

**GUIDELINES
for
SUCCESSFUL RECRUITING**



**Unclassified Professional Staff
and
University Support Staff**



Dear Colleagues,

The University of Kansas can only be successful in achieving its mission of teaching, research and service if we recruit the most qualified individuals to be a part of our diverse university community. This guide is meant to assist you as you seek to help KU meet this goal through the recruiting and hiring process.

As an international research university, KU hires individuals for a number of different positions in a wide range of fields and disciplines. As we recruit and hire candidates, I believe it's important that we have a comprehensive sense of what diversity means to a university like KU, and a commitment to creating an inclusive environment here on campus.

To me, a comprehensive sense of diversity means both having faculty, staff and students from diverse backgrounds and experiences, as well as encouraging a wide range of intellectual, cultural and religious perspectives to be expressed and celebrated on campus. That is what makes a university truly diverse and truly successful.

Our future as a premier international research university depends on our abilities to learn and work together in an increasingly diverse world.

As the 17th chancellor of KU, I am committed to seeing that our university attracts and retains outstanding undergraduates, graduate students and talented faculty and staff to enrich its quality and its intellectual and human diversity.

Everyone at KU plays a role in creating an inclusive environment. Mutual respect, mutual trust, and collegiality are the bonds of the relationships we seek and they are essential components to our standards of excellence. These bonds are first formed during the recruitment and hiring process.

Thank you for your commitment to making the University of Kansas an inclusive community and for helping create an environment that enables everyone to reach their full potential.

Sincerely,

Bernadette Gray-Little
Chancellor

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INTRODUCTION

The University of Kansas is proud of its commitment to help all individuals interested in secure employment. All university policies and programs allow equal opportunity for employment, conditions of employment, services and participation in university activities regardless of race, religion, color, sex, disability, national origin, ancestry, age, veteran status, sexual orientation, marital status, parental status, gender identity, or gender expression.

The University is an Equal Opportunity and an Affirmative Action Employer. This means that, as an institution receiving federal funds, we seek to provide an equal opportunity for all individuals to become aware of available positions, to apply for those positions and to assure equitable treatment of applicants throughout the hiring process. As an institution, we are also committed to taking "affirmative action" to increase diversity of the University community and making significant efforts towards inclusion of individuals who may not be sufficiently represented in the present workforce. Each search conducted for a University position should include proactive initiatives for increasing diversity, and provide equal opportunity for all potential applicants.

The University generally expects units to conduct external searches for all unclassified professional and university support staff appointments, including appointments to visiting and part-time positions. Internal searches may be conducted for some university support staff appointments. However, all appointments must conform with equal opportunity and affirmative action guidelines for inclusion. Any waiver from the suggested recruitment guidelines must be approved by the Department of Human Resources and Equal Opportunity (HR/EO) before an offer of employment is extended.

The Department of Human Resources and Equal Opportunity at the University of Kansas has the responsibility to monitor all unclassified professional staff and university support staff searches to assure state and federal compliance, conduct workshops and seminars on the search process, provide guidance to search committees and hiring authorities, compile data, conduct federally required statistical analysis, and set hiring goals.

These guidelines have been compiled to assist university personnel in conducting searches for unclassified professional staff and university support staff. The recommendations contained in these guidelines are intended to further the university's efforts to eliminate discrimination, take affirmative action and provide equal opportunity, as indicated above.

The University of Kansas prohibits discrimination on the basis of race, color, ethnicity, religion, sex, national origin, age, ancestry, disability, status as a veteran, sexual orientation, marital status, parental status, gender identity, gender expression and genetic information in the University's programs and activities. The following person has been designated to handle inquiries regarding the non-discrimination policies: Director of the Office of Institutional Opportunity and Access, IOA@ku.edu, 1246 W. Campus Road, Room 153A, Lawrence, KS, 66045, (785)864-6414, **711 TTY**.

HELPFUL INFORMATION

Unclassified Professional Staff and University Support Staff

HR/EO Website: <http://www.hreo.ku.edu> **Applicant Website:** <https://jobs.ku.edu>

Main Number: 785-864-4946

Contacts:

Angie Loving	Employment Manager	aloving@ku.edu
Sarah Campbell	Recruitment Coordinator	scampbell@ku.edu
Lynn George	Recruitment Coordinator	lgeorge@ku.edu
Cindy Nitcher	Recruitment Coordinator	cnitcher@ku.edu
Terri Osborn	Recruitment Coordinator	tosborn@ku.edu

Key Information:

- **Hiring Managers:** Hiring managers will utilize PeopleAdmin to submit position descriptions and requisitions for approval. To register for training go to: http://www.hreo.ku.edu/training/info/course_details/6
- **Recruitment Guidelines:** Recruitment guidelines for USS and Unclassified can be found at: http://www.hreo.ku.edu/files/documents/UPS_USS_Recruit_Guidelines.pdf
- **Immigration and Recruitment issues:** For more information on Immigration and Recruitment issues: <https://documents.ku.edu/policies/provost/ImmigrationPetitions.htm>
- **Moving Expenses:** For guidelines on moving expenses go to: <https://documents.ku.edu/policies/comptroller/Comptroller-CAS-MovingExpenses.htm>
- **Background Checks:** Background checks are required on all newly hired or rehired (after a break in service of one year or longer) faculty and staff appointed to regular positions, current or newly hired faculty/staff appointed to "serve at the pleasure of" positions, temporary/regular lecturers, salaried student employees, and temporary or limited-term appointments of 6 months or more. Student hourly and/or temporary staff positions that include working with non-KU student minors are required at a minimum to have a background check through the National Sexual Offender/Multi-State Sexual Offender Registry. For more information about these guidelines go to: <https://documents.ku.edu/policies/hreo/BackgroundCheck.htm>.

GOALS OF A SUCCESSFUL RECRUITMENT PROCESS

- To attract highly qualified individuals to the University of Kansas
- To engage in active recruitment of members of traditionally underrepresented groups
- To provide potential applicants an equal access to apply and compete for vacancies
- To comprehensively gather information about each applicant's qualifications for a vacancy
- To attract a pool of qualified diverse applicants
- To interview a pool of qualified applicants that includes representation of underrepresented groups
- To select a candidate that has the potential for succeeding in an inclusive and supportive environment

