
- ***To protect against charges of discrimination.*** If an appointment is challenged by an unhappy applicant who feels discriminated against, documentation will be needed to back up the appointment. The best documentation to support an appointment is an objective question-by-question rating of each applicant from each member of the Interview Team.

Checking References

Contacting a candidate's references, and in particular former employers, is an essential part of the hiring process, and one that is not to be avoided or taken lightly. The perceptions of a candidate that the interview team gains during the interview can be misleading, and without the benefit of reference checks can result in a disastrous hire. To make the most informed decision possible you must see past the facade that interview candidates can put up during interviews, either intentionally or unintentionally. Not only can contacting references help you identify seemingly strong candidates who may turn out to be problem employees, but it can also help you identify candidates who do not perform well in interviews but who may actually be very well suited to a position.

Remember, ***the best indicator of an employee's future success is their past success.*** The best source of information you can find on a job candidate is a former supervisor. It is recommended that you check with at least two former employers to find consistent trends in the candidate's performance. Calling more than one former employer will also help balance the information you receive – one may be overly complimentary and another overly critical.

Another benefit of performing a reference check is that when the new employee reports for their first day on the job, the information gained during the reference check gives the supervisor a good starting point in relating to the new employee. A supervisor who has carried out a quality reference check will already have an idea of what the employee's strengths and weaknesses are, and will be able to supervise more effectively from day one.

Questions that are asked of former employers during reference checks should follow the same guidelines that are used in choosing interview questions; they should relate directly to the candidate's performance in previous work experiences, and should not touch on such things as race, sex, religion, politics, etc. Some of the questions to ask a candidate's former employers may include:

- What was your working relationship with the candidate?

- How long have you known the candidate?
- What were the candidate's dates of employment?
- What were the candidate's quality and quantity of work?
- How hard did the candidate perform his/her work?
- What kind of attendance did the candidate have?
- Is the candidate a quick learner or a slow learner?
- Does the candidate have the ability to work independently?
- Does the candidate have the ability to follow instructions?
- What kind of verbal communications skills does the candidate have?
- What kind of written communications skills does the candidate have?
- What kind of relationships did the candidate have with supervisors, peers and subordinates?
(Respect for authority, cooperative, disruptive, combative, team player, loner)
- Was the candidate organized or disorganized in planning daily work?
- What were the candidate's strong points and weak points?
- In what ways could the candidate improve?
- Would you rehire the candidate? Why or why not?
- Why did the candidate leave your organization?

Questions to ask about candidates for supervisory positions might include:

- Did the candidate supervise others? How did he/she handle it?
- Does the candidate have the ability to lead others?
- How much guidance did the candidate require from above regarding supervision?
- Was the candidate responsible for policy formulation, and how much?
- Did the candidate do performance evaluations, and in a timely manner?

Second Interviews

Candidates are usually called in for follow-up interviews for one of two reasons: either the top two or three candidates were rated so closely together that a second interview with more specific questions is required to make a decision; or because the dean or director wants to interview the top candidates personally before a final decision is made.

The questions asked of candidates during second interviews are usually designed to require the candidate to go into greater depth about their experience and training than the questions asked during the first interview. When candidates have been scored evenly during first interviews, the more elaborate answers given at second interviews can make the appointment a much clearer and easier choice to make.

Final Selection Authority

The immediate supervisor of any position being hired for will normally have the final authority for making a decision to hire, rather than a dean, department head, or the Interview Team as a whole. Since the supervisor is ultimately responsible for the employee's performance, training, discipline, work behavior, etc., it is only right that the supervisor be given the authority to make this decision.

This does not mean that a department cannot have a policy that gives the dean or department head the final authority when it comes to hiring decisions, nor does it mean that the supervisor may disregard the input of the Interview Team.

Offering the Job

The best candidate for an opening should be offered the position either in person or over the telephone, rather than in writing. When offering a position, it is a good idea for the supervisor to leave room for the possibility that the candidate will have had second thoughts and will decline the appointment. A statement that would suffice would be along the lines of, “We’ve made our decision on the secretarial opening that you interviewed for last Monday, and if you are still interested we would like to offer the position to you.” Since there will inevitably be occasions when an applicant will have decided to pass on an appointment, a statement such as this can help prevent an awkward and embarrassing situation.

When a candidate does accept an appointment, the supervisor should provide a follow-up letter stating some of the basics of the appointment, such as the new employee’s job classification, starting date, union representation and starting salary (including their salary range and the starting step). For an example of this letter, see the *Sample Letters* section of this handbook.

