

WEST CHESTER UNIVERSITY STAFF SEARCH & HIRING HANDBOOK

Human Resources and Office of Social Equity

(Last Updated May 2010)



Table of Contents

I. Hiring Guide Objectives & Contact Information	2
Staff Search and Hire Procedures Guide	3
I. Operating Procedures for a Search Committee	3
II. Search Formats	3
III. Emergency Recruitment	4
IV. Recruiting for Diversity	4
V. Screening and Interview Instruments	5
VI. Preparing your Rationale for Non-Selection	6
VII. Interviewing	7
VIII. Making the Final Decision	7
IX. Successful Transitions for New Employees	8
Staff Search and Hiring Checklist	9
 II. Appendices	
Appendix A: Search and Hire Forms	12
1. Advertisement Template	13
2. Staff Job Description and Standards (<i>non-management positions</i>)	14
3. Management Position Questionnaire (<i>job description for managers</i>)	18
4. Request to Hire (<i>non-management positions</i>)	20
5. Recruitment Plan for Diversity & Example	21
6. Application Screening Instrument Example	25
7. Application Qualification Matrix (AQM) Example	26
8. Interview Screening Instrument Example	28
9. Candidate Reference Check Form	29
10. Rationale for Non Selection of Interviewed Candidates	30
11. Social Equity Compliance Report	31
Appendix B: Veteran's Preference Policy	33
Appendix C: Employment of Citizens of Foreign Countries	35
Appendix D: Background Check Policy and Consent Form	38
Appendix E: Other Related Information	42
1. Competency Model: Recruitment, Retention, Transition	43
2. Advertising Tips	44
3. Behavioral Based Interviewing Tips	45
4. Orientation Checklist for Supervisors and New Employees	49

HIRING GUIDE OBJECTIVES

The university's primary mission is assisting students to obtain a quality education and to provide an environment which meets their total needs. Meeting this mission is dependent upon the people who maintain West Chester's physical, educational, and cultural environment. This guide was developed to assist managers and search committee members in the recruitment and selection process at West Chester University. To this end, a set of specific procedures are outlined in this guide to ensure equal employment opportunity for job applicants.

In accordance with these procedures, all recruitment efforts shall require documentation that a "good faith attempt" will be initiated to achieve full utilization of women and minorities at every job classification level. Therefore, it is essential that the recruitment process be understood and executed to effectively increase our work force by utilizing a merit based hiring system. This guide is designed to develop the following competencies:

1. Recruit a well qualified and diverse applicant pool.
2. Screen applicants efficiently and without bias, based on job related criteria.
3. Understand and institute all legal guidelines for interviewing and employment decisions.
4. Develop good interview techniques to acquire the best information from a candidate to help make sound hiring decisions.
5. Conduct a proper and complete reference check.

Important Contact Information:

Barbara Schneller, Assistant Director, Office of Social Equity x2513

Richeleen Dashield, Director, Office of Social Equity x2433

Taz Brown, Office of Social Equity Assistant x2433

Linda Udovich, Employment Specialist, Human Resources x3330

Jane Martorana, HR Employment Assistant x3419

Scott Sherman, Director, HR Office of Organizational Development x3380

Molly Nece, Training & Development Specialist x0476



Staff Search & Hire Procedures Guide

(Non-Instructional)

I. OPERATING PROCEDURES FOR A SEARCH COMMITTEE

Directive to the Search Committee

Members of the search committee should expect to receive a directive (charge to the search committee) setting forth the university's expectation to recruit a well qualified and diverse applicant pool and outline the search committee's role in helping to screen applicants efficiently and without bias, based on job related criteria. The directive given by the Hiring Supervisor should include:

1. Role of the search committee and chairperson,
2. Preferred time line by which the appointment should be completed,
3. Instructions regarding the form in which the committee's final recommendations are brought forward (top one to three candidates),
4. Reference to institutional regulations applicable to this search, including needs for accurate record keeping, and
5. Deliberations of the committee and names of applicants shall be kept confidential.

Responsibilities of the Search Committee Chairperson

The hiring supervisor identifies a chair of the committee. The chairperson is responsible for:

- 1. Facilitating the committee meetings**
- 2. Scheduling a meeting with HR Employment Specialist and Social Equity to review all relevant institutional regulations, including accurate record keeping**
- 3. Scheduling of candidate interviews and completion of all required forms**
- 4. Submitting completed search file to the hiring supervisor and submitting required forms for review and approval to Human Resources and Social Equity.**

II. SEARCH FORMATS

Once a vacancy occurs the hiring supervisor determines which type of search format is appropriate given the level and responsibilities of the vacant position. Whenever possible, the search committee membership should be inclusive of women and minorities in order to promote diverse perspectives.

For managerial and professional (SUA) positions that have a broad impact on the campus community, an inclusive and diverse search committee for an advisory search is required.

1. Supervisor/Departmental

This process is recommended for most bargaining unit staff and entry- to intermediate-level professional and managerial positions. This search may be conducted by the hiring supervisor and may include 1 or 2 other members of the department, division and/or university.

2. Advisory

This process is recommended for professional and managerial positions that have sweeping responsibilities, varied constituencies, and broader impact on the university's goals and objectives. The search committee varies in size and may incorporate representatives from various campus constituency groups.

The hiring supervisor may participate in the interview process or wait until the committee makes its recommendations to schedule separate interviews. The hiring supervisor selects the final candidate to be hired based on the feedback of the committee and, if relevant, the input of open forum participants, references, etc.

III. EMERGENCY RECRUITMENT

Emergency Hire

An emergency hire is appropriate when:

- 1. A position has become open unexpectedly, for example, a sudden vacancy, incumbent's illness, or receipt of a grant;**
- 2. The position is going to be filled on a temporary or interim basis for a limited time as defined by academic or programmatic needs; and**
- 3. The position must be filled immediately. If the position will need to be filled on a permanent basis, a search will be undertaken within six months.**

Once an emergency recruitment is approved by Human Resources, the hiring manager may identify individuals who are qualified and available to perform the responsibilities required by the position. It is understood that the strategies employed to generate an applicant pool for an emergency hire may be restricted by the immediacy of the vacancy. The hiring manager will be responsible to screen applicants, efficiently and without bias, based on job related criteria. At the time that the recommendation is submitted, applicants must meet the minimum requirements for the position. Screening instruments and questions do not need to be submitted to the Office of Social Equity in advance.

Once the selected candidate has accepted the position, the hiring manager will submit the Social Equity Compliance Report (see appendix A, #12) which indicates the mechanisms which were employed to identify the person recommended for hire and identify any other applicants considered for the position.

IV. RECRUITMENT PLAN FOR DIVERSITY

West Chester University of Pennsylvania is an affirmative action, equal opportunity employer "which values the richness of diversity within the student body, faculty, and staff." (University Mission Statement) As a hiring manager or member of a search committee, you have an opportunity to make a contribution to the University community by taking steps to recruit a well qualified and diverse applicant and candidate pool.

There are numerous approaches and resources for recruiting highly qualified women and persons of color, including advertisement and networking contacts. A national search that includes an advertisement in the *Chronicle of Higher Education* should be conducted for all manager positions at level 190 or higher and for SUA positions which have a campus-wide impact. In addition to national advertising, the search committee for these positions will be expected to develop a recruitment plan for diversity.

Networking should be a personal and ongoing effort. For example, professional conferences can be used to develop and maintain contacts with women's and minority caucuses of your professional organizations. Establishing contacts with schools or other organizations that provide training to people in your field are also valuable networking resources.

Developing a recruitment plan that is comprehensive in scope and aggressively implemented will increase the possibility of yielding positive results. Successful search committees use a variety of recruitment efforts, not merely relying on newspaper advertisements, but accompanying advertising with web sites, listserves, mailing position announcements to women's and minority organizations, and personal networking efforts. The Recruitment Resource List (appendix C, #4) will provide you with additional ideas and resources. If you have questions, please contact the Office of Social Equity, ext. 2513.

Diversity recruitment incentive funding may be available from the Office of Social Equity through the Recruitment Incentives Program. For more information please contact the Directory of Social Equity.

The role of a diversity recruitment consultant on the search committee.

As outlined in the Affirmative Action Plan, special monitoring may be employed when it is demonstrated that little or no progress has occurred in the advancement of full utilization of women and minorities in each job category at the university. Recruitment resources, such as use of diversity recruitment plans and a diversity recruitment consultant will be utilized to help achieve full utilization of women and minority employees. A list of diversity recruitment consultants is available and on file with the Office of Social Equity.

The Office of Social Equity will work collaboratively with each department and consultant to ensure that all steps in the search process have been successfully completed. The diversity recruitment consultant will be a member of the campus community and will:

- Have a demonstrated record of advancing The Plan for Excellence: Diversity and Human Capital Transformations.
- Have a demonstrated record for hiring underrepresented groups and/or educated in affirmative action policies and procedures.
- Assist in the development of the Diversity Recruitment Plan.
- Assist in the screening of applicants and interviewing of candidates.
- Ensure that all steps in the search process have been successfully completed.

V. SCREENING AND INTERVIEW INSTRUMENTS

Evaluating an applicant's knowledge, skills, and abilities is a very important part of the hiring process. A screening and interview instrument must be developed and used for all search and hiring processes. Depending upon the size of the applicant pool, screening and elimination of applicants may have to be conducted in stages that require the development of more than two instruments.

The Office of Social Equity will review and approve the application screening instrument (appendix A,#7), interview screening instrument (appendix A,#9) and interview questions. If you have questions or would like assistance in developing the screening instruments, please contact the Office of Social Equity or your HR Employment Consultant.

The application screening instrument will first screen for the minimum education and training requirements for a position. All applicants must be initially reviewed to verify that the applicant possesses the minimum education and training required for the position. The screening instrument should be developed by using the posting or advertisement which outlines the education, training and experience required. Screening for minimum requirements and for preferred criteria may be combined into a two-tiered screening instrument.

Knowledge, skills and abilities are the demonstrable factors that directly relate to the duties and responsibilities of the position. If additional screening is needed a second instrument should be developed to evaluate the applicants resume for knowledge, skills and abilities.

Knowledge - Consists of the learned thinking behaviors needed to perform the work.

Skills - Reflect area of performance which is typically taught through formal educational programs in college, vocational, or technical schools.

Ability - Reflects the overall potential to perform a series of tasks. The final evaluation of the applicant is based on the information gained during the personal interview. The interviewer must be able to ascertain the candidate's ability to perform the job duties required. In order to be effective, the job interview should be structured to obtain key information and be consistently applied to all applicants.

When you are developing and using a screening instrument keep these things in mind.

- Use the position announcement to establish job related skills needed to perform the job;
- Establish and evaluate criteria. Keep them general and related to job qualifications and requirements;
- Avoid bias
- Be consistent in the application of criteria to all applicants

Screening criteria must be reflected on the applicant scoring matrix with numeric grading for each skill per candidate.