OVERVIEW of the STAFF RECRUITMENT PROCESS

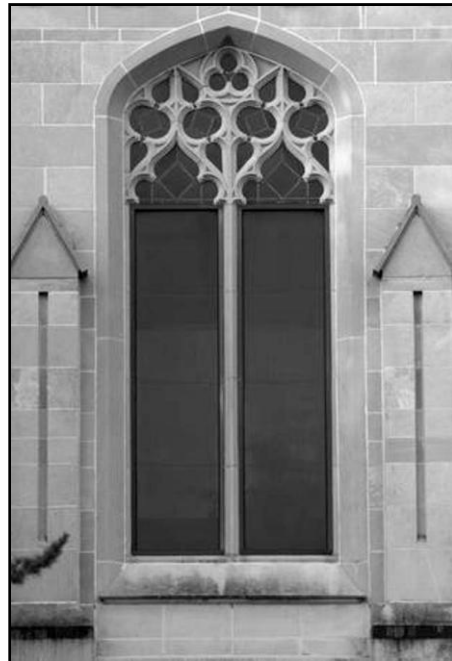
<p>STEP 1 BEGIN THE SEARCH</p>	<ul style="list-style-type: none"> ✓ Form search committee ✓ Determine job related criteria and documents that applicants need to submit for the position ✓ Prepare and submit position description using the PeopleAdmin online system ✓ Upon receipt of system email approval for the position description, submit through PeopleAdmin the job requisition. The requisition should include ad copy for HR/EO review before placing any ads. <p>Following HR/EO approval, the Hiring Manager receives the system notification "Job Posted". The vacancy will be posted to the University's Employment website at https://jobs.ku.edu.</p>
<p>STEP 2 SCREEN AND RECOMMEND FOR INTERVIEW</p>	<ul style="list-style-type: none"> ✓ Upon approval of the previous step, place ads and distribute announcements ✓ Prepare screening instruments to be used to record factual information regarding each applicant ✓ Screen applications based upon requirements in the position description, after the application review date has passed ✓ Using PeopleAdmin, update the status of each applicant ✓ When ready to recommend candidates for interview, change the posting status to "recommend for interview" ✓ Place in departmental paper file actual ad copies and completed screening instruments <p>HR/EO reviews required qualifications and rationale provided before authorizing the department by system notification to schedule its interviews.</p>
<p>STEP 3 INTERVIEW AND SELECTION</p>	<ul style="list-style-type: none"> ✓ Schedule interviews ✓ Prepare interview questions (see Guidelines for Inquiries) ✓ Conduct interviews in a consistent manner ✓ Check references ✓ Using PeopleAdmin, change the status of each applicant interviewed as well as any applications not yet accounted for ✓ For the candidate selected, update the status to "recommend for hire" providing rationale and recommended salary ✓ Change the posting status to "candidate selected for hire" <p>HR/EO reviews rationale/salary for the recommended candidate. Once approved, the department receives a system email to complete the hiring proposal.</p>
<p>STEP 4 HIRE</p>	<ul style="list-style-type: none"> ✓ Offer position and determine a start date ✓ Using PeopleAdmin, complete the hiring proposal and funding builder tab ✓ If hiring someone new, someone who has had a break in service of more than 12 months, or someone whose position is designated as "serve at the pleasure of" HR/EO will request a background check. ✓ Send letters to unsuccessful candidates (an Excel list of addresses can be requested from HR/EO) ✓ Keep any paper search documentation for 5 years <p>Following receipt of Hiring Proposal an offer letter is generated by HR/EO. Once the signed offer letter is received by HR/EO the status of the requisition is changed to "Filled". If search fails, notify HR/EO.</p>

Hiring Manager Website: <https://jobs.ku.edu/hr>

HIRING AUTHORITY RESPONSIBILITIES

Generally the hiring authority is the person (or persons) who ultimately makes the final hiring decision, and is therefore responsible for the following:

- Ensures that the search process is conducted in accordance with University guidelines and procedures, including policies related to equal opportunity and affirmative action.
- Refers to the University's Affirmative Action Plan and reviews the statistical analysis for the position to be filled. This analysis should assist in determining the scope of the search, outreach efforts, newspapers and journals for advertisements, and give a benchmark for the number of underrepresented persons which might be expected in the applicant pool.
- Ensures that there is a position description for each unclassified professional staff and university support staff position in the unit. An updated position description is required and will provide basic information needed to begin the recruitment process.
- Ensures that the search committee understands:
 - What is expected of them and their role in the search process
 - The position responsibilities
 - What is an ideal candidate
 - What specific skills, abilities, experiences are necessary to perform the job
 - That all information related to the search process is confidential
 - How to respond to and manage candidate association issues
- Ensures that the search committee membership is diverse.
- Ensures the equitable treatment of all applicants throughout the entire recruitment process, which includes the screening, interview, and reference checking.



SEARCH COMMITTEE

As the recruitment process can be subjective, utilizing a search committee will add objectivity to that process. Opportunities for search committee discussion and interaction are vital. The search committee should be reminded that all information related to the search process is confidential

- See Appendix A for a Search Committee Chairperson Responsibilities Checklist.
- Throughout the entire hiring process, the search committee should maintain confidentiality and not discuss any aspect of the search outside of the search committee meetings. Overheard conversations can lead to misunderstandings and misinformation.
- Search committees should include at least three persons; however, this may vary depending on the type of position. Prospective search committee members should consider the time commitment required before agreeing to serve on a search committee. In the event that a member cannot participate in all stages of the process consult with HR/EO. If the committee membership changes, notify HR/EO.
- Keep in mind that the size of the search committee membership can affect the progress of the search. Calendaring for multiple members is complicated and may draw the search out too long. In some cases, the top candidate(s) may be forced to accept other positions.
- Search committees should include members of underrepresented groups

or other individuals who can bring a diverse point of view. It may also be helpful to include persons who have different perspectives due to their various roles in the University community. Undergraduate students, graduate students and other University community personnel may serve on search committees.

- Search committee members should gain a full understanding of their charge and the limits of their authority and responsibility from the hiring authority. To be most effective, it is recommended that search committees be charged by the hiring authority to screen applicants, discuss the applicants' qualifications, interview applicants, check references, and then make a recommendation to the hiring authority of the top candidates (ranked or unranked).
- Search committees are encouraged to meet with a representative from HR/EO at any time to discuss screening, appropriate interview questions, diversity issues, confidentiality, reference checks, or any other information related to the recruitment process.
- Any questions from applicants regarding perceived inequities in the recruitment process should be referred to HR/EO. Questions from applicants regarding their status within the search should be referred to the search committee chair or to HR/EO.

CANDIDATE ASSOCIATIONS

It may not be unusual for search committee members to know one or more applicants; however, the perception of fairness is essential to the success of the recruitment process. The following guidelines are a starting point from which to have a discussion with those involved, including the hiring authority, search committee and HR/EO. Under the following circumstances, it is recommended that the search committee be notified and HR/EO consulted for guidance to avoid any future complications.

- CASUAL Association: might include having served on a committee with the applicant or know the applicant through an association. In this instance, simply disclose to the search committee.
- PROFESSIONAL Association: might involve working together as colleagues or co-workers. In this instance, it is recommended that the committee member not participate in the discussion of this applicant. If it is critical that the committee member participate in discussions, then any information (negative or positive) should be substantiated by outside references that can lend additional objectivity.
- CLOSE PROFESSIONAL / PERSONAL Association: might involve an applicant that is a family member or a committee member who supervises the applicant. In this instance, it is recommended that the search committee member resign from the committee or at least should not participate in any discussion about that applicant. However, in the case of family member the search committee member must resign from the committee.
- Should an applicant name a search committee member as a reference, it is recommended that the committee member consider in which capacity he/she will serve since one cannot objectively be both. In the event the search committee member declines to serve as a reference, ask the applicant to name a replacement. Consult with HR/EO for information on updating the on-line application.
- If a search committee member is familiar with an applicant from a previous search, the committee member must avoid discussing the previous application. The previous application information may have changed and should not be used, especially in a decision making manner. If the previous search revealed items of concern, they must be relevant and substantiated.

POSITION DESCRIPTION

Position descriptions are critical for providing equal opportunity in the recruitment process and are therefore required of all unclassified professional staff and university support staff positions. During the recruitment process, current position descriptions provide the framework for advertisements, screening criteria, salary determinations and job expectations. A well-thought-out position description defines the position, outlines the detailed functions, as well as the required and preferred qualifications.

Position descriptions are also used to determine the status of the position under the Fair Labor Standards Act (FLSA). An FLSA determination will indicate how the wages for the position are paid. Positions are exempt (salaried) or non-exempt (hourly). Following the recruitment process and hire, position descriptions provide the basis for evaluating the work of the employee.