Contacting the ‘Non-Hires’

Rejected candidates should be notified of your decision in writing as quickly as possible after the interview process has been completed. (It would be appropriate to provide verbal notification as well to on-campus candidates seeking a promotion.) Resist the temptation to give any more information than necessary, keeping in mind that you may have to defend or support any statements that you make about your decision at a later time. The letter should be fairly short and filled with positive wording, thanking the applicant for their interest in employment at Western Oregon University, and wishing them luck in their job search. For an example, see the *Sample Letters* section of this handbook.



Completing the Recruitment

Completing the Employment Authorization

After an appointment has been made, the section of the Employment Authorization titled *Recommended Candidate* should be filled out by the department including the signature of the Provost or Vice President over that department. Human Resources will then obtain the signature for the final Approval to Hire.

Contacting Applicants

All applicants need to be contacted in some way by the time the interview process has been completed. In the *Sample Letters* section of this handbook are letters departments may use to contact applicants in the following situations:

- ***Letter informing applicants they will not be interviewed.*** This is for those applicants who either score low on the Additional Application Questions, don't match the specific skill codes called for in the recruitment, or who do not meet the minimum qualifications for that job class. These letters should be sent out early in the recruitment since there is no reason to wait until the interview process is finished to send them out.
- ***Letter thanking non-appointed applicants for interviewing.*** This is for those applicants who interviewed and were considered for the position, but who will not be appointed to the position.
- ***Letter of appointment.*** This is the letter that is sent to the candidate who has already been contacted and has accepted the appointment. This letter should be sent out immediately after the department has received a verbal acceptance of appointment from the candidate. The letter should include the new employee's starting date, job title, union representation and starting salary (including salary range and pay step).

Submitting Interview Materials to Human Resources

The department must submit the entire hiring packet to Human Resources, complete with all interview materials. If for some reason the department wishes to keep copies of job applications, interview questions, etc., the department may make photocopies, but the originals should be sent to Human Resources for archiving. The materials that should be sent in a packet to Human Resources are:

- ***Interview materials.*** Includes all notes that Interview Team members took during the interviews and all rankings that were put into writing during the process.
- ***Applicant Recruitment Pool Form.*** Needs to be returned with the appropriate boxes checked.
- ***Correspondence.*** Copies of all correspondence that the department had with the applicants.
- ***Job applications, resumes, reference letters, etc.*** The original applications plus any other materials that the applicants provided to the Team at the time of the interviews.

Conditions of Limited Duration Employment

For Limited Duration hires, Human Resources will have the employee sign the *Conditions of Limited Duration Employment*. It is the department's responsibility to secure the signatures of the supervisor and to return the form to Human Resources. See the Forms Section for a sample.



New Employee Orientation

The Orientation

Human Resources presents a monthly New Employee Orientation for all new employees held on the third Wednesday of each month. It may be rescheduled for date, time or location if unusual circumstances occur.

Several offices on campus make presentations of information and material to new employees. Human Resources gives a general overview of both Western Oregon University and the Oregon University System. Besides Human Resources, new employees receive presentations from the Affirmative Action Office, University Public Safety, Telecommunications, University Advancement, the campus Recycle Program and the Oregon Public Employees Union.

Mandatory Part of the Selection Process

The New Employee Orientation is a mandatory part of the selection process, and is an important step for the employee to take in order to pass their Trial Service period. It is vital that supervisors and managers assist Human Resources by ensuring that new employees attend these meetings on the date they are scheduled.

Union Presentation

A representative from the Oregon Public Employees Union attends each New Employee Orientation to speak to all newly hired Classified employees. The Collective Bargaining Agreement states:

“Reasonable time shall be granted for a representative of the Union to make a presentation at the orientation of new employees on behalf of the Union for the purpose of identifying the organization’s representation status, organizational benefits, facilities, related information and distributing and collecting membership applications.” (Article 10, Section 8)



Documentation

Purpose of Documentation

It has been said that the three most important aspects of Human Resource management are documentation, documentation and documentation. Documentation includes all of the materials that are included in the hiring packet that the department sends to Human Resources at the conclusion of the interview and appointment process, plus all of the internal paperwork that Human Resources used during the recruitment. This paperwork all goes into a final recruitment packet that is kept on file in Human Resources for a minimum of five years. In cases of employment complaints or charges of discrimination, this documentation provides the important recruitment history, and helps protect the employer from lawsuits as long as the recruitment process, interview process and appointment process were handled properly.

What Needs to be Documented

All of the paperwork that is used in the recruitment, interview and appointment processes should be saved as documentation. This includes any material received from applicants, such as job applications, resumes, letters of reference, letters declining an interview, etc. It includes any and all notes jotted down during the recruitment, interview or appointment processes relating to the recruitment or to the applicants. It includes applicant lists, interview notes and ratings, and copies of all correspondence between the department and applicants. For Human Resources, it includes internal control documents, paperwork relating to placing classified advertisements, skill code sheets, and working papers that go into developing Additional Application Questions and scoring criteria.