VI. PREPARING YOUR RATIONALE FOR NON-SELECTION

Be sure to check with the Human Resources office to be certain you have reviewed all applications/resumes for the position before moving to step VII. This is especially important when a position is posted as "open until filled."

When preparing your rationale for non-selection of applicants, please refer to your screening instrument (also known as the KSA) for the position. Typically applicants are not selected for an interview because they do not meet one or more of the required areas of knowledge, skills or abilities.

Skills in which each candidate is lacking will be evident from the Applicant Qualification Matrix (AQM). Please see Appendix A, #8 The form also provides room for comments regarding each candidate.

The AQM must be submitted to the Office of Social Equity for approval of your interview list prior to scheduling interviews.

VII. INTERVIEWING

Interviewing is the most important part of the hiring process. It is through interviewing that we determine who will be hired for the job. Therefore, it is very important that a broad range of interviewing skills is developed. For more information and tips on preparing for and conducting interviews please see Appendix C,#5.

VIII. MAKING THE FINAL DECISION

Rating the Skills

You are now nearing the end. It is time to make your decision on whom to hire.

After the interview, you rate the candidate's skills by comparing your written notes to the skill criteria on the screening instrument. Read through all the notes and the screening criteria and then give the score that best reflects the candidate's abilities to perform that skill. Continue this process until you have rated all of the skills.

In most cases, you will make a decision by using your own ratings, along with the candidate's prior job experiences, references, and the rating of the other interviewers.

Reference Checking

A *Reference Check* must be done on all candidates prior to hiring. References provide an opportunity to confirm facts such as the candidate's employment dates, their job titles, reason for termination and rehire eligibility. Generally candidates are asked to supply a list of references at the time of application. References should be obtained from their current or last supervisor and in some cases their peers.

Because of litigation fears, many employers limit the amount of information they offer when you call for a reference on a past employee. In this case you may need to get written permission from the candidate to their employer for the release of a reference. In cases where your job candidate has granted oral or written permission for his/her past employer to give a reference, be prepared to ask pertinent questions.

References should be recorded on the Applicant Reference Form and all reference forms for the selected candidate must be turned in to the HR office for inclusion in the employees' personnel file.

Submission of Social Equity Compliance Report and the Rationale for Non-selection after Interviews

After interviews have been conducted, any applicants who have not successfully completed the interview process will be eliminated from further consideration. A Candidate Listing and Non-selection Form must also be submitted to the Office of Social Equity. Because the interview process is more in depth, and there are fewer candidates who are interviewed, the rationales submitted after the interviews should take the form of a sentence or two explaining in what area(s) the non-selected candidate(s) were weak or lacking.

The Social Equity Compliance Report should be completed for the chosen candidate only and submitted along with the Rationale for Non-Selection. All candidates who have successfully completed the interview process and are acceptable for hire should be listed in the Finalist Pool.

Important Note About International Applicants: By law, international applicants who are authorized to work in the United States should be treated in the same manner as all other applicants. The Pennsylvania State System of Higher Education does not fund Visa applications, and as a result, international applicants must either already have authorization to work in the U.S. or be able to obtain authorization prior to commencement of employment. The Human Resources Office will complete any paperwork from the applicant's attorney which requires employer verifications or input to expedite the process. During the interview process the interviewer should ask if the applicant is already authorized, or can obtain authorization, to work. Please refer to Appendix C for more details.

IX. FOUR HELPFUL TIPS TO ENSURE A SUCCESSFUL TRANSITION TO WCU

- 1.)** Have your new staff member attend the **New Employee Welcome** (N.E.W.) tentatively held the first Thursday of every month. An e-mail invitation will be extended to them. Go on-line to register new employees at www.wcupa.edu/hr/training or call x3442. See Appendix C, #7.
- 2.)** Address the items listed on the **Orientation Checklist** with your new staff member. See Appendix C, #6.
- 3.)** Give the new staff member a copy of the **job description & expectations/standards of performance**. This assists supervisors in the probationary period of the performance management process. See Appendix A, #2 or #3.
- 4.)** Contact the HR Office of Organizational Development for more information on how your staff member can be a part of the New Staff Mentoring Program.



Staff Hiring and Search Checklist

STEP 1: GETTING STARTED

ANTICIPATED COMPLETION DATE: _____

_____ Contact HR to receive your “Request to Hire” form and Staff Hiring & Search Manual.

_____ Reviewed the Staff Hiring & Search Manual.

STEP 2: RECRUITMENT

ANTICIPATED COMPLETION DATE: _____

_____ Considered making changes to the job or organization to meet departmental needs.

Completed & submitted the “Management Position Questionnaire” or “Job Description” form (Send to HR) *NOTE: Not Applicable for AFSCME employees*

_____ Completed & submitted the Job Description form and attached the “Request to Hire” form for approval (Send to HR)

_____ If the vacancy is a newly created position or a temporary position, contacted the Budget Office for approval (*must approve the form prior to sending to HR*).

_____ Completed & received approval of the “Request to Hire” form (Send to Budget/HR)

Completed & received approval of the “Recruitment Plan for Diversity” (Send to OSE)
NOTE: Not Applicable for AFSCME employees

Created & received approval of the Position Announcement (Posting)/Advertisement (Send to HR)

_____ Received approval of outside advertisements for position. (Send to HR)

STEP 3: APPLICATION PROCESSING

ANTICIPATED COMPLETION DATE: _____

_____ Created & received approval of the “Application Screening Instrument”. (Send to OSE)

_____ After application deadline date, contacted HR to request access to on-line application system to review application materials.

Educated my search committee (*when applicable*) on how to use the application screening instrument (Search Committee Chair’s Responsibility)

STEP 4: INTERVIEWS

ANTICIPATED COMPLETION DATE: _____

_____ Created & received approval of the “Interview Instrument” & Interview Questions. (Send to OSE)

_____ Educated those involved in the interviewing process on the “Do’s & Don’ts” of interviewing candidates & distributed their applications/resumes.

Submitted & received approval of the “Application Qualification Matrix” & the list of applicants you would like to interview (Send to OSE)

_____ Finalized interview schedule, times, & locations. (Send to HR & Search Committee)

_____ Interviewed all candidates approved by OSE, unless candidate declined the interview.

STEP 5: REFERENCE CHECK

ANTICIPATED COMPLETION DATE: _____

Checked all 3 professional references on finalists using the “Candidate Reference Check” form

_____ Have successful candidate complete the Background Check Release and Authorization Form (found on HR’s web site under “Forms”). Submit form to HR for processing.

_____ After completion of the search, sent the “Candidate Reference Check” form for the recommended candidate to HR.

STEP 6: SOCIAL EQUITY APPROVAL OF RECOMMENDED CANDIDATE

ANTICIPATED COMPLETION DATE: _____

Submitted & received approval of the “Social Equity Compliance Report Form” & a narrative explaining the rationale for non-selection of *interviewed* candidates. (Send to OSE)

Informed HR before making an offer—discussed w/HR appropriate salary & any other misc. items.

STEP 7: JOB OFFER

ANTICIPATED COMPLETION DATE: _____

Made verbal offer. Candidate accepted the offer. If declined, contacted the Office of Social Equity.

_____ Forwarded the name of the new hire, start date & salary information to HR. HR must send a contract-hire letter & information packet to the new hire. A copy of the letter is also sent to the hiring manager. (Send to HR)

_____ After a verbal acceptance of the position, sent regret letters to those interviewed (Hiring Manager’s Responsibility)

Gave HR a list of those candidates interviewed and requested a letter to be sent to ALL applicants you did NOT interview.

STEP 8: ESTABLISH MINIMUM STAFF RECORD

ANTICIPATED COMPLETION DATE: _____

_____ Contacted HR Employment Manager prior to the employee's start date to schedule an appointment for your new hire. Employees receiving benefits must meet with the HR Benefit Manager.

Hiring Manager encouraged the new employee to submit hiring paperwork prior to start date. Employees must complete the hiring paperwork; such as, W-4, I-9, and Social Security Verification prior to being entered into the Payroll PeopleSoft system. Without this completed, new employees cannot gain access to the e-mail system. In most cases, employees will meet with the Benefits Manager on their first day of employment.

Once entered onto the system, the hiring manager should complete and have the new employee sign, the New University Systems Personal Account Application form (found on Information Services web site) for an e-mail account. The form should be returned to Frank Piscitello in Information Services for activation.

To ensure my new hire's smooth transition to WCU, I read and communicated the information found on the "Orientation Checklist". (Go on-line at www.wcupa.edu/hr/training or contact the HR-Office of Organizational Development for more information—x0476)

_____ As the hiring manager, I encouraged my new hire to attend the New Employee Welcome tentatively scheduled the first Thursday of every month. (Contact the HR-Office of Organizational Development to register—x0476 or on-line at www.wcupa.edu/hr/training)

Appendix A: Search and Hire Forms

1. Advertisement Template*/#
2. Staff Job Description and Standards (*non-management positions*)*
3. Management Position Questionnaire (*job description for managers*)*
4. Request to Hire (*non-management positions*)*
5. Recruitment Plan for Diversity, Example, and Resources #
6. Application Screening Instrument Example+
7. Application Qualification Matrix (AQM) Example+
8. Interview Screening Instrument Example+
9. Candidate Reference Check Form*
10. Rationale for Non Selection of Interviewed Candidates+
11. Social Equity Compliance Report#

(*) Forms can be found on the Human Resources Employment Services homepage.

(#) Forms can be found on the Office of Social Equity homepage.

(+) Samples—No official form; Design your own to fit your position.

#1 ADVERTISEMENT - TEMPLATE

Body:

Join a vibrant campus community whose excellence is reflected in its diversity and student success. West Chester University is seeking applicants for the (insert position title).

Responsibilities:**Requirements:**

Finalists must successfully complete interview process and teaching demonstration.
References with contact information will be required prior to interview.

Preferences:**Candidates Should Submit:****Mailing Address:**

Review of applications will begin on _____ and continue until the position has been filled.

Developing and sustaining a diverse faculty and staff advances WCU's educational mission and strategic *Plan for Excellence*. West Chester University is an Affirmative Action – Equal Opportunity Employer. Women and Minorities are encouraged to apply.

#2 STAFF JOB DESCRIPTION

Employee Name (Last Name, First Name, M.I.):								
WCU ID:								
Department:								
Job Classification:								
Hours Worked							Total Hours Worked/Pay:	
M	T	W	Th	F	S	S	Length of Lunch Period:	
0000	0000	0000	0000	0000	0000	0000	Permanent (P) or Temporary (T):	
0000	0000	0000	0000	0000	0000	0000		

Responsibilities:



Describe in detail the essential duties performed, listing the most important duties first. Also list percentage of time spent performing duties.



Describe how work is supervised by indicating how it is assigned and reviewed.

Organizational Chart.

_____ Total number of subordinates reporting to you (if appropriate)

Describe the kind of supervision given to employee(s) on the above chart by explaining the type of work assigned and the type of review process (if a supervisor of other employees).