Duties :

When developing a position description, describe in detail the main responsibilities and duties performed. These duties should be described in such a way that an employee can be evaluated from this list. Primary responsibilities should be listed first, with percentages assigned to each duty. Group duties in meaningful categories and use separate paragraphs to describe assigned duties. The average number of duties is between 5 and 8. Do not make a long listing of unrelated tasks. Use duty statements, beginning with action verbs (e.g. responds, develops, repairs, manages, interprets, etc.). A well

written duty statement will answer the following questions:

- **WHAT IS HAPPENING?** The first word in the statement should be an action verb describing the action taking place. Avoid using action verbs which are unclear and ambiguous.
- **TO WHOM/WHAT IS THE ACTION BEING DIRECTED?** Next part of the statement describes the person or object that receives the action.
- **WHY IS THE ACTION BEING DONE?** The third part of the statement describes the purpose of the action. Often this part begins with the phrase "in order to".
- **HOW IS THE ACTION COMPLETED?** (optional) The final part of the statement lists the necessary methods used to do the work. Often this part of the statement begins with phrases such as "through the use of" or "by using". This part may be used to further define or clarify an ambiguous action verb used to begin the statement.

Qualifications :

University guidelines stipulate required qualifications be limited to those fundamental to perform the position responsibilities. Well written required qualifications should make it apparent to any potential applicant whether they are minimally qualified to perform the duties of the vacancy. Vague qualifications tend to lend themselves to various interpretations by not only the applicant but also the search committee.

Federal guidelines stipulate required qualifications should be objective; therefore, required qualifications should be clearly measurable and quantifiable (See Appendix B for Sample Required Qualifications). The more specific a qualification the easier it can be measured. For example, “two or more years of student advising experience” is objective while “ability to meet deadlines” is subjective. Since it is essential to be able to clearly identify which applicants meet the minimally required qualifications from their applications, subjective qualifications serve better as preferred qualifications. For instance, even though “ability to work collaboratively” may be considered important, it should be a preferred qualification since it is not clearly measurable. Another example might be “Familiarity with the PeopleSoft payroll system (7.6) or higher”. Since the level of familiarity can vary a great deal and therefore cannot be easily measured, it is not a good candidate for a required qualification. Preferred qualifications are usually those that are assessed through references and/or an interview and cannot be used to initially disqualify applicants.



RECRUITMENT AREA / ADVERTISING

- As we strive for diverse-sensitive advertisements, the following statement could be included in the advertisement: Applications are especially welcome from underrepresented groups.
- In our attempt to reach a wide pool of applicants, a Sunday advertisement is generally preferred over a weekday advertisement in daily publications. In rare instances HR/EO may grant exceptions.
- External advertising for USS positions is optional.
- The application review date should be at least 10 calendar days from the last appearance in a major publication. If conducting a national search, it is recommended that the review period be up to 30 days in order to attract a broader pool of applicants.
- All vacancies are automatically posted on the University's employment site. Even though the site may attract national or international applicants, the scope of the search will determine whether the department/unit will be expected to pay for travel expenses. However, applicants should not be initially screened out based on their state of residence. Consult with HR/EO regarding expectations of travel expenses.
- The Oread no longer publishes job listings; however, it does contain a link to the main applicant site (see Almanac heading).
- The ad copy should include the following at a minimum:
 - Title
 - Department
 - University of Kansas
 - Major Required Qualifications (may eliminate for KC Star)
 - Deadline Date
 - To apply go to <https://jobs.ku.edu>
 - Reference the 8-digit position number
 - EO/AA
- Job advertisements or announcements posted over e-mail or other electronic media are subject to the same rules as other types of advertisements and must include all of the required language. If you plan to conduct a search that relies heavily on the use of electronic media, consult in advance with HR/EO.
- If using an applicant finder service like Monster.com or CareerBuilder, first consult with HR/EO.
- In determining the reasonable recruitment area for the search, the ultimate goal is to assure that the position is publicized widely enough to attract a pool of applicants that mirrors the available workforce for a particular position. If recruitment efforts do not attract a diverse and reasonably sized pool, other outreach efforts may be required. Consequently, HR/EO will be reluctant to approve an interview list that includes only one or two qualified applicants. If the need arises to increase the size of the pool, contact HR/EO regarding further outreach efforts. Some factors to consider when

determining the recruitment area are: salary, temporary or regular, full-time or part-time, and level of position.

- Broad distribution of the position announcement is required to ensure that potential applicants have a reasonable opportunity to learn of the vacancy. The following includes recommended advertising resources;

however, appropriate locations of advertising will be determined by HR/EO prior to approval of the requisition.

- For a list of advertising and diversity resources go to http://www.hreo.ku.edu/policies_procedures/recruitment/advertising_resources

Recruitment Type	Reasonable Recruitment Area/ Notes
<p>External (Local) is a search to fill a position opening that draws a sufficient pool of applicants from the immediate commuting area.</p>	<p>Lawrence and/or Topeka and/or Kansas City Metropolitan area (e.g., Johnson County Sun, Kansas City Kansan, Dos Mundos).</p> <p>*Note – For positions located outside the Lawrence campus, use relevant local sources (e.g. Parsons Sun.)</p>
<p>External (Local Plus) is a search to fill a position opening that draws a pool of applicants from the local commuting area plus a broader area that includes other cities in Kansas and/or surrounding states.</p>	<p>Lawrence, Topeka, Kansas City, plus other cities in Kansas or surrounding states (e.g. Wichita, Manhattan, Omaha, Denver).</p>
<p>External (National/International) is a search to fill a position opening that draws its applicants from the widest possible pool, reaching a national and international audience.</p>	<p>Chronicle of Higher Education, Diverse Issues in Higher Education (formerly Black Issues), Hispanic Outlook, national conferences, and other resources/list serves reaching national audiences.</p>

BROADENING THE POOL of APPLICANTS

Increasing diversity in the University community might include some of the following initiatives. Most of these initiatives cost very little and may do a great deal to enhance the diversity of the applicant pool. The responsibility for achieving diversity lies with the hiring authority, although certain tasks and responsibilities may be delegated to the search committee. HR/EO staff can provide assistance and resources to departments in outlining search strategies and contacts.

Recruitment Stage :

- Send position announcements to professional organizations and their subgroups or interest groups with a minority focus. Many professional organizations for women and people of color in your discipline can be found on-line. Advertise in the organizations' newsletter, magazine or web site.
- Advertise in publications with a broad readership of underrepresented persons. Locally this may include the Kansas City Kansan (www.kansascitykansan.com) and Dos Mundos (www.dosmundos.com).
- Advertise free of charge with Kansas Works (www.kansasworks.com).
- Post position announcement at the Lawrence Workforce Center (fax 785-865-5465).
- Send position announcement to local churches.
- Personal networking that is ongoing can be a valuable tool in broadening the pool of applicants. It is important to note that inviting someone to apply

does not imply that they will be given preference in the recruitment process.

Screening Stage :

- As your pool of minimally qualified applicants may not be as diverse as the availability data suggests it should be, contact HR/EO prior to submitting interview recommendations. HR/EO can provide the overall composition of the pool, along with availability data for persons of color and women in your area. If necessary, HR/EO can assist in further outreach efforts.
- Current and previous workplaces may provide insight regarding candidates. Persons associated with Historically Black Colleges and Universities or similar institutions may be a candidate of color.
- Note whether or not any degrees are from HBCU's, Hispanic serving, or Indian Nations institutions.
- Review the applicant's public service and community activities. Look for membership or leadership in organizations like National Council of La Raza, NAACP, historically Black and Hispanic fraternities and sororities, and tribal councils or tribal membership.
- Since applicants sometimes inflate the information provided on their application materials, be sure to interview three (or more) candidates to ensure a qualified pool and to increase the potential for diversity in the pool. Often times the top candidate on paper is no longer the top candidate after the interview takes place.