Departments may keep copies of interview materials, including job applications, if they choose, but the originals must be sent to Human Resources for archiving. Departments must keep in mind, however, that this material is highly confidential. Departments would be advised not to keep copies of the materials, as Human Resources will keep all original materials for three years, and this material will be available for departments to see any time during that period.

Campus and OUS Retention Schedules

All the documentation that Human Resources collects for each recruitment will be archived by Human Resources for three years as required by the Oregon University System retention schedules.

SAMPLE LETTERS

SAMPLE LETTER FOR APPOINTING A CANDIDATE TO A POSITION (abbreviated)

DATE

Mary Jones
200 E. Main St.
Dallas, OR 97338

Dear Mary,

I am very pleased that you have accepted our offer of employment as an Office Specialist 2 in the Financial Aid Office at Western Oregon University. We are looking forward to having you join our staff.

Your first day in this position will be April 22, 1999. Your position will be Classified, represented by Oregon Public Employees Union. Office Specialist 2 is a Salary Range 15 position, and you will begin on step 1 of an eight-step salary range. Your starting monthly salary will be \$____.

Congratulations on your new job, and welcome to our staff.

Sincerely,

Supervisor's Name
Title

SAMPLE LETTER FOR APPOINTING A CANDIDATE TO A POSITION (expanded)

DATE

Mary Jones
200 E. Main St.
Dallas, OR 97338

Dear Mary,

I am very pleased that you have accepted our offer of employment as an Office Specialist 2 in the Financial Aid Office at Western Oregon University. You had an excellent interview, and the Interview Team was impressed with your qualifications, enthusiasm for the position, and interest in the university. I am confident that we have begun a long and rewarding association, and am looking forward to having you join our staff.

Your first day in this position will be April 22, 1999. Your position will be Classified, represented by Oregon Public Employees Union. Office Specialist 2 is a Salary Range 15 position, and you will begin on step 1 of an eight-step salary range. Your starting monthly salary will be \$__. You will work a regular 40-hour workweek, from 8 a.m. to 5 p.m. Monday through Friday with a standard unpaid one-hour lunch break and two paid twenty-minute coffee breaks. You will receive a full benefits package that includes medical, vision, dental, life and disability insurance, and you will accumulate 8 hours of sick leave per month. The State of Oregon will pay a monthly payment equal to 6% of your salary into the Public Employees Retirement System (PERS) for you.

After your 6-month performance evaluation has been completed, if you are moved into regular status, you will be credited with 48 hours of vacation time, and will begin to accrue vacation time at an additional eight hours per month.

Once again, we are delighted to welcome you to Western Oregon University and look forward to your arrival. Feel free to call me if you have any questions.

Sincerely,

Name
Title

SAMPLE LETTER FOR AN INTERVIEW CANDIDATE WHO WAS NOT HIRED

DATE

Jane Johnson
300 Monmouth Avenue
Monmouth, OR 97361

Thank you for interviewing for the position of Office Specialist 2 (Billing Assistant) in the Business Affairs Office at Western Oregon University. We were pleased to have had the opportunity to talk with you about this position.

The selection process was very challenging since there were a number of well-qualified candidates. We have selected the person who we believe will best fit our needs.

Although you were not selected for this position, I would like to thank you for taking the time to interview.

Good luck in your job search.

Sincerely,

Supervisor's Name
Title

SAMPLE LETTER INFORMING APPLICANTS THEY WILL NOT BE INTERVIEWED

Date

John Smith
450 8th St.
Independence, OR 97351

Dear Mr. Smith,

Thank you for your interest in the Executive Support Specialist 2 opening in the Vice President for Business and Finance Office at Western Oregon University.

There were many qualified applicants for this position. Due to the number of qualified applicants, not all will be interviewed, and your name was not among those selected for further consideration.

We sincerely appreciate the time and effort you dedicated to applying for this position and wish you success in your job search.

Sincerely,

Supervisor's Name
Title

FORMS

Forms available on the Human Resources Web page

http://www.wou.edu/admin/hr/forms/hr_forms_index.htm

(Be sure to use this version only. This is the most recent update of the form):

Position Description Form

WOU Employment Application Form

Forms available only in the Office of Human Resources (Admin. Bldg., Room 306)

(Be sure to use this version only. This is the most recent update and because color coding is important):

Classified/Limited Duration Employment Authorization

Temporary Employment Authorization