Signatures

I certify that to the best of my knowledge all statements shown above are correct.

Employee Signature: _____ Date: _____

Supervisor's Signature: _____ Date: _____

Any Additional Employee Comments:

Any Additional Supervisor Comments:

#2 EMPLOYEE STANDARDS

Employee Name (Last Name, First Name, M.I.):								
Employee ID								
Department:								
Job Classification:								
Hours Worked							Total Hours Worked/Pay:	
M	T	W	Th	F	S	S	Length of Lunch Period:	
0800	0800	0800	0800	0800	:	:	Permanent (P) or Temporary (T):	
1630	1630	1630	1630	1630	:	:		

JOB KNOWLEDGE/SKILLS

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

WORK RESULTS

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

9.

10.

COMMUNICATIONS

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

INITIATIVE/PROBLEM SOLVING

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

WORK HABITS

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

SUPERVISION *(if applicable)*

- 1.
- 2.
- 3.
- 4.
- 5.

Signatures

I certify that to the best of my knowledge all statements shown above are correct.

Employee Signature: _____ Date: _____

Supervisor's Signature: _____ Date: _____

Any Additional Employee Comments:

Any Additional Supervisor Comments:

#3 MANAGEMENT POSITION QUESTIONNAIRE

FOR HUMAN RESOURCES USE:

APPROVED POSITION CLASSIFICATION	POSITION NUMBER
FINAL APPROVAL	DATE

To be completed by incumbent or appropriate manager or supervisor(for proposed or vacated positions).

1. EMPLOYEE NAME	OFFICIAL CLASS TITLE
OFFICE PHONE NUMBER	WORKING CLASS TITLE (If Different)
DEPARTMENT	NAME & TITLE OF IMMEDIATE SUPERVISOR

2. GENERAL RESPONSIBILITIES: Summarize the general responsibility and the nature of the work performed by this position and incumbents supervised by this position. (Please note that detailed duties will be requested under Section 3.)

3. DESCRIPTION OF DUTIES: Describe briefly each major duty performed, including facts as to what the duty is, why and how it is performed, and the extent of responsibility. List the duties in order of their importance and indicate the average percent of time applied to each duty over the course of a year; percentages should total 100%.

4. What is the most complicated and difficult part of the work? Please explain.

5. IMPACT: A. Describe how the work helps the University or the organizational unit. In what ways can the work performance improve operations (e.g. increase effectiveness of University services, reduce or control costs, or prevent losses)?

B. What kind of errors or mistakes can occur in this position?

C. What are the probable results of such errors or mistakes?

D. How are such errors or mistakes prevented or corrected (e.g. review by supervisor)? Are there written guidelines or rules that are required to be followed in these areas?

6. RELATIONSHIPS: the working tiles of people or groups (e.g. boards, commissions, committees) inside or outside of the University contacted regularly as part of this job. (Do not include the supervisor and employees reporting to this position.)	Regular Dealings With:	Purpose:	Frequency:

7. SUPERVISORY RESPONSIBILITY: *(If applicable) List class titles of employees this position directly supervises. Distinguish between FT (full-time) and PT (part-time), including trainees, temporary and seasonal employees and volunteers. (Do not include work students/graduate assistants.)*

Official Class Title:	Number:	Official Class Title:	Number:

8. ORGANIZATIONAL STRUCTURE: *Please insert a current copy of an organizational staffing chart for your department.*

9. COMMENTS: *List any additional information that would be helpful in understanding and evaluating this position.*

Do not complete PART II. Please sign this form and forward it to your supervisor for completion.

Incumbent's Signature:

Date:

PART II: To be completed by Supervisor.

QUALIFICATIONS REQUIRED: Comments should be based on the assumption that the position is vacant and it is necessary to select an individual to fill it.

A. MINIMUM GENERAL EDUCATION: *Indicate the level of education that a person would be expected to have in order to qualify for the position. (While this education can be acquired through home study, special courses, or in ways other than the usual academic processes, the level required should be expressed in terms of years of academic study and degree in order to provide a uniform basis for analysis.) If education beyond the minimum required is considered desirable but not essential, enter the additional amount, but indicate that it is not part of the basic requirement.*

B. SPECIALIZED TRAINING, LICENSES, OR CERTIFICATES: *Identify required special courses during formal education as well as through additional specialized training and special licenses or certificates that are considered essential to qualify for the position.*

C. MINIMUM PREVIOUS WORK EXPERIENCE: <i>Identify the occupations or fields of specialization in which experience, if any, is needed in order to qualify an individual for the position along with the minimum desirable amount of such experience expressed in years.</i>	Number of Years
Kind of Experience	

D. TYPICAL LINE OF PROGRESSION: <i>Positions to be held prior to this position.</i>	Number of Years
Prior Positions	

E. SUPERVISOR'S COMMENTS: *Add any additional information considered pertinent (and any exceptions to statements made by the employee with statements by the employee not being altered.)*

Immediate Supervisor's Signature:

Date:

Immediate Supervisor's Title:

Second Level Supervisor's Signature:

Date:

Second Level Supervisor's Title:



Request To Hire Staff Form

This form is the first step in creating a new **non-faculty** position or filling a vacant **non-faculty** position within the University. If this is a temporary position or a new permanent position, please complete the form and forward it to the Budget Office. If this is a request to fill an existing permanent position please complete the form and forward to Human Resources.

SECTION 1: Position Information

☐ New Position

☐ Permanent

☐ Extension

☐ Change FTE to

☐ Existing Position

☐ Temporary

☐ Change TWC to

Previous Incumbent's Name: _____

Separation Date: _____

SAP Fund Center Name: _____

Position Title: _____

Position Classification: _____ ☐ Check Here if Classification Change

of hours per pay period: _____ Work Schedule: _____

For Temporary Positions/Extensions: Start Date: _____ End Date: _____

SAP Fund Center: _____ Permanent Comp #: _____

*Temp Comp #: _____

*For Temporary positions indicate the three-letter fund center prefix (as identified on the WCU HR Sho Dept screen as "Dept Code") plus ".T" for salaried temps or ".W" for hourly (wage) hires.

Note: Please include both the Permanent Comp # and the Temp Comp # when hiring a temp replacement for a permanently budgeted position.

SECTION 2: Recruitment Information

Where would you like to have this ad placed? _____

SAP Fund Center to charge for placement of ad: _____ **(Department is responsible for all costs associated with the ad placement)**

Note: Human Resources will automatically post positions to the University website. All management/professional positions will also be posted to "higherjobs.com" and "insiderhigherjobs.com".

SECTION 3: Funding Information (for new permanent FTE, position upgrades/downgrades or temporary hires)

From: SAP / Comp # _____ / _____ To: SAP / Comp # _____ / _____
Pool/Account

SECTION 4: Requestor / Supervisor Signature

Name: _____ Ext: _____

Signature: _____ Date: _____

SECTION 5: Administrative Review

{Signatures needed are dependent upon the authorized level of decentralization for the division.}

Dean / Director / Associate VP: _____ Date: _____

Vice President: _____ Date: _____

President: _____ Date: _____

SECTION 6: Exception Action (for Budget Office use only)

Check as appropriate: ☐ Overlap Needed ☐ Classification/Salary Review ☐ Earmark
☐ Transfer of Funds Required (Indicate Source) _____

SECTION 7: Budget Office Action (for Budget Office use only)

Reviewed by: _____ ☐ Approved ☐ Disapproved Date: _____

SECTION 8: For Human Resources Use Only

New Hire Name: _____ Hire Date: _____

#5 Recruitment Plan for Diversity

(For Professional, Managerial and Administrative Searches)

Position Title _____

Department _____

Name of Recruitment Coordinator _____

List Placement of Paid Advertisements:

- | | |
|----|-------------------|
| 1. | Date Implemented: |
| 2. | Date Implemented: |
| 3. | Date Implemented: |

List Names of Individual Contacts made by phone or in person:

- | | |
|----|-------------------|
| 1. | Date Implemented: |
| 2. | Date Implemented: |
| 3. | Date Implemented: |
| 4. | Date Implemented: |
| 5. | Date Implemented: |

List Placement of Website and List Serve Announcements:

- | | |
|----|-------------------|
| 1. | Date Implemented: |
| 2. | Date Implemented: |
| 3. | Date Implemented: |
| 4. | Date Implemented: |
| 5. | Date Implemented: |

List any Organization or Individuals to whom Position Announcements were mailed:

- | | |
|----|-------------------|
| 1. | Date Implemented: |
| 2. | Date Implemented: |
| 3. | Date Implemented: |
| 4. | Date Implemented: |
| 5. | Date Implemented: |

List any other efforts made to diversify the applicant pool (e.g., recruiting at conferences):

- 1.
- 2.
- 3.

Director or Vice President _____

Director of Social Equity _____

SAMPLE

Recruitment Plan for Diversity

Position Title: Director

Department: Facilities

Name of Recruitment Coordinator:

Date:

List of Paid Advertisements:

Publication/Journal	Cost	Implemented
APPA Job Express	\$575 for 6 week on-line posting	4/17/02
Monster.com	\$300 for 60 day on-line posting	4/17/02
CHE	\$625 for one issue and includes 30-day web posting	4/17/02
National Society of Black Professional Engineers	\$100 – 1 web post – 30 days	4/17/02

List any organization or individuals to who position announcements were mailed.

1. State System of Higher Education – Council of Fiscal Vice Presidents (4/18/02)
2. Mr. R. Meadows, Associate VP & University Architect, Indiana University, (4/25/02).
3. List of developers who received the RFP for On-Campus Student Housing project. (A separate list is attached)
4. Database of Black Colleges and Universities – database from 1999 AVP for HRS search – 5/16/02

Lists names of individual contacts and specify whether made by phone or in person. (E.g. – personal/professional contacts, previous or current employees, etc.)

1. Phone contact to National Organization of Minority Architects
2. Phone contact to Society of Women Engineers
3. Follow-up phone contact to Student Housing developers – MRA Development, Ramanoh Architects.
Email follow-up with a referral from Staubach Company.

List Placement of website or listserve announcements:

The ad was placed on these websites via the Office of Social Equity:

- Black Conference on Higher Education
- AffirmNet
- Chicano/Latino Bulletin
- Higher Ed Jobs.com

List any other efforts made to diversity the applicant pool (e.g. recruiting at professional conferences, use of a consultant, visits to other institutions.)
Social Equity will distribute the long ad at a Latino Conference held 4/20 & 4/21 at WCU.