Interview Stage : *continued*

- Whenever possible, send all candidates the itinerary for their visit in advance. Within this context ask if candidates would like to meet with any groups or organizations while on campus. Possible organizations include the Black Faculty & Staff Council, Latino Faculty & Staff Council, Native Faculty & Staff Council and the KU Disability Network. For a current list of available centers, groups and partners go to <http://www.diversity.ku.edu/programs/partners.shtml>. This site also provides a list of national diversity links.



THE SCREENING PROCESS

The screening of applicants should be considered one of the most important stage of the recruitment process. To ensure consistency, it is imperative that all individuals who are screening applications are using the same criteria. The search committee should discuss what will be considered evidence of meeting all of the qualifications prior to the screening process. Documentation for meeting qualifications can be found through the:

- ❑ Cover letter
- ❑ Resume
- ❑ Application / screening questions
- ❑ Interview questions
- ❑ Reference follow-up

Utilizing a screening instrument will serve as documentation to support the Search Committee's rationale for interview decisions. When drafting the screening instrument, identifying the method of evaluation which will assist the search committee in demonstrating how the applicant met each qualification (see Sample Screening Instrument in Appendix C).

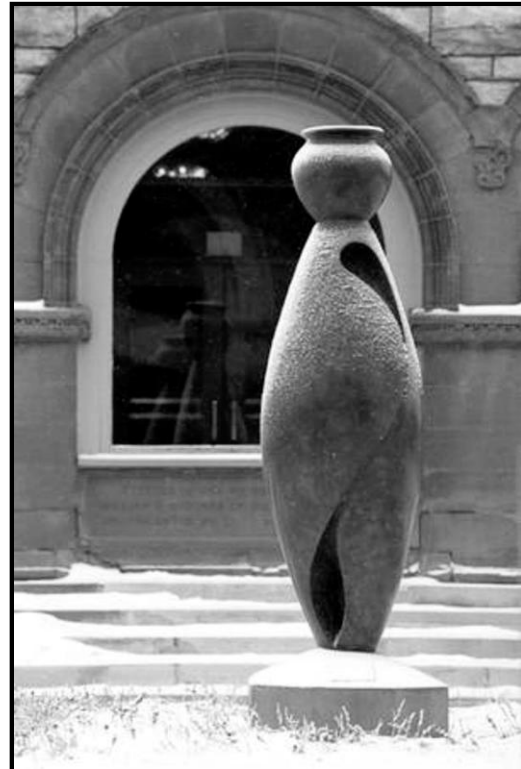
Since the required qualifications are measurable, the search committee should be able to quickly eliminate those who are not minimally qualified. When attempting to narrow the pool of applicants to a group of interviewees, the cover letter, resume and application will serve as the primary source of documentation. For example, if the required qualification is "experience performing multi-task assignments", carefully examine the applicant's current and past positions and their

responsibilities in those jobs. However, an applicant may not provide sufficient details for each of their past positions, so requiring applicants to answer application questions can be a useful tool. In this example, the application question might read "Give an example from your past positions that required you to multi-task." This will not only save the search committee time but also provide valuable evidence of whether applicants meet the qualifications. Although, limit the application questions to no more than four - six as they should not substitute for an interview. Finally, keep in mind that this initial screening should be based solely on the application materials. At this point in the process, personal knowledge of an applicant should not influence the objective assessment of their qualifications.

When evaluating the interviewees, it is best to use all of the above tools available. With the "multi-tasking" example, in addition to using the resume/cover letter, ask references to give examples of the applicant multi-tasking and how well they performed those duties. In the interview ask the applicant to provide examples of multi-tasking. Another example might be "effective communication skills". Gathering evidence from multiple sources will be valuable in gaining an accurate picture of the applicants' potential to succeed in the position.

Finally, other issues to consider when screening applications:

- Remember that preferred qualifications are not necessary to perform the job. Excellent applicants may not meet any or all of the preferred qualifications, but meet the required qualifications at an exceptional level.
- An incomplete application is defined as an applicant not attaching all required documents. Incomplete applications should be treated consistently. If one incomplete applicant is accepted, then all incomplete applicants must be accepted and reviewed.
- Regardless of where the vacancy was advertised we must consider all applicants despite their state of residence. If an applicant emerges at the top of the pool and lives outside the scope of the search (i.e. out of state), the applicant might be willing to pay their own expenses or a telephone interview or desktop conferencing might be a cost effective alternative. This situation should be discussed with HR/EO at the appropriate time.
- If an applicant volunteers they are not eligible to work in the United States, consult with HR/EO prior to screening them.
- If using an electronic service like Monster.com or CareerBuilder to locate applicants, consult with HR/EO prior to screening.



Campus interviews should be conducted with the top candidates before a hiring decision is made. To the extent possible, each applicant should be interviewed in the same environment, under similar conditions, and meet many of the same persons. Each interview candidate should have an opportunity to meet with the hiring authority (e.g. chair, director, manager, etc.). The search committee chair should assure that the entire search committee understands the confidentiality expectations.

- Generally, it is expected that a minimum of three applicants will be interviewed on campus. If any approved interviewees decline an interview, the search committee should contact the approved alternate(s) or seek approval for alternate(s).
- Maintain consistency throughout all interviews. Internal applicants should be interviewed in the same manner as all other applicants. Make it clear to internal applicants that they need to fully answer interview questions as if the search committee is unfamiliar with their background.
- In rare circumstances, telephone interviews may be acceptable. However, telephone interviews are not the optimum conditions under which to evaluate an applicant. Non-verbal communication like eye contact, gestures, body language, tone of voice, facial expressions, are often used to evaluate an applicant's communication skills, including interpersonal skills. In the event of a telephone interview, that assessment is limited. If a telephone interview is conducted with one

applicant, it is recommended that all applicants are initially interviewed by telephone to ensure fairness.

Occasionally, telephone interviews can serve as a preliminary interview in order to narrow a large pool of applicants down to a group that will be invited for a campus interview.

- State and federal regulations, as well as University policies and guidelines apply regardless of the setting (i.e. receptions, dinners, conferences, social gatherings). If special circumstances arise that provide an opportunity for interview sessions or meetings to occur off-campus, consult beforehand with HR/EO.

Interview Sessions:

The purpose of an interview is generally to elaborate on the information contained in the application/resume, to collect new job related information, and to better assess communication skills.

- The interview should be conducted with all search committee members present. Interviews with individual search committee members should be avoided. If a search committee member cannot attend an interview, please consult with HR/EO.
- To ensure consistency, prepare a list of questions to ask all candidates (see Appendix D for Sample Interview Questions). However, additional questions are appropriate to gather information regarding a candidate's unique qualifications.

- Interview questions and discussion should be directly related to the responsibilities and qualifications of the position. Discussion of non-job related issues may lead to unintentional discriminatory statements. In the event an applicant inquires about a topic that is not related to the position (i.e., can you tell me about the schools in Lawrence), an appropriate response may be provided but refrain from asking additional questions or conducting additional discussion on the topic area. See Appendix E for Guidelines for Inquiries.
 - If during the interview an applicant discloses personal information that is not relevant to the job, the search committee chair should direct the conversation back to interview questions.
 - The Guidelines for Inquiries in Appendix E should also be shared with anyone who might come in contact with the applicants (i.e. staff members, students, greeters etc).
 - Suggestions for the interview:
 - Depending on the level of the position, before introducing the applicant to the search committee, provide a list of the interview questions. This allows the committee to judge an applicant's skills rather than their ability to think on their feet.
 - Allow some time to review the general position announcement.
 - Introduce committee members
 - Put the applicant at ease with neutral, but not personal, topics.
 - Describe the format of the interview
 - Ask job related questions. If an applicant doesn't understand a question, rephrase it.
 - Do not imply an employment offer – avoid using statements like “you would be responsible for...”
- Let the applicant do about 75% of the talking
- Keep the interview on track
 - Observe nonverbal behavior
 - Take notes; make sure all comments are job-related
 - Describe the position in more detail; to do so too early in the interview process might cause the applicant to modify their responses to overstate their qualifications.
 - Leave time for the applicant to ask questions
 - Review hiring time frame
- Once interviews have concluded, a major responsibility is to prepare for deliberation of the candidates. Use of an Interview Evaluation form will help search committee members evaluate the information obtained through the interview. See Appendix F for a Sample Interview Evaluation form. Also see Appendix E for Guidelines for Inquiries that apply to the entire hiring process.

Interview Biases:

It is important to recognize that it is human nature to have personal biases. Biases are not necessarily discriminatory; however being aware of these biases is essential to keeping the recruitment process objective.

- **PERSONAL SIMILARITY:** you may attribute characteristics to him/her that may not, in fact, exist; can assume more influence than fact.
- **NEGATIVE CONCLUSION:** the tendency to focus on an applicant's weaknesses, while overlooking his/her strengths.
- **SNAP JUDGMENTS:** to offset, gather information during the interview and evaluate it afterwards with the search committee.
- **STEROTYPING:** to offset a tendency to categorize applicants focus on the duties of the position rather than personal traits.
- **OVER GENERALIZATION:** a tendency to generalize one outstanding feature (or negative feature) of a candidate as representative of success (or failure) in all endeavors.
- **MIND SET:** your background, attitudes, motives, and values
- **OVERSIMPLIFICATION:** of either strengths or weaknesses



REFERENCES

Information obtained from references can be vital in the applicant evaluation process. It is recommended that reference checks be used in every search to provide additional information about applicants that cannot be established from the resume or interview or to clarify applicants' qualifications and ability to perform in the position. In addition, the information can help further screen applicants who meet the required and/or preferred qualifications or to further screen all top applicants following interviews. Information can be gathered either through reference letters or by contacting references via telephone. If letters are requested it is recommended that applicants be notified when letters have not been received. The following are guidelines for checking references by telephone and will help search committees avoid any perception of unfairness.

- For unclassified professional staff, at a minimum, you should contact the references of the top candidate before an offer of employment is made. It is strongly suggested the references be made by individuals who have evaluated the candidates work performance.
- For university support staff, after interviews contact at least three references including the current or most recent supervisor.
- If contacting individuals other than the references listed, it is recommended that the applicant be notified. Ask the applicant if there is anyone they wish not to be contacted. Be sure any additional individuals contacted have direct knowledge of the applicant's experience and skills. Do not collect hearsay.

When developing a core list of questions, be sure they are related to the duties, responsibilities and/or qualifications of the position (See Appendix G for Sample Reference Questions).

- When contacting references describe the duties and qualifications of the position or fax a copy of the position description prior to your call. Be sure any information gathered is clearly linked to the applicant's experience and ability to perform the responsibilities of the position.
- If a reference indicates they are not allowed to give out any information, inquire about sending a signed release form or contact the applicant for an additional reference.
- If performance problems are reported by previous employers, consider whether it is in areas that might affect performance in the position being filled.
- If negative comments are received from a reference, it is recommended that the comments be confirmed or refuted by an additional reference(s).
- If unsolicited comments are received they should be disregarded. If the source of these comments is persistent, consult with HR/EO prior to discussion with the search committee.
- A search committee member who has a close personal or professional relationship with an applicant should not contact the references, formally or informally.
- For more information go to http://www.hreo.ku.edu/policies_procedures/recruitment/employment_reference

SELECTION

Search committee members often have their own opinion about what education, training, experience, and abilities make one person more qualified than another to succeed in a position. It is helpful to avoid overly simplistic means of determining who is most qualified. For example, is a person who has performed a task for eight years necessarily more qualified than someone who has performed the task for five years? Does the search committee value the quantity of experience or the quality/relevance? Thorough search committee discussions very early in the process play a vital role in reaching consensus as to what qualifications are most valued. This will assure that all of those involved will evaluate applicants with the same priority in mind.

Before making an offer to a candidate who has retired from the University be sure to review the Retiree Rehire Policy at <https://documents.ku.edu/policies/provost/RetireeRehire.htm>.

When evaluating for final selection, consider each applicant's application, resume, cover letter, as well as qualifications and quality of interview. Reference information should be weighed against the overall qualifications of the applicant. Be sure to clearly document the rationale for hiring the selected individual, along with those not being offered the position.

A few pitfalls to avoid include:

- Not checking all references thoroughly
- Basing the hiring decision only on the interview
- Not thoroughly reviewing and verifying all information contained in application materials

Once the selected applicant has been approved by the appropriate hierarchy, the hiring authority should contact the applicant by phone or in person. Information such as salary, benefits, work hours, job title, starting date and any other employment conditions should be discussed. Questions regarding benefits can be referred to your benefits coordinator or some answers may be found online at http://www.hreo.ku.edu/benefits_pay .

The successful candidate will be given an official offer letter provided by HR/EO, which must be signed and returned to HR/EO before the candidate's start date. New hires, and current staff appointed to as "serving at the pleasure of" will be required to pass a criminal background check.

If a search is unsuccessful in identifying a candidate or the only identified candidate declines an offer of employment, consult with HR/EO regarding closing the search or re-advertising the vacancy.

RECORDKEEPING

Several federal agencies require that the University keep records regarding hiring. Additionally, it is necessary to have the records available in the event that an employment decision is questioned. After the search is completed, inquiries regarding the search should be directed to the hiring authority or Department of Human Resources and Equal Opportunity (HR/EO.)

- The hiring authority is required to keep all documentation on each search for a minimum of five years, after which time the records may be destroyed.
- Documents that should be kept in a *confidential* location include the following:
 - Tear sheets of advertisements
 - Any correspondence to applicants
 - Completed screening instruments of all applications
 - Interview questions and documented responses
 - Reference questions and documented responses
 - All intra-university correspondence regarding the search
 - Any other documentation associated with the search



RECRUITMENT EXCEPTIONS

Search Waivers

All new appointments should be made following a search process that affords equal opportunity to all interested candidates. Thus, recruitment exceptions that result in direct hires or search waivers will be approved *only* in exceptional circumstances and must be accompanied by *compelling rationale* that documents the reasons for not conducting a search.

TARGET OF OPPORTUNITY

Such hires fall into two categories:
 a) The hire of a prominent, nationally sought-after *scholar* or *researcher*, or
 b) The hire of an underrepresented group member in an area where there is statistically based evidence of underutilization (contact HR/EO to confirm).

EMERGENCY

An immediate, critical need to hire due to operational necessity (i.e. essential services would be critically affected) and the appointment needs to be made on unavoidably short notice (explanation/justification is required). Another instance of an emergency may be the duration of the appointment is for less than one year and there is no time to conduct a search.

DOMESTIC PARTNER ACCOMMODATION

An employment accommodation for the domestic partner of a person hired through a search. Typically such appointments are made to attract promising faculty and/or researchers.

NEGOTIATED HIRE

Agreed upon appointment as part of a start-up package for new faculty, researcher or executive. Such appointments may also occur when an adjunct appointment or candidate generates an external grant and needs to be added to the KU payroll.

PROMOTION

An appointment to a vacant position that results in both a title change and salary increase.

FAILED SEARCH

An appointment which is necessary based upon the inability to fill and there is an immediate, critical need to fill the position.

TEMPORARY

Immediate need to hire on a short term basis and the appointment duration will not exceed 999 hours within a calendar year. Such appointments should not lead to regular appointment without going through a search. Such appointments can be made for both unclassified and USS positions.