RECRUITMENT FOR DIVERSITY RESOURCES

(Contact Office of Social Equity for More Information)

Organizations: **Personal contacts through professional organizations, training facilities, and colleagues at other institutions are usually the most effective networking resources. You are encouraged to personally contact professional organizations in your field to request that the position announcement be shared with members, especially with any women's or minority caucuses. Making personal contacts with the caucuses is most likely to result in applicants for your position. Names of additional professional groups and women's or minority organizations for specific professions are available in the Office of Social Equity. In addition, the organizations listed below have been useful in establishing contacts in other searches:**

Publication or Organization	Contact Information	Web Address
Affirmative Action Register	225 S. Meramec Avenue,, Suite 400 St. Louis, Missouri 63105 Tel: 314.863.2900 Fax: 314.863.2905	http://www.aar-eeo.com/
American Association for Affirmative Action	888 16th Street, NW, Suite 800 Washington, DC 20006 Tel: 202.349.9855, ext. 1857 or 800.252.8952 Fax: 202.355.1399	http://www.affirmativeaction.org
American Association of Hispanics in Higher Education, Inc.	Dr. Ricardo Romo Univ. of Texas, San Antonio 6900 N. Loop 1604W San Antonio, TX 78249-0600	http://aahhe.org
American Association of University Women	1111 16th St. NW Washington DC 20036 info@aauw.org Tel: 800.326.aauw	www.aauw.org
American Council on Education: Center for Advancement of Racial and Ethnic Equity (CAREE), and Office of Women in Higher Education (OWHE)	One Dupont Circle NW Washington, DC 20036-1193 Tel: 202.939.9300 E-mail:	http://www.acenet.edu
Association of American Colleges and Universities	1818 R Street NW, Washington, DC 2009 Tel: 202.387.3760 Fax: 202.265.9532	http://www.aacu.org
Council of Graduate Schools	One Dupont Circle NW, Suite 230 Washington, DC 20036 Tel: 202.223.3791 Fax: 202. 331.7157	http://www.cgsnet.org
Diverse — Issues In Higher Education	10520 Warwick Avenue, Suite B-8 Fairfax, VA 22030-3136 Tel: 800.783.3199 or 703.385.2981 Fax: 703.385.1839	http://www.diverseeducation.com
Higher Ed Jobs (job placement contact HR – WCU)	1010 Lake Street, Suite 611 Oak Park, IL 60301 Tel: 708.848.4351 Fax: 708.848.4361	http://www.higheredjobs.com

Hispanic Association of Colleges & Universities	8415 Datapoint Drive, Suite 400 San Antonio, TX 78229 Tel: 210.692.3805 Fax: 210.692.0823 E-mail: hacu@hacu.net	http://www.hacu.net/
Hispanic Outlook Magazine	80 Route 4 East, Suite 203 Paramus, N.J. 07652 Tel: 201.587.8800 Fax: 201.587.9105	http://www.hispanicoutlook.com
Historically Black Colleges and Universities		http://www.ed.gov/about/inits/list/whhbcu/edlite-list.html
Inside Higher Ed (job placement contact HR – WCU)	1320 18th Street NW Suite 500 Washington, D.C. 20036 Tel: 202-659-9208	http://www.insidehighered.com/
National Education Association	1201 16 th Street, NW Washington, DC 20036-3290 Tel: 202.833.4000 Fax: 202.822.7974	http://www.nea.org/
The Black Collegian Online and the Black Collegian Magazine	140 Carondelet Street New Orleans, LA 70130 Tel: 504.523.0154	http://black-collegian.com
The Chronicle of Higher Education	1255 23rd Street, N.W. 7th Floor, Washington, D.C. 20037 Tel: 202.466.1000 Fax: 202.452.1033	http://chronicle.com
The PA Black Conference on Higher Education	Contact Taz Browne in the Office of Social Equity	
West Chester University of PA (Internal Resources)	1) Alumni Association – Black Caucus (X2813)- Megan Cantalupo 2) Frederick Douglass Society – Angela Clarke (X3136) 3) Frederick Douglass Institute – Katherine Norris (X0456) 4) Multicultural Faculty Commission – LaTonya Thames Taylor (X2970) 5) Undergraduate Studies – Idna Corbett (X3417) 6) Women Studies – Jen Bacon (X2853) 7) LGBT Services – Jacki Hodes (X3147) 8) Sponsored Research – Mike Ayewoh (X3592) 9) ACE Fellow – Gopal Sankaran (X2300)	http://www.wcupa.edu/_admin/social.equity/resources.asp

#6 Application Screening Instrument: *Assistant Director Position*

Candidate: _____ File #: _____ Reviewer: _____

Current Position: _____ Current Institution: _____

Please rate according to the following scale:

4 = Excellent 3 = Good 2 = Average 1 = Below Average 0 = Absent

<u>Evaluation Criteria</u>	<u>Weight</u>	<u>Rating</u>	<u>Total</u>
Degree (Master's minimum) Field _____	3	_____	_____
Years of Experience (minimum 4) _____	3	_____	_____
Experience with Academic Support Services in Higher Education	3	_____	_____
Experience Working with Diverse Populations	3	_____	_____
Tutoring Experience	3	_____	_____
Staff/student Supervisory Experience	3	_____	_____
Communication Skills	3	_____	_____
Familiarity with Use of Technology in Instruction	2	_____	_____
Familiarity with Innovative Instruction Techniques	2	_____	_____
Grant Writing Experience	1	_____	_____
Total		_____	_____

<u>General Comments:</u>

Overall Rating: ____ Interview ____ Possible Interview ____ Not Appropriate

SAMPLE
Application Qualification Matrix (AQM)

Department: _____ **Position:** _____ **Posting:** _____ **Date:** _____
Hiring Manager: _____
Search Chair (if applicable): _____

App#	Applicant	Required Skills w/ Numeric Rating							
	Name	APP. Date	VET ?	App. Qual.	Crim. Conv	Work Hist.	Educ	Total Score	Recommended for Interview / Rationale for Non-Selection
2		7/21/2005	?	10	20	10	12	52	Recommended for Interview
5		9/9/2005	N	12	15	12	10	49	Recommended for Interview
10		7/31/2005	?	15	20	15	10	60	Recommended for Interview
8		7/11/2005	Y	12	20	12	0	44	Did not meet minimums
9		9/2/2005	N	12	10	10	0	32	Did not meet minimums
6		9/6/2005	?	12	0	12	10	34	Did not meet minimums
4		?	N	0	20	8	10	38	Did not meet minimums
3		8/24/2005	?	12	20	0	10	42	Did not meet minimums
1		7/28/2005	?	8	20	0	10	38	Did not meet minimums
5		8/30/2005	?	12	20	10	0	42	Did not meet minimums

SAMPLE
#8 Interview Screening Instrument:
Assistant Director

Candidate: _____ **Interviewer:** _____

Criteria	Rating 1-5	Comments
1. Connection between educational background/experience and position.		
2. Experience with the administration/ coordination of academic support programs. Innovations.		
3. Experience with staff or student supervision. Example given, including description of how it was resolved.		
4. Innovative approaches to staff training. Topics to be included in staff training. Explanation given for choice of approach and topics		
5. Understanding of the role of developmental and support programs on a comprehensive university campus like WCU.		
6. Experience working with developmental students. Understanding of the most pressing challenges that college students face today. Activities implemented to address these challenges.		
7. Tutoring/supplemental instruction experience. Math/science courses? Tutoring/ SI approaches.		
8. Appropriate recommendations for students who are taking the PPST for the third or fourth time. Variety of suggestions for accommodating the large demand for help.		
9. Definition of diversity is compatible with WCU's definition. Appropriateness of example(s) given.		
10. Familiarity with the use of technology for instruction and program administration. Familiarity with software applications such as Excel, Access, and FrontPage.		
11. Variety and relevance of activities during the first three months on campus.		
12. Questions/comments demonstrate understanding of the job and the university.		

Overall comments:

#9 West Chester University Candidate Reference Check Form

Candidate's Name	
Candidate for What Position	
Previous/Current Employer	
Person Supplying Reference	
Relation to Candidate	
Person Conducting Reference Check	
Date Reference was Checked	

Reference Checklist (please initial all 4 steps when completed):

Step 1: Verified...

- Dates of Employment (From/To)
- Position Held
- Responsibilities & duties of the position held or currently holding
- Reason for Leaving (when applicable)

Step 2: Described...

- Responsibilities & duties of the WCU position
- The skills & abilities required to successfully perform the position.

Step 3: Asked...the below questions & added supplemental questions necessary to address the specific position.

1. How would you describe his/her quantity and quality of work?
2. How would you characterize the relationship between the candidate and his/her staff/co-workers?
3. As his/her supervisor, what did you find was the most effective way to motivate the candidate?
4. What were the candidate's strengths on the job?
5. What areas did you think the candidate needed to improve/further develop?
6. Do you have any additional work related comments about this candidate?
7. If you had a position open for which the applicant was qualified, would you rehire him/her? Why or why not?
8. Do you have any additional work related comments about this candidate?

Step 4: Took accurate notes & submitted this form and the answers to the above questions and any supplemental questions to the Office of Human Resources, 201 Carter Drive, Suite 100, Attn: Linda Udovich.

Signed: _____

Date Submitted: _____

SAMPLE
#10 Rationale for Non Selection of Interviewed Candidates

Department: **Position:** **Posting:** **Date:**
Hiring Manager:
Search Chair (if applicable):

Req. Skills w/ Numeric Rating								Recommended for Hire / Rationale for Non- Selection
Name	Application Score	Job Knowle dge	Equip Experience	Experie nce	Inter- personal Skills	Comm. Skills	Total Score	
Applicant 2	52	15	18	18	8	7	66	Recommend Hiring
Applicant 5	49	18	5	18	8	8	57	
Applicant 10	60	15	10	10	9	8	52	

OR

Provide narrative explanation of the knowledge, skills and abilities that each of the non-selected applicants are lacking or are weaker than the selected applicant. EG:

Rationale for Non-Selection

(#) Candidate		
Mary Contrary	51/55	Has insufficient experience in areas of collaboration with schools and accreditation. Also, insufficient experience with database and spreadsheet programs and design for support of programs
Betty Boop	48/55	Less experience in accreditation and collaboration with schools. Less experience with programming.
John John	45/55	No experience with accreditation and collaboration with schools. Little experience creating database systems for program support
George Porgey	32/55	Below average in all areas
Alice Wonderlander	23/55	Below average in all areas

#11 SOCIAL EQUITY COMPLIANCE REPORT

(To be completed for Staff/Non-Instructional Appointments)

Department:	Position Number:
Position Title:	
Name of Recommended Candidate:	
Finalist Pool (All candidates who successfully completed interview process):	

Recommended Candidate Information:

**Racial
Designation**

Sex

**Age
Range**

____ White (Non-Hispanic)

____ Female

____ Under 30

____ Black (Non-Hispanic)

____ Male

____ 30-39

____ Latino

____ 40-49

____ Asian or Pacific

____ 50-59

Islander

____ American Indian or

____ Over 60

Alaskan Native

____ Other

How was the applicant pool generated? (Describe specific recruitment initiatives)

If you are aware of any veterans in the interview pool, please identify the veterans:

____ I know of no veterans in the interview pool.

SOCIAL EQUITY COMPLIANCE REPORT

-Pg 2-

TO BE COMPLETED BY THE HIRING COMMITTEE OR MANAGER:

Total applicant pool _____

IF YOU HAVE NOT ALREADY SUBMITTED YOUR RATIONALE FOR NON-SELECTION FOR ALL APPLICANTS, PLEASE ATTACH ON A SEPARATE SHEET.