OTHER

Appointment of an individual whose experience and accomplishment make him/her uniquely qualified or a visiting faculty or researcher appointment of two years or less in duration, or a candidate identified in a previous search pool for a similar position.

RECRUITMENT EXCEPTIONS

Personnel Actions

Changes for an existing employee, which does not create a vacant position fall into the personnel action category. The following is a list of conditions that does not create a vacant position.

ACTING/INTERIM

A short-term assignment of an existing staff member for one of the following circumstances: to fill-in while a search is conducted; provide coverage while management looks at restructuring; temporary assignment while another staff member is on extended leave; or to complete a special assignment. An end date should be provided, which may be extended with administrative, budgetary and HR/EO approval. Generally such appointments should not exceed one year.

COUNTER OFFER

With administrative, budgetary and HR/EO approval, this allows departments to make a counter offer in order to retain an employee who has received a confirmed offer for another position. Usually such offers are from an off-campus employer. Counter offers for University Support Staff employees will only be considered when addressing offers from off-campus employers.

JOB RESTRUCTURING

The nature of an *existing position* changes due to reorganization or a change in responsibilities. Such actions may result in "In-Band" or "Between-Band" increase (USS positions), promotion, transfer, demotion, title change and/or pay increase.

SALARY ADJUSTMENT

An increase due to authorized market adjustment, skill acquisition, attainment of certification or licensure, prevailing wage adjustment, etc.

OTHER

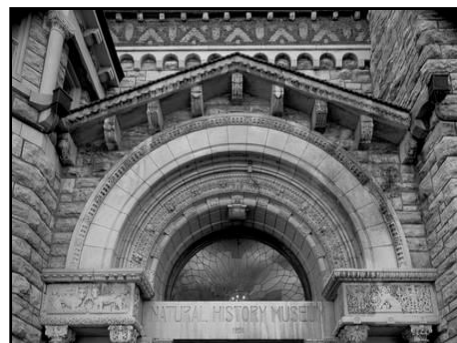
Examples may include payroll resolution issues such as dual appointments or transfer to other departments.

POOLS

Unclassified professional staff and university support staff search pools may be used for situations that require a list of applicants from which to hire on a reoccurring basis. Pools may be established for both regular and temporary positions. A pool may be created to address seasonal or intermittent appointments or be used for high turnover positions. Pools are generally set-up for a two year period, but shorter periods may be considered. To establish a pool it is necessary to advertise at least every two years and then applications will be accepted on an ongoing basis.

Pools are intended as an expedited method when the need exists to hire quickly and frequently. As with any search, it is necessary to follow all equal opportunity guidelines and offer interviews to multiple candidates.

If considering a pool, consult with HR/EO for more information.



GLOSSARY

Affirmative Action

Specific result-oriented actions taken by the institution to eliminate the effects of discrimination, increase the number of historically underrepresented persons and increase overall diversity.

Affirmative Action Plan

A written program required by the government which includes a statistical analysis of the workforce and applicant pools. The analysis determines the underutilization of underrepresented group members. It includes a plan of action for outreach and any other measures or activities to ensure equal employment opportunity and increase the diversity of the workforce.

Americans with Disabilities Act (ADA)

Legislation intended to eliminate discrimination against persons with disabilities in employment, public transportation and public business and facilities. The act covers those persons who are disabled due to an injury or ailment, or a person who is regarded as having an injury or ailment, which substantially limits major life activities.

Applicant

At the University of Kansas an individual is considered to be an applicant when the following has occurred: 1) The position opening has been posted on the official University of Kansas online employment site, <https://jobs.ku.edu>; 2) the individual has followed the standard procedures and instructions listed on the online posting for saving and submitting a complete application; 3) the individual has received a confirmation number from the online employment site or has indicated an interest in the particular position for academic position openings (which do not use the online employment site to receive electronic applications); 4) the individual is minimally qualified and 5) the individual has not withdrawn his/her application.

Applicant, Qualified

Anyone who meets *all* of the required qualifications.

Applicant, Unqualified

Anyone who does not meet all of the required qualifications or anyone who does not complete their application; neither can be hired for the position.

Availability

Statistical analysis that determines the percentage of underrepresented group members that might reasonably be expected in applicant pools. The purpose of the analysis is to establish a benchmark against which the demographic composition of University's workforce may be compared to determine whether barriers to equal employment opportunity may exist.

Clery Act

Federal regulation requiring disclosure of campus security policies and campus crime statistics to all job candidates and prospective students.

Equal Opportunity

A legal right of all persons to be accorded full and equal consideration on the basis of merit regardless of race, religion, color, sex, disability, national origin, ancestry, age, veteran status, sexual orientation, marital status, parental status, gender identity, or gender expression with regard to all terms and conditions of employment (e.g., hiring, promotion, layoff, demotion, termination, access to training).

Ethnic and Race Categories

American Indian or Alaska Native: A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian: A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American: A person having origins in any of the black racial groups of Africa.

Hispanic or Latino: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

Native Hawaiian or Other Pacific Islander: A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White: A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

FLSA Designation

Designation of positions as non-exempt (hourly) or exempt (salaried) positions as specified under the Fair Labor Standards Act. This designation is made for all university positions by HR/EO.

Funding Source

The budgetary source for the position. Positions funded by grants and revenue are designated as contingent on funding.

Job Groups

Divisions of the Equal Employment Opportunity Commission's categories used in reporting for institutions of higher education. They consist of job titles grouped according to similarity of wage, content and opportunity.

Limited Term Appointment

A benefits-eligible appointment that is for a specific period of time, usually for at least six-months and not to exceed two-years. Appointment to a Post Doctoral Researcher position may go up to a period of five-years, counting prior appointments at this title.

PeopleAdmin Online Application System

An online, web-based system used to post all University of Kansas job openings. It is also used for processing of online applications and approvals associated with University Support Staff and Unclassified Staff searches and Recruitment Exception requests.

PeopleSoft Position Number

The position number assigned under the PeopleSoft system for human resources information.

Person with Disability (PWD)

A person whose disability is covered by the Americans with Disabilities Act, and who is able to perform the essential functions of a position with or without reasonable accommodations.

Qualifications, Required

Minimum qualifications set by the department/unit which are essential to perform the job. An applicant that does not meet these qualifications cannot be interviewed nor hired for the position.

Qualifications, Preferred

These are qualifications that are desirable, but not necessary to perform the job. An applicant does not need to meet any or all preferred qualifications to be hired for the position.

Temporary Appointment

Short-term appointments with a specified end date. Temporary employees are not eligible for benefits or leave accrual. Appointments cannot be made to such positions for more than one year and must not exceed 999 hours in a payroll calendar year (starts over mid December.) An unclassified temporary position may be exempt (salaried) or non-exempt (hourly).

Underrepresented Group Member

Persons who belong to a race and/or ethnic group or other category of persons who have experienced discrimination and are specifically protected by anti-discrimination statutes. For some disciplines, this may include women.

Underutilization

Having fewer minorities or women in a particular job group than reasonably would be expected by their availability.

U.S. Employment Eligibility

Documents that indicate whether an applicant is eligible for employment in the United States.

Veteran Statuses

Armed Forces Service Medal Veteran: a veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (61 Fed. Reg.1209.)

The Armed Forces Service Medal may be awarded for qualifying service performed on or after June 1, 1992. It is awarded to members of the Armed Forces who, as a unit, participate in a United States military operation deemed to be a significant activity and who encounter no foreign armed opposition or imminent hostile action. In many respects, this provision makes the award a non-combat parallel of the Armed Forces Expeditionary Medal.

Disabled Veteran: A veteran who is entitled to compensation (or who, but for the receipt of military retired pay, would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs. The term also refers to a person who was discharged or released from active duty because of a service-connected disability.