Total number interviewed _____

Demographics of Interview Pool Only; to be completed by Hiring Manager

	TOTAL	WHITE (Non-Hispanic)	BLACK (Non-Hispanic)	LATINO/ HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	UNKNOWN
MEN							
WOMEN							
GRAND TOTAL							

Number of Applicants in Each Age Range:

____ Under 30 ____ 30 – 39 ____ 40 – 49 ____ 50 – 59 ____ Over 60

PLEASE ATTACH YOUR RATIONALE FOR NON-SELECTION FOR *INTERVIEWED* APPLICANTS ON A SEPARATE SHEET.

Completed by _____
Hiring Manager

Date _____

Comments:

Approved by: _____
Social Equity Officer

Date

Revised 10/05

Appendix B: VETERAN'S PREFERENCE POLICY

- I. **AUTHORITY:** This policy is promulgated in accordance with The Veteran's Preference Act of 1975, a statute of the Commonwealth of Pennsylvania found at 51 Pa. C.S. 7104(a).
- II. **PURPOSE:** The purpose of this policy is to reaffirm the University's intention to embrace the statutory hiring preference established by law for veterans.
- III. **POLICY:** It is a policy of the University to provide a hiring preference to veterans who possess the requisite qualifications for a vacant position in recruitment and are eligible for appointment. The University shall grant hiring preference at the time when a veteran is in the finalist pool of any search. If more than one veteran is in a finalist pool, the best qualified veteran shall receive the hiring preference. As a general rule, Veteran's Preference is not applied in cases of promotion. University employees may only exercise those rights for a promotion opportunity if the employee is in a less than fulltime regular status, such as temporary, part-time, seasonal or emergency.
- IV. **DEFINITIONS:**
- A. **Soldier (Veteran):** Any person discharged under honorable conditions who have served in the Armed Forces of the United States, or any women's organization connected with those forces, during any war or armed conflict; or any honorably discharged person who has served since July 27, 1953. DD-214 forms are required for verification of honorable discharge status. Honorable, good, satisfactory, indifferent and special discharges are considered under honorable terms by the Pennsylvania Civil Service Commission. Further Commission guidance advises that persons who have not completed their initial military service commitment, including National Guard and Reserve members currently in their first term of service, are not eligible for the preference.
- B. **Finalist Pool:** The group of candidates who have successfully traverse all phases of the search and are determined eligible for employment by the hiring authority utilizing the criteria established and announced prior to the start of the search. These criteria may include successful completion of an interview or series of interviews, satisfactory or exceptional work history and references, satisfactory recommendations from a search committee, as well as other demonstrations from which constituent feedback is solicited and considered.
- V. **PROCEDURE:**
- A. **Job Qualifications:** Qualifications used as the selection criteria must be established prior to the search commencing. Qualifications must be job related and non-discriminatory.
- B. **Notice of Qualifications to Applicants:** These requisite qualifications will be incorporated into public solicitations and the position description for the purpose of making them known to applicants. If an ad is abbreviated due to cost and does not contain the requisite qualifications, the ad must include a website address which can be accessed by applicants to obtain this information.
- C. **Notice of Veteran's Status to University:** Declaration of veteran's status is invited through voluntary protected class self-disclosure forms which are returned by applicants for Social Equity Office use, or during the course of the interview process. Verification is accomplished by presentation of a copy of the veteran's *DD-214 form*.
- D. **Search Finalist Pool:** The finalist pool must be determined by the hiring authority based on the requisite qualifications criteria established prior to the search. Per Section VI.B. of this policy, the criteria may include successful completion of an interview or series of interviews, satisfactory or exceptional work history and references, satisfactory recommendations from a search committee, as well as other demonstrations from which constituent feedback is solicited and considered. The final pool should include at least three candidates if possible, but if a veteran has been interviewed and less than three candidates are contemplated for the Finalist Pool, the Office of Social Equity should consult Legal Counsel and advise the Human Resources Office and the Hiring Authority of such guidance.
1. **No Veteran in Finalist Pool:** If no veteran is in the finalist pool, the hiring authority may select the best qualified candidate.
 2. **Veteran in the Finalist Pool:** If a veteran is in the finalist pool, the veteran must be selected and offered the position.
 3. **Multiple Veteran's in Finalist Pool:** If more than one veteran is in the finalist pool, the best qualified veteran must be selected and offered the position.

VI. INTERPRETATION: This policy shall be interpreted by the Social Equity Office.

Appendix: PA CASE LAW GUIDANCE: While the statute itself gives insufficient guidance toward how the preference should be applied to searches relating to non-civil positions, Pennsylvania case law does provide meaningful direction to public employers. General Legal Opinions issued by the University Legal Office of the State System of Higher Education add to our understanding as well.

- A. Brickhouse v. Spring Ford Area School District, 540 Pa. 176, 656 A.2d 483 (1986): The employer is free to establish requisite qualifications (selection criteria) that are reasonably related to the duties to be performed so long as such requisites are not undertaken in bad faith.
- B. Dickey, Jr. v. Board of Commissioners of the City of Washington, PA and the County of Washington, 658 A.2d 876 (Pa. Cmwlth. 1995): These requisites may include skills, knowledge, abilities and other job-related requirements which go beyond those originally advertised.
- C. Dautremont v. West Chester University, 495 M.D. 1995: Citing Judge Zapalla's concurring opinion in Brickhouse, requisite qualifications under the Veteran's Preference Act, 51 Pa. C.S. 7104(a), to be applied as a meaningful criteria, must be spelled out in advance of the selection process, and not merely be subjective conclusions, formed ad hoc during or after the selection process, based on relative credentials of the actual applicants. The finalist pool consists of all candidates eligible for appointment.
- D. SSHE Legal Opinion #11-96: Veterans are not to be preferred merely because they are veterans. They must meet the requisite qualifications, and must demonstrate the ability to perform. Simply having the licensure or credentials does not serve to qualify an applicant for a job. Unless an applicant successfully reaches the finalist pool of a search process, he has not met the employer's requisite qualifications. To make the finalist pool approach work, more than one name needs to be submitted into the finalist pool. At least 3 are recommended.
- E. SSHE Legal Opinion #1-99: Being a veteran does not in and of itself qualify a veteran applicant for being placed in the finalist pool. If the university has included the requirement of successful performance in an interview or demonstration in the position advertisement (or the job description per #11-96), the finalist pool should consist of only those individuals who have satisfactorily completed those requirements.

Note: The Veteran's Preference Act of 1975 affords similar rights to spouses of disabled or deceased veterans. As a point of clarification, the preference is intended to relate to spouses of veterans with service-connected disabilities. If a disabled veteran wishes to transfer the preference to his or her spouse, the waiver and transfer must be done in writing and signed by the veteran. Spouses of deceased veterans must present the spouse's DD-214, marriage and death certificate to be eligible for the preference. The death need not be service-connected, however. Divorced spouses have no eligibility.

Appendix C: Employment of Citizens of Foreign Countries

EMPLOYMENT OF CITIZENS OF FOREIGN COUNTRIES
West Chester University

I. PURPOSE:

The intent of this policy is to establish consistent, practical guidance for both hiring managers and citizens of foreign countries seeking temporary or permanent instructional and professional employment with West Chester University.

II. DEFINITIONS:

A. H1-B/E-3 Visas: The H1-B visa is a temporary, non-immigrant visa classification assigned to a foreign national which authorizes him or her to work lawfully in the United States for a period of time not to exceed six (6) years. The E-3 is a new temporary, non-immigrant visa classification assigned to Australian citizens, authorizing sponsored, professional employment in the United States for an initial period of two (2) years. Extensions of stay can be granted in increments indefinitely. These types of working visas are typically appropriate for tenure-track and professional non-instructional positions.

B. Permanent Residency: A status granted by application and under specific circumstances to permit certain foreign citizens to live permanently and work indefinitely within the United States without restriction.

C. Green Card: The card is an identity card showing evidence of the card holder's permanent residency status. It has not been a green card since the 1960's but continues to be referred to by this misnomer. The color has changed from green to blue to pink to its present complexion of white back with a green stripe. The card incorporates the latest technology, containing microscopic portraits of all 42 Presidents, an embedded hologram of the Statue of Liberty and a laser-etched digital color photograph of the card holder to allow authorities to quickly establish whether or not it is authentic.



D. USCIS: The Office of United States Citizenship and Immigration Services is the federal office responsible for regulating naturalization and immigration in the United States. It is the former INS Office, which was renamed after it was reassigned to the Department of Homeland Security on March 1, 2003.

E. J-1 Visa: A temporary, non-immigrant visa assigned to a foreign national which authorizes the foreign national to participate in educational and work programs designed to promote the sharing of knowledge and skills in education, and the arts and sciences. The class is typically referred to as an “exchange visitor” visa. Its duration of stay is eighteen months. This visa is appropriate for non-tenure-track, visiting scholar types of programs.

F. TN-1 and TN-2 Visas: A non-immigrant, employer-sponsored worker class visa established under the North American Free Trade Agreement (NAFTA). The visas are typically of one year duration but extensions are pro forma and there is no statutory limit on stay. The visas are available to citizens of Canada (TN-1) and Mexico (TN-2).

III. POLICY:

West Chester University encourages the lawful hiring and retention of highly qualified citizens of foreign countries for both faculty and professional non-instructional positions at the University. Foreign faculty and professional staff play a vital role in supporting the University's mission as well as helping to operationalize a University core value of establishing and maintaining a diverse learning and working environment. In recent years, the employment of citizens of foreign countries has become highly complex in terms of both processing requirements and compliance with various federal immigration and homeland security laws. Guidance is necessary for both managers and employees to facilitate timely and smooth employment processes.

IV. PHILOSOPHY:

The lawful ability to work in the United States is a condition of all employment at the University. Consequently, employment of foreign citizens is considered conditional employment until a valid working visa is obtained. No citizen of a foreign country may present himself or herself for work until verification of eligibility for employment is ascertained through the West Chester University Human Resources Office's I-9 verification process. The University recognizes its obligations as an employer to pay certain petition and advertising fees associated with visa petitions, labor certification processes, and permanent residency applications and will cooperate in providing associated documentation for the same. However, the onus is on the employee to accept primary responsibility for understanding the processes and associated timelines for filing, obtaining, and maintaining eligibility to work lawfully in the United States. Moreover, the decision to live and work in the United States permanently is an individual's free choice, and not an employer's. Associated costs should be borne accordingly. The University is not responsible for guiding, instructing or administering follow-up procedures required for eligible foreign employees to adjust their status to that of permanent resident.

V. PROCEDURES:

- A. Search Committees: A copy of this policy should be provided by the Human Resources Office to each professional or faculty search committee at the beginning of the search. It is imperative that search committees, who are considering the hire of foreign nationals, broach the subject of ability to work lawfully in the United States with them as part of the screening or interview process. Consultation with the Human Resources Office is also advised in terms of understanding the length of processes like the H1-B visa process. No offer of financial support beyond what is outlined in this policy should be made. Offers of employment to foreign nationals should also include the specific understanding that employment is conditional on the ability to work lawfully in the United States beginning the date for which the employment is intended to begin.
- B. Legal Representation: PASSHE's Office of General Counsel is the University's official legal representative for all employee immigration matters. If a foreign national chooses to retain legal counsel to facilitate the filing of a working visa or permanent residency application, it must be made clear that this private legal counsel cannot represent the University to government agencies. Private counsel may be engaged by foreign nationals to obtain legal advice and counsel on their own behalf or to pursue self-sponsored immigration applications, provided that the University is not named as the petitioner. Costs associated with self-sponsored immigration applications or private immigration advice are the responsibility of the individual and not the University. The Human Resources Office will inform the employee and the employee's legal representative of this in writing upon notice that the employee has obtained private legal counsel.
- C. H1-B/E-3 Visas (the University as Petitioner): When an offer of employment is accepted by a foreign national to work for the University, the foreign national will be referred for visa processing to the University's comprehensive immigration processing service (Immigration Support Services, Inc.). Since the foreign national is merely the beneficiary of this visa and the employer is the statutory petitioner, the University will pay all fees associated with the petition. The cost of the process will be borne by the department into which the foreign national has been hired. The foreign national may not elect to retain private counsel for the purpose of filing an H1-B petition on the University's behalf.
- D. Visa Classes and Permanent Residency Applications (the Foreign National as Petitioner/Applicant): In instances where the University is not the petitioner or applicant for the filing, as in the case of some classes of visas and permanent residency applications, the foreign national is free to use the University's comprehensive immigration processing services or private legal counsel, but all costs associated with the processing except employer advertising fees will be required to be paid by the foreign national.
- E. Sponsorship of Permanent Residency Exceptions: In instances where the University views the retention of a foreign national as critical to the success of the University, the University may choose, at its sole discretion to sponsor a foreign national for permanent residency. Such sponsorship requires the approval of the Dean and Provost for faculty and the Division Vice President for professional staff sponsorship. A sponsorship exception must be processed through the University's comprehensive immigration processing service and the University will bear all associated fees.
- F. Role of the Human Resources Office: The Human Resources Office will coordinate all referrals by departments/department heads for immigration work processed through the University's comprehensive immigration processing service. The Human

Resources Office will also manage all communications between PASSHE's Office of General Counsel and the University on employee immigration matters.

- G. Termination of Employment Prior to Expiration of H1-B Visa: By virtue of an employer representative signing an H1-B visa petition to sponsor employment for a foreign national, the petition is creating a contingent legal obligation to pay for the foreign national's transportation to their last foreign residence if employment is terminated for any reason prior to the visa expiration date. This cost will be borne by the department from which the individual's employment status is being terminated.
- H. No-Shows: In instances when the University has sponsored a foreign national for professional or faculty employment and that individual does not report for work or expresses the intention not to accept employment, the USCIS must be notified immediately and a request to revoke the working visa must also be made. The Human Resources Office handles these communications with USCIS. Chairs or department heads who become aware of these kinds of circumstances must give immediate notice to the Human Resources Office.
- I. Disclaimers: The University disclaims any warranty of success in terms of approval of working visa petitions and permanent residency applications.

**BACKGROUND CHECK
AND OTHER CONSUMER REPORTS POLICY
West Chester University**

I. PURPOSE:

The University recognizes a duty to take due diligence steps to avoid hiring applicants for employment who could predictably pose unreasonable risks of harm to the campus community. The establishment of a process for initiating criminal background investigations and other consumer reporting checks, evaluating those results, and doing it in a lawful and responsible way are the goals of the policy.

II. APPLICABILITY:

All University employee recruitments after April 15, 2009 are subject to the requirements of this policy, except employment of work study students. Non-work-study student employment remains subject to the policy. The policy will not be applied retrospectively to present employees hired prior to April 15, 2009, as a general rule.

- A. Promotions and Reassignments: The policy may be applied, at hiring authority discretion, to present non-instructional employees seeking promotion or reassignment to positions requiring further due diligence.
- B. Breaks in Service: Temporary faculty rehires or other employees who are employed cyclically and have been employed by the University within the 12 months preceding April 15, 2009 will not require new criminal background or consumer reporting checks, so long as their break in service has been less than 12 months.

III. DEFINITIONS:

- A. Criminal Conviction: An adjudicated wrong which violates a state, federal or military statute.
- B. Felony: A crime of a more serious nature, usually punishable by a period of imprisonment exceeding one (1) year.
- C. Misdemeanor: A crime of a less serious nature and considered a petty offense, usually punishable by fine.
- D. Driving Record: State history of driving offenses, including reckless driving, driving under the influence and associated driving privilege revocations.
- E. Sex Offender Registries: Various states have established public access registries designed to create a means of notifying the public of the presence of persons in that jurisdiction with felony sex offender convictions.
- F. Fair and Accurate Credit Transactions Act of 2003 (FACTA): An amendment to the FCRA. The Act, among other things, contains provisions to help reduce identity theft and requires secure disposal of consumer information.
- G. Fair Credit Reporting Act (FCRA): A federal law which regulates the collection, dissemination, and use of consumer reports, including criminal background checks.

IV. POLICY:

It is a policy of West Chester University to conduct pre-employment background checks in the form of specific criminal and consumer reporting verifications for all employee recruitments except for work-study students.

- A. Basic Criminal Background Check: For most positions at the University, the basic background check will be required. The basic check will include a multi-state and county criminal background investigation, a sex offender database check, as well as a Social Security Number verification and Address Report.
- B. Criminal Records: Felony convictions will be considered and misdemeanor convictions may be considered. Mere arrest records will not be used as a basis to disqualify applicants from employment at the University
- C. Standards for Evaluating Convictions:
 - 1. **Relevancy**: A conviction must be relevant to the nature of potential risks posed by the position. For example, a fraud conviction would be relevant to an accounting position. Crimes against property, such as theft or receiving stolen property would be relevant for a custodian's position.

2. **Severity:** Generally, misdemeanor convictions do not rise to a level of seriousness to be considered potential bars from employment, but under certain circumstances or frequency, may be a bar. All felony convictions and certain higher grade misdemeanors should be closely scrutinized in accordance with the guidance set forth in this policy. Generally, minor traffic violations would not be considered grounds for disqualification from employment.

3. **Recency:** Due consideration should be given to how old the conviction is, as well. For example, a conviction for flag burning in 1968 should not be a bar to employment in 2003.

D. Criteria for Determining Positions Which May Require Pre-Employment Consumer Reporting Checks Beyond the Basic Criminal Background Check:

1. **Positions Which Have Substantial Access to Cash, negotiable securities; or which carry authority for executing or approving substantial expenditures or contracts; or have responsibility for creating, collecting, or accounting for substantial levels of accounts receivable.**
2. **Inventory Control Positions having the character of responsibility for receipt and release of substantial volumes of University property inventory.**
3. **Sensitive Information Technology Positions which have the access to corrupt or destroy important University data or data critical systems.**
4. **Public Safety Officer or Building Security Positions.**
5. **Transportation Positions with responsibility for operating vehicles requiring Commercial licensure, involve frequent business travel by vehicle, or require the operation of heavy equipment.**
6. **Persons Living Outside the United States Prior to Employment with WCU who would not be part of any U.S. jurisdictional criminal or consumer reporting databases.**

E. Job Descriptions: Positions determined to require additional pre-employment consumer reporting checks will have such requirements updated on the position description, for future reference.

F. Job Announcements: Job announcements will contain notice to all applicants of specific pre-employment criminal background and consumer reporting requirements for final candidates for employment.

G. Offers of Employment: All offers of employment are subject to and contingent upon satisfactory completion of all pre-employment criminal background and consumer reporting checks.

H. Falsifications: False application or resume information submitted for University consideration or false statements made as part of the screening and interview process may lead to immediate termination of employment, regardless of when the discrepancy is discovered.

I. Timing of Criminal and Consumer Reporting Background Checks: Understanding that different jurisdictions require different amounts of lead time, and some also have periodic backlogs of requests from time to time, it is likely that in some cases, offers of employment must be extended prior to criminal background or consumer reporting check results being available to the University. While employment may begin prior to receiving these results if necessitated by operational circumstances, employment will remain contingent until all background checks having been successfully completed. Conditional employees must be advised of this contingency.

J. Senior Administrative Officers: Subject to approval of the President, search committees for senior administrative officers of the University such as Vice Presidents and Deans, will establish specific pre-employment criminal background and/or consumer reporting requirements prior to undertaking a search for a vacant senior administrative position. University searches deploying executive search services from a vendor remain subject to PASSHE Board of Governors Policy 2009-01: ***Criminal Background Investigations***.

K. Act 33 and 34: This policy does not replace or amend any specific obligations required by Acts 33 or Act 34 relating to Public Safety Officer, Elementary and Secondary Teaching or Child Care positions.