Other Protected Veteran: A veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized, under the laws administered by the Department of Defense. For more information see <<http://www.opm.gov/staffingportal/vgmedal2.asp>>.

Recently Separated Veteran: Any veteran who served on active duty in the U.S. military, ground, naval or air service during the three-year period beginning on the date of such veteran's discharge or release from active duty.

Special Disabled Veteran: A veteran entitled to disability compensation (or who, but for the receipt of military retired pay, would be entitled to compensation) under laws administered by the Veterans Administration for disability rated at 30 percent or more, or rated at 10 or 20 percent in the case of a veteran who has been determined by the Department of Veterans Affairs to have a serious employment handicap. The term also refers to a person who was discharged or released from active duty because of a service-connected disability.

Veteran: Any person who served on active duty in the U.S. military, naval, or air service, and who was discharged or released there from under conditions other than dishonorable.

Vietnam-Era Veteran: A veteran who served on active military duty for a period of more than 180 days, and was released or discharged there from with other than a dishonorable discharge, if any part of such active duty occurred 1) in the Republic of Vietnam between February 28, 1961, and May 7, 1975 or 2) between August 5, 1964, and May 7, 1975, in all other cases. The term also refers to a person who was discharged or released from active duty for a service-connected disability if any part of such active duty was performed in the Republic of Vietnam between February 28, 1961, and May 7, 1975, or between August 5, 1964, and May 7, 1975, in all other cases.

SEARCH COMMITTEE CHAIR RESPONSIBILITIES CHECKLIST

1. Ensure that someone from the search committee has attended search training within the last two years.
2. Ascertain from the hiring authority the search committee's charge.
3. Schedule and chair meetings; encourage someone to take notes at meetings.
4. Provide a copy of Guidelines for Successful Recruiting: Unclassified Professional Staff and University Support Staff to the search committee.
5. Ensure that all individuals involved in the recruitment process follow University procedures.
6. Examine the department's underutilization data for underrepresented group members. If underutilization exists, develop outreach efforts to target underrepresented group members.
7. Ensure confidentiality is maintained as appropriate.
8. Ensure consistency throughout the process as appropriate.
9. Provide a copy of Guidelines for Inquiries to all individuals involved in the recruitment process.
10. Confirm the following:

STEP 1 : INITIATING THE SEARCH

- Are the duties of the position description clear and comprehensive?
- Are the required qualifications critical to performing the duties?
- Will your required qualifications unnecessarily eliminate persons capable of performing the duties?
- Are the required qualifications measurable, reasonable and clear?
- Have you prioritized the preferred qualifications in order of importance?
- Have you developed a screening instrument to record factual information regarding each applicant?
- Have you discussed and agreed on how all requirements will be assessed?

STEP 2 : RECRUITMENT

- Is your advertising sufficient to reach a reasonable number of qualified applicants (unclassified staff only)?
- Have you identified ways to reach minorities and/or women?
- If utilizing electronic media, do your ads conform to all advertising guidelines?

STEP 3 : SCREENING

- Have you generated a sufficient pool of qualified applicants?
- Have you completed a screening instrument for every applicant?
- Have you screened applicants based upon requirements in the position description?
- Have you identified/discussed any candidate association issues?
- Have you sufficiently documented who was screened out and why?
- Do you have at least 3 well qualified applicants to recommend for interview?

STEP 4 : INTERVIEWS

- Have you prepared a list of standard questions to ask all interviewees?
- Do the interview questions relate to the position duties or qualifications?
- Have you prepared an interview evaluation form (optional)?
- Have you documented responses to all interview questions?

STEP 5 : SELECTION

- Have you prepared a list of standard questions to ask all references?
- Have you contacted references for all finalists?
- Have you documented responses from references?
- Have you considered the applicants' application, cover letter, resume, interview, references and qualifications as a whole when evaluating interviewees?
- Have you documented the rationale for your hire and those not hired?
- Have you collected all documentation (screening instruments, interview evaluations, correspondence, etc.) from the search for recordkeeping purposes?

SAMPLE REQUIRED QUALIFICATIONS

According to Federal guidelines, "A basic required qualification (RQ) is objective if a third-party, with the contractor's technical knowledge, would be able to evaluate whether the job seeker possesses the qualifications without more information about the contractor's judgment."

JOB DUTY	NON-MEASURABLE MQ	MEASURABLE MQ
Create databases to organize evaluation data	Proficient with computer software applications, particularly Microsoft Office	1 year experience with Microsoft Office Suite
Assist in the design of research projects	Strong quantitative research skills , including data management and statistical analysis	Graduate level coursework or experience utilizing quantitative research skills
Document or organize project materials	Professional writing experience for varied audiences (e.g. school staff, teachers, parents)	1 year professional writing experience for varied audiences (e.g. school staff, teachers, parents)
Monitor budget expenditures	Considerable experience with project budgets with excellent math skills	5 years experience working with project budgets.
	Bachelor's degree or equivalent professional experience	Bachelor's degree or 4 years of administrative assistant experience
Perform masonry tasks in the repair, and renovation of interior structures	Knowledge of two or more building trades or mechanical building trades	One year experience in two or more building trades or mechanical building trades.
Coordinate and plan recognition programs	Ability to meet deadlines	Move to preferred OR Work experience that required meeting deadlines (<i>requires an application question: Describe your work experience where you successfully met deadlines</i>)
Prepare, edit, and finalize correspondence for Vice Provost	Detail-oriented	Work experience that required attention to detail (<i>requires an application question</i>)
Plan, develop and implement academic assistance workshops	Demonstrated ability to organize and complete projects	Work experience that required the organization and completion of projects (<i>needs an application question</i>)
Conduct research	Knowledge of basic organic or medicinal chemistry	Coursework or work experience in basic organic or medicinal chemistry.

SAMPLE SCREENING INSTRUMENT

Senior Administrative Assistant

Name of Applicant _____

Yes	No	Required Qualifications	1	2	3	4	5	Method of Evaluation	How applicant demonstrated?
		One year of experience in general office, clerical and administrative work						Resume or application	

Total points: _____

Yes	No	Unknown	Preferred Qualifications	1	2	3	4	5	Method of Evaluation	How applicant demonstrated?
			PeopleSoft experience or familiarity						Resume or application, interview	
			Demonstrated ability to multi-task						References, interview	
			Demonstrated ability to keep matters confidential						References, interview	
			Demonstrated ability to communicate orally/written with diverse group of people						Cover letter, resume, references, interview	

Total Points : _____

- Scale: 1 - Poor
 2 - Below Average
 3 - Average
 4 - Above Average
 5 - Excellent

Additional Comments:

Total Points : _____

INITIAL RANKING:

- ____ Weak applicant, do not consider further
 ____ Average applicant, do not yet eliminate
 ____ Strong applicant, consider for interview

SAMPLE INTERVIEW QUESTIONS

The following are sample interview questions that can be used to evaluate applicants. It is not intended that you ask all of these questions, but be sure each applicant is asked the same set of questions. This list of sample questions is not a comprehensive list, so include additional questions that are specific to your vacancy.

TIP: Depending on the level of the position, before introducing the applicant to the search committee, provide a copy of the interview questions. This allows the committee to judge an applicant's skills rather than their ability to think on their feet.

INITIATIVE (helps to assess an applicant's ability to identify tasks that need to be done without being told to do them)

- Have you found ways to streamline your job? Give an example.
- Have you ever been the first person to recognize a problem? How did you handle it?
- What new ideas have you suggested at work?
- Give an example when you went above and beyond the call of duty in order to get a job done.
- Give an example of when you anticipated a problem and were able to provide direction to address that problem.