V. **PROCEDURES:**

- A. Responsibilities: Determinations as to the level of consumer or criminal background checks beyond the basic package must be made by the respective Department, Dean or division head and the HR Recruitment Manager at the beginning of a search using the criteria established in Section IV.C. of this policy.
- B. Costs: Costs associated with pre-employment criminal background and consumer reporting checks will be funded centrally with the exception of self-support and auxiliary positions. Costs associated with self-support and auxiliary position background checks will be assigned to the cost center funding that particular self-support program.
- C. Vendor Support: A contracted service is in place for the purpose of having a timely, professional, effective means of providing these services. The service is coordinated by the Human Resources Office. The University's Public Safety Department is without authority to provide these types of recruitment support services for University searches.
- D. Final Candidate Only: Criminal background and consumer reporting checks will be obtained for the final candidate for employment only. If the initial final candidate is not selected and the search moves to the next candidate in the finalist pool, that candidate will also be required to submit to the checks.
- E. Notice of Rights and Authorization (Release) Requirements: Services of this nature are subject to the Fair Credit Reporting Act, and all its procedures must be followed. The Office of Human Resources has responsibility for providing all related notices and obtaining completed authorization forms before a request is made to the vendor for reports. When the Office of Human Resources receives notice from a consumer reporting vendor of a substantial address discrepancy falling under FACTA's *address discrepancy rule*, the Office of Human Resources will compare the vendor-supplied address information with information provided to the University by the applicant for employment. If the discrepancy cannot be resolved by that means the Office of Human Resources will request a copy of the applicant's current state driver's license or other proof of residency from the applicant to verify the address in order for the Office of Human Resources to form a reasonable belief that the consumer report relates to the applicant.
- F. Suitability for Employment: The President has delegated authority to the Provost and the Chief Human Resources Officer for faculty searches, and the Chief Human Resources Officer for all non-instructional searches, to determine if a criminal conviction or other adverse consumer report renders a candidate unsuitable for employment. The Chief Human Resources Officer will review all preliminary determinations of unsuitability with University Legal Counsel prior to implementing such decisions. The Chief Human Resources officer will inform the Division Vice President in the area where the vacancy exists, when a candidate's criminal conviction has resulted in a determination of suitability or non-suitability for employment in the position. Applicants seeking information regarding criminal or other consumer reports forming the basis for employment disqualification may receive a copy of the third party consultant's report from the source and have a statutory period to contest information contained on the report. But a search need not be suspended while such an appeal is in progress.
- G. Pre-Employment Criminal Background and Consumer Reporting Document Disposition: Files relating to pre-employment criminal background or other consumer reporting checks will be maintained in a secure location by the Office of Human Resources. They will be maintained separate from employees' Official Personnel Files. These reports will not be accessible to supervisors and others who might otherwise have "need to know" access to that employee's Official Personnel File. Court-ordered access to these files requires the approval of the Chief Human Resources Officer and University Legal Counsel. Disposal of all criminal background and other consumer reports will comport with the Federal Trade Commission's final regulations relating to FACTA's *disposal rule*, requiring secure shredding of paper documents, and erasing of electronic files at the same time paper documents are shredded, in a way that the electronic files cannot be reconstructed.
- H. Internet Services such as Google, Facebook, MySpace: Search committees and hiring managers should avoid using these types of informal background sources to obtain information on prospective employees. Doing so is dangerous and can lead to liability exposures. Similarly, other employees not directly participating in search committee activities should also refrain from these types of undertakings during a search.
- I. University-Sponsored Camps and Other Summer Programs Involving Minors as Participants: Camps and other casual recruitment processes are also subject to basic criminal background and sex offender database requirements.



Background Check Release & Authorization Form

The nature of the position for which you have made application is a position determined to require the following investigative consumer report(s) as a due diligence consideration associated with West Chester University's employment process. (Examples of these reports are criminal background checks, DMV reports, credit reports, education and professional licensure verifications.) Procurement, use, disclosure, authorization and disposition of these reports is covered by the federal Fair Credit Reporting Act (FCRA).

Position:

Vacancy Notice #:

Investigative Consumer Report(s) Required:

☐ COUNTY SEARCH

☐ SOCIAL SEARCH

☐ MULTI-STATE

☐ DEGREE

☐ OTHER _____

EMPLOYMENT CANDIDATE CONSENT FORM

Should information provided by a consumer reporting agency be utilized to deny employment to you, before making that decision, West Chester University will provide you with a copy of the investigative consumer report(s), the contact information for the consumer reporting agency which furnished it to the University's vendor VerifyProtect.com, as well as a summary of your rights to contest the report(s). Searches will not be suspended while such an appeal is in progress.

A PDF file or faxed copy of this consent form is considered an original by the University and its vendor, and will be valid for the purpose of authorizing and processing the request for a investigative consumer report(s) in connection with the University's recruitment and selection process for the above position.

Legal Name of Candidate for Employment:

Maiden or Prior Names of Candidate (if applicable):

University Attended (highest degree):

Graduation Year:

Present Address:

STREET

CITY

STATE

ZIP

Prior Address:

if candidate has resided at present address for less than five years.

STREET

CITY

STATE

ZIP

Social Security Number:

Date of Birth:

MONTH

DAY

YEAR

Valid Driver's License Number:

State of Issuance:

By my signature below, I give my consent and authorization for West Chester University and its

Appendix D: Other Related Information

1. Competency Model: Recruitment; Retention; Transition
2. How to Write a WCU Staff Advertisement
3. Behavioral Based Interviewing Tips
4. Orientation Checklist for Supervisors and New Employees

In support of *The Plan for Excellence*, West Chester University Human Resources' Office of Training and Organizational Development and Training Advisory Committee (TAC) have identified important competencies that new and existing employees should have or be able to acquire. Mastery learning of these competencies increases the probability of employee contribution to the departmental, divisional, University and personal success. They are intended to be the foundation to Talent Management at WCU. Please review the next page to gain a clearer picture of its application and benefits.

 <h2>Knowledge & Service</h2>	
Core Competencies	
Client/Customer Service (Responsiveness, Student Success)	Efficiency (Responsiveness, Resourcefulness)
Develop Self (Human Capital, Responsiveness)	Technology Use (Role Related) (Human Capital)
Develop Others (Role Related) (Human Capital, Responsiveness, Student Success)	
 <h2>Interpersonal Skills</h2>	
Core Competencies	
Clear Communication (Responsiveness, Student Success)	Teamwork & Collaboration (Responsiveness, Diversity)
Self Management (Responsiveness)	
 <h2>Social, Ethical, Legal & Human Issues</h2>	
Core Competencies	
Ethics (Diversity, Responsiveness)	Respect (Diversity, Responsiveness)
Promotes Learning From Others (Diversity, Responsiveness)	
 <h2>Change Management & Innovation</h2>	
Core Competencies	
Accountability (Responsiveness, Resourcefulness)	Initiative (Responsiveness, Resourcefulness)
Change Leadership (Role Related) (Responsiveness, Resourcefulness)	Flexibility (Responsiveness, Resourcefulness)
Creativity & Innovation (Role Related) (Responsiveness, Resourcefulness)	Problem Solving/Decision Making (Role Related) (Responsiveness, Resourcefulness)
 <h2>Resource Management</h2>	
Core Competencies	
Dependability (Responsiveness, Resourcefulness)	Quality Assurance/Attention to Detail (Responsiveness, Resourcefulness)
Leadership (Role Related) (Responsiveness, Resourcefulness)	Resource & Project Management (Role Related) (Responsiveness)
Organization/Planning (Role Related) (Responsiveness)	Supervision (Role Related) (Human Capital, Student Success, Diversity, Responsiveness, Resourcefulness)

ADVERTISING TIPS

Apply: Make sure applicants will know *how* to apply. Why does this matter?

Describe the position. To help you write it, complete the Statement of Expectations form.
Your hard work won't go to waste...share with your interview candidates so they know whether the job is a good fit.

Very concise. No one wants to read a thesis in an advertisement. Every word costs money.

Expect excellence. Sell the University. Why would someone want to work for WCU?

Required qualifications and preferred qualifications. What is the difference? Why does it matter?

Timing. How long does it take for an advertisement to be approved by Social Equity?

Is the job title clear? Will the applicant know the specific job by its title?

Structure of the advertisement. Does it include all of the essential information?

Exact cost of the advertisement. How much it is going to cost your department?

Mail to whom? Who should the resume/application be sent to? ...why them?

Evaluate & proof the advertisement. Did you ask a colleague to review the advertisement?

Never exclude the timeline of when the application review process will start. Why include this?

Think whether or not you would want to apply for the job. Why would you *not* apply?"

#3 Behavioral Based Interviewing Tips

Importance of the Interview:

- Provide information about the candidate
- Determine not only if candidate can do the job, but whether he/she wants the job
- Give information so the applicant can make a decision

Parts of the Behavior-Based Interview:

1. Warm-up (5 minutes) – Make the person feel at ease
2. Ground rules – set the agenda
3. Ask questions of the applicant
4. Describe job – provide information on the position and the department
 - Sell the position
 - Talk about opportunities **AND** challenges
5. Applicant questions
 - If the applicant does not have any questions don't jump to conclusions
6. Close – let the applicant know what comes next
 - Keep in touch with good applicants
 - Don't be afraid to ask if they are actively interviewing with other companies/organizations

Interviewers' Responsibilities:

- Maintain the applicant's self-esteem by:
 - Keeping the climate of the interview friendly
 - Using positive non-verbals
 - Showing empathy and understanding
 - Provide redirection if and when necessary

Develop Good Questions Using Behavior-Based Interviewing Techniques:

Behavior-Based interviewing is a philosophy that believes the best indicator of a person's success in a job is his/her past performance.

Using Behavior-Based interviewing techniques encourages applicants to answer questions by telling you what they did in a job instead of what they can, will, would, should or might do. Interview questions are based on job-related duties and skills. Questions should also be tied to the screening form (KSA) that list what skills your are evaluating.

Behavior-Based questions begin with words or phrases like:

- Describe
- Tell me about
- Give me an example
- What did you do

The Do's & Don'ts of Preparing Questions:

Do's

1. Ask straightforward questions
2. Ask open-ended questions
3. Emphasize recent past
4. Ask for examples and specifics
5. Dig for stories and lessons learned
6. Follow up prepared questions with probing questions

Don'ts

1. Ask leading questions Ex: "You don't have any trouble handling stress do you?"
2. Ask theoretical questions Ex: "How would you handle..."
3. Ask only technical questions
4. Make a decision based solely on first impressions

How to Ask Open-ended Questions:

An open-ended question is structured to encourage the candidate to respond with lengthy, as opposed to brief, answers. In contrast, a closed-ended question allows the candidate to give a simple yes/no answer.

Examples of open-ended questions:

Interviewer: "Tell me about a time when..."
"Give me an example of..."
"How did you go about..."

How to Tolerate Interview Silence:

After asking a question, remain silent to give the candidate a chance to think. It takes time for the candidate to recall examples from the past. While the candidate searches through memory for a suitable situation, an awkward silence may occur. Acknowledge the silence and tell the candidate to take their time. If you jump in to fill the silence you may disrupt the candidate's memory search and the behavioral example may be lost. This time could be used by you to add to your notes or create new questions.

To Take Notes or Not Take Notes, That is the Question:

Some interviewers don't like note-taking. They fear the candidate will think them rude, or that the candidate will feel threatened. The reason that you are taking notes is to be sure that you're accurate.

Effective note-taking requires that you develop some sort of shorthand. Listen selectively for answers that are directly related to the skills you are looking for.

Try to use direct quotes as much as possible. Put the exact words of the candidate in direct quotes, using (...) to indicate any omitted words. Use parentheses when you paraphrase.

Be sure that you have enough in your notes to rate each skill. Never rely on your memory. As soon as possible rate the candidate's skills by comparing your notes.

How to Best Navigate the Interview:

The interviewer's task is to gain as much job-related information as possible in a short period of time to make a decision. Thus, it is in everyone's best interest to have a tightly controlled interview to gain the maximum, usable information. You must cue the candidate as to when to keep talking, when to stop, when to change topic, etc. It may be necessary to interrupt a candidate if they are rambling on. If you feel uncomfortable doing this, remind yourself that it is your job to learn as much as possible about the candidate. If you allow the candidate to talk about non-essential things, then you will be less able to rate the candidate's skills.

How to Probe for Information:

Even though you ask open-ended questions, candidates often give answers that are off target or incomplete. It is essential that you are able to probe to help the candidate give the information you need in order to rate skills. To probe you may have to restate the question to the candidate to make what your asking more clear or ask for examples of the skill that you are questioning .

Simple 1, 2, 3's of Conducting an Interview:

<u>PREPARATION</u> Review applications/resumes Write out questions and have them ready Avoid interruptions Don't be late Plan for enough time	<u>STARTING THE INTERVIEW</u> Introduce candidate/committee Be friendly, open, NATURAL Provide for candidate's physical comfort Set stage with small talk Take notes - explain why Ask open-ended questions Allow for silence Use probing questions Focus talkative applicants
<u>CLOSING THE INTERVIEW</u> Ask candidates if they have any questions Ask yourself if you have enough information	<u>THINGS TO AVOID</u> Talking too much Telegraphing Jumping to conclusions Run-on questions

Sample Behavioral Interviewing Questions:

- Tell me about the most challenging project you've ever worked on.
- Can you give me an example of one of your process improvement ideas?
- What computer software did you use?
- What was your biggest disappointment on that assignment?
- Tell me about a time when you were too flexible.
- Give me an example of when you had to work closely with a client.
- Have you taken any management courses?

Illegal Questions:

Questions seeking the following information are ILLEGAL and CANNOT be asked of an applicant during the interview process or before he or she is hired:

- Date of birth
- Maiden name
- Previous married name
- Marital status
- Name of spouse
- Spouse's occupation and length of time on the job
- Spouse's place of employment
- Number of children and their ages
- Arrest record: Convictions may be asked about, but you cannot refuse employment because they were convicted, unless it is a bonafide job qualification)

- If they have children (*or intend to have children*), or if child care has been arranged
- Reasons that would prevent an applicant from maintaining employment
- Ancestry
- National origin (*color*)
- Age
- Sex or sexual orientation
- Religion
- Affiliations with Communist party, or a union
- Credit history or garnishment of wages
- Disabilities

#4 ORIENTATION CHECKLIST FOR NEW EMPLOYEES AND SUPERVISORS

New Employee Name: _____

Title: _____

Department: _____

Start Date: _____

This checklist is not meant to limit the supervisor in the orientation of the new employee, but rather to act as an outline of the minimum information that should be discussed with the employee within the first days following the date of appointment.

Completed checklists are to be returned to the HR Office of Organizational Development, 201 Carter Drive for placement in the employee's personnel file. All items on the checklist are to be discussed with the new employee by the employee's supervisor or designee. The boxes beside each item should be checked after each item is discussed. Once the applicable boxes are checked, the checklist should be signed by both parties and returned. For further information contact the Office of Organizational Development at (610)478-0476.

NEW EMPLOYEE TO-DO LIST

- ☐ Complete and physically submit your hiring paperwork; I-9, W-4 and supporting documents to Human Resources
- ☐ After the paperwork is processed, request your SAP identification number from the Payroll Office and complete the Telecommunications application for your E-mail and/or your mainframe/M204 account access.
- ☐ Get a picture taken for your Identification Card (Ram E-card) in the Lower Level of Sykes Student Union
- ☐ Bring necessary documentation to obtain a Parking Permit from the Office of Public Safety
- ☐ Review "Topics to be Covered by Department/Supervisor" with your supervisor (*see below*)
- ☐ Complete the Benefits Orientation on: _____ and enroll in benefits within 30 days of start date
- ☐ Call (610)738-0476 to register for the New Employee Welcome (*offered the first Thursday of each month*) and/or sign up to be paired with a WCU Leader Mentor

INFORMATION COVERED IN THE BENEFITS ORIENTATION

REQUIRED FOR THOSE ELIGIBLE

- | | | |
|--|---|---|
| <input type="checkbox"/> Health Benefit Coverage | <input type="checkbox"/> Retirement Election | <input type="checkbox"/> Flexible Spending Accounts |
| <input type="checkbox"/> Tuition Waiver | <input type="checkbox"/> State Employee Assistance Program | <input type="checkbox"/> Life Insurance Coverage |
| <input type="checkbox"/> Long Term Disability | <input type="checkbox"/> Supplemental Benefits: Dental, Vision, Hearing | |
| <input type="checkbox"/> Workers Compensation | <input type="checkbox"/> Leave Accrual | <input type="checkbox"/> Other: _____ |

INFORMATION COVERED IN THE NEW EMPLOYEE WELCOME

RECOMMENDED

- ☐ President Adler's Welcome Address
- ☐ Campus Van Tour
- ☐ Interactive Presentation on WCU's History & Accomplishments
- ☐ The University's Plan for Excellence
- ☐ WCU's Commitment to Distributed Leadership
- ☐ Service Provider Presentations: Public Safety, Recreation and Leisure Programs, Social Equity, Fiscal Affairs, Information Services, Human Resources, Cultural Affairs, and Library Resources.
- ☐ Bargaining Unit Breakout Groups

TOPICS TO BE COVERED BY DEPARTMENT/SUPERVISOR

PLEASE CHECK OFF ITEMS AS YOU ADDRESS THEM

Work Responsibilities and Assignments

- ☐ **Orientation Programs**—Inform employee that attendance at the Human Resources benefits orientation is required and the New Employee Welcome is highly recommended.

- ☐ **Position Description**—Review the employee’s position description and job specific standards document. Give the employee a copy of both forms. Explain how they are related to the Performance Evaluation Process. Discuss salary structures and potentially scheduled increases.
- ☐ **Work Assignments**—Arrange for specific work assignments and assist in initial performance.
- ☐ **Job Assistance**—Designate a person who the employee may call on for questions, clarification and future assistance.
- ☐ **Probationary Period Process**—Explain the process and how it is linked to the performance management process. (Probationary Periods: SUA—12 months; Mgt—sets objectives and reviewed at 6 months; All other bargaining units are reviewed based on the job description and standards at 6 months)
- ☐ **Quality**—Discuss the departmental quality standards and link to the University’s Plan for Excellence
- ☐ **Records**—Locate any records or files necessary for the job. Explain which records may be confidential and how confidential information is managed.
- ☐ **Standards of Conduct**—Review acceptable and unacceptable performance and how such are handled (Misconduct Policy). For more information, attend the New Employee Welcome.
- ☐ **Labor Relations/Employee Relations**—Discuss whom to talk with regarding labor relation issues.
- ☐ **Accident and Injuries**—Discuss accident reporting procedures and reporting on-the-job accidents to workers’ compensation. Instruct whom to notify if medical attention is necessary.

Work Environment

- ☐ **Co-workers and Supervisors**—Introduce and explain their work relationships.
- ☐ **Department Organizational Chart**—Explain department organization stating names, titles and responsibilities. University Org Chart is available upon request to the Human Resources Office.
- ☐ **Students**—Introduce student employees and discuss the importance of keeping relationships with students on a professional level.
- ☐ **Sexual Harassment**—Discuss policy and give the employee the Social Equity Policies and Procedures Guide discussing all forms of harassment and discrimination. Attend the New Employee Welcome for more information.
- ☐ **Campus**—Using a map (visitor’s guide or on-line), show and describe the location of the department and building in relation to other buildings on campus. Inform employee of any buildings that may need to be located.
- ☐ **Fire Extinguisher and Fire Exit**—Locate these in relation to employee’s work area. Explain emergency evacuation procedures.
- ☐ **Equipment**—Explain use of equipment, location and how to obtain supplies. Use of equipment for personal reasons is prohibited.
- ☐ **Security and Personal Safety**—Explain where to put coat and personal belongings; who to contact if safety is threatened
- ☐ **Non-work Related Departmental Activities**—Include office functions; i.e. birthday celebrations, coffee club
- ☐ **Key Locations**—Explain where the bathroom, office lounge, and kitchen is located, where to eat on/off campus, and nearest ATM.

Work Procedures

- ☐ **Personal Emergency Situations**—Review when and whom to call when absence is necessary because of personal emergencies.
- ☐ **Emergency Contact**—Determine how and where supervisor can contact the employee during non-working hours.
- ☐ **Pay Checks**—Explain when and where checks/statements are delivered.
- ☐ **Safety Procedures and Equipment**—Instruct employee on department safety regulations and safety equipment.
- ☐ **Emergency Procedures and Equipment and First Aid Supplies**—Explain whom to notify and what to do in case of emergencies. Locate first aid supplies and emergency equipment. Demonstrate is appropriate.
- ☐ **Managing Conflicts**—Share guidelines and expectations for solving conflicts with internal and external customers via telephone, e-mail, or face-to-face.
- ☐ **Employee Identification Cards (Ram E-Card)**—Discuss importance of identification cards, where to obtain them, and how they may be used; i.e. building access, on and off campus dining, vending, or bookstore.
- ☐ **Computer Access**—Request an e-mail account and any other database usernames/passwords needed. Explain personal and professional usages.
- ☐ **Parking**—Discuss procedure for obtaining parking pass and where permissible to park.

- ☐ **Dress**—Explain any dress requirements, i.e. specific apparel, acceptable casual Friday dress.
- ☐ **Food and Beverages**—Explain any restrictions in the work area.
- ☐ **Clean Air**—Explain no-smoking policy.
- ☐ **Telephone**—Explain how the telephone should be answered and departmental practices for telephone usage and personal calls. Contact the Telecommunications Office for any specific instructions or training.
- ☐ **Talking and Noise Level**—Explain any restrictions on talking with co-workers, playing radios, etc.
- ☐ **Training Opportunities**—Explain that there are over 100 personal and professional training opportunities available annually to the employees through the “Investing in Employee Excellence” programming and over 60 on-line courses available 24/7 through “The Learning Connection”. www.wcupa.edu/hr/training

Work Schedule

- ☐ **Work Days**—Specify day, starting and quitting times and shift schedule. Explain any exceptions and reasons for them.
- ☐ **Overtime Review**—If applicable, discuss authorization required for overtime and probability for scheduling.
- ☐ **Meal periods and Breaks**—Review length of periods, time schedule and what most employees do for the periods.
- ☐ **Annual Leave**—Discuss how it is requested, i.e. orally, written notice, periods of time leave many not be requested. Length of leave period and from whom to request the leave. If appropriate, explain timesheets, request for leave slips and reporting procedures.
- ☐ **Sick Leave**—Explain who should be notified, their phone number, when to call, frequency of keeping posted, when a physician’s note is necessary.
- ☐ **Inclement Weather**—Discuss inclement weather and whether the employee is identified as “essential personnel”. Explain where employees can obtain information concerning closure of the college or reduced schedule.
- ☐ **Timesheet Completion**—Explain completion of timesheets and leave slips, procedures and their timely submission to the timekeeper.

I, as the employee’s supervisor, have ensured the above checked items were addressed with this employee.

(Signature) (Date)

I, as the employee, agree that the above checked items have been explained to me and I have had an opportunity to discuss and ask questions for clarification.

(Signature) (Date)