STRESS TOLERANCE

- Tell me about a time you became frustrated with a co-worker or boss.
- Give an example when your opinion or idea was strongly opposed by a supervisor.
- Describe a high pressure situation.
- Describe the most difficult interpersonal challenge you have had.

PLANNING AND ORGANIZING

- How often is your time interrupted by unforeseen circumstances? What do you do when that happens? Give an example.
- We have all had times when we have not been able to get everything done on time. How do you handle that? Can you give an example?
- How do you catch up on a backlog of work after returning from a vacation or conference?
- Describe a time when you deviated from an assignment. Why? What happened?

SELF ASSESSMENT

- When you discover a problem in your work performance, what do you do? Give an example.
- Can you give an example of when you were not pleased with your work performance?
- In what ways are you trying to improve yourself? Either new areas or existing areas.
- What has been the most constructive criticism you've ever received?

PERSONAL EFFECTIVENESS

- Tell me about a time when you remained calm in an intense work situation.
- Describe a time when your supervisor criticized your work. How did you respond?
- Tell me about a time you took responsibility for an error.
- How do you keep your supervisor informed of your progress or actions, when appropriate?
- Describe a time when you were under extreme pressure. How did you handle it? Would you do anything differently?
- Tell me about a time you had to adjust to changes beyond your control.
- Describe a time when you've had to deal with a co-worker's hostility or resentment.
- Tell me about a situation where compromise was the key to resolving the issues.

JUDGEMENT

- Describe a time when you had to exercise self-control.
- Tell me about a time you had to complete a task with few or no guidelines.
- If you were interviewing applicants for this position, what would you look for?

DECISION MAKING

- We've all made poor decisions or have had something not turn out right. Can you give an example of when that has happened to you?
- Give an example of when you had to make a quick decision.
- How do you involve others when you make a decision?
- Describe a time you had to defend a decision you made.

WORK STANDARD

- What do you consider to be your most important accomplishments in your most recent jobs?
- Describe a time when you weren't pleased with your work performance? What did you do?
- When judging the performance of others, what factors are important to you?

TEAMWORK

- We all have ways of showing consideration for others. What do you do to show you value and respect your co-workers?
- When working with others, how do you determine you are being too forceful? Give an example when you have needed to back off.
- Describe a time when it was necessary for you to change your actions in order to respond to another person's needs.
- Have you been involved with a team of co-workers working to accomplish a task? Describe your role and interaction with this team.
- What is the most difficult part of being a member of a team? What role have you played within a team?
- Some of us are at our best as an individual contributor or as a part of a group. How would you describe yourself? Give an example of when you were most effective.

COMMUNICATION SKILLS

- Give an example when you told someone to do something and they did it wrong. How did you handle it?
- We've all misinterpreted communications (i.e. due date, instructions). Give an example of when this happened.
- Describe a situation where you were able to influence the actions of others
- Tell me about the most difficult or frustrating individual you have had to work with and how did you handle it.
- When is listening difficult in your job? When is it important?

VALUES DIVERSITY

- Give an example of when you helped to create an environment where differences of opinion are supported.
- Tell me about a time you adapted to a variety of people with different perspectives.
- Give an example of when you have attempted to make someone comfortable in an obviously uncomfortable environment.

GENERAL

- What about this position attracted you?
- Tell me about a co-worker that you admire.
- What would you want from your next job that you're not getting now?
- What qualifications/experiences do you have that will help you succeed in this position?

GUIDELINES FOR INQUIRIES

Any inquiry that elicits information which is not needed to consider an applicant for employment should be avoided, even though not specifically listed below.

SUBJECT	PERMISSIBLE INQUIRIES	INQUIRIES TO AVOID
ADDRESS	Although some inquiries might be permissible, this information has no relevance on the applicants' ability to perform the job.	Inquiry about any address that would indicate national origin; about names or relationship of persons with whom applicant resides; or whether the applicant owns or rents a home.
AGE	Inquiry about the applicant's meeting the minimum legal age.	Verification of age may ONLY be required after hiring.
CITIZENSHIP AND BIRTHPLACE	Although some extremely limited inquiries might be permissible, this is unnecessary since work eligibility information is provided on the PeopleAdmin application and screened by HR/EO.	Any inquiry that would indicate the birthplace or citizenship of the applicant or any of the applicant's relatives. Requirement that the applicant provide a birth certificate, naturalization papers, or work eligibility prior to employment.
CONVICTIONS	Although some inquiries might be permissible, unnecessary since this information is provided on the PeopleAdmin application and screened by HR/EO.	Any inquiry relating to arrest which is the apprehension or detention of a person for an alleged crime. Asking or checking into a person's arrest, court, or conviction record if it does not relate to the functions/responsibilities of the job.
DISABILITIES	Inquiry into whether the applicant is able to perform the essential functions of the position with or without reasonable accommodation.	Inquiries that solicit information about a disability or association with a person with a disability.
EDUCATION	Inquiry about academic, vocational, or professional schools attended. Inquiry into language skills only if applicable to job duties.	Inquiry about the nationality, racial, or religious composition of a school the applicant has attended.
MARITAL AND FAMILY STATUS	Inquiry about an applicant's ability to meet specified work schedules and/or ability to travel. Ask both genders.	Inquiry that indicates applicant's marital status, number and age of children, or pregnancy.
MILITARY	Inquiry about type of education and experience in service as it relates to a particular job.	Inquiry about the type of discharge or registration status.
NATIONAL ORIGIN	Inquiry about languages applicant reads, speaks, or writes; only if applicable to job duties.	Inquiry about applicant's lineage, ancestry, national origin, descent, birthplace, or native language; about national origin of applicant's parents or spouse.
ORGANIZATIONS	Inquiry about professional organizations related to the position.	Inquiry about organizations that suggests race, sex, religion, national origin, disability or sexual orientation.
RACE, ETHNICITY OR COLOR	NONE	Inquiries that might indicate race, ethnicity or color.
REFERENCES	Although permissible, unnecessary since this information is provided on the PeopleAdmin application.	Requirement that a reference be supplied by a particular individual, other than a current supervisor.
RELIGION	Inquiry about an applicant's ability to meet specified work schedules and/or ability to travel.	Any inquiry that would disclose religious practices or customs
SEXUAL ORIENTATION	NONE	Inquiry that would require disclosure of sexual orientation, gender identity, or gender expression.

SAMPLE INTERVIEW EVALUATION FORM

Applicant's Name _____ Date of Interview _____
 Individual Completing Form _____ Position Interviewed for _____

	1	2	3	4	5	Verified?		If yes, HOW demonstrated?
						YES	NO	
Required Qualifications	X	X	X	X	X			
One year of experience in general office, clerical and administrative work								
Preferred Qualifications	X	X	X	X	X			
PeopleSoft experience or familiarity								
Demonstrated ability to multi-task								
Demonstrated ability to keep matters confidential								
Planning and Organizing								
Teamwork								
Communication Skills								

1 - Poor 2 - Below Average 3 - Average 4 - Above Average 5 - Excellent

STRENGTHS:

WEAKNESSES:

OTHER COMMENTS:

_____ Recommended for Hire

_____ Not Recommended for Hire

SAMPLE REFERENCE QUESTIONS

1. In what capacity (e.g. supervisor, coworker, colleague, etc.) have you known the applicant? How long have you known him/her?
2. Please describe his/her job duties while employed with your organization?
3. How would you describe (applicant's name) work?
4. How would you describe (applicant's name) style of relating to people?
5. Describe (applicant's name) interpersonal communication style. Can you give specific examples?
6. Describe (applicant's name) communication style when under stress. Can you give specific examples?
7. Discuss (applicant's name) ability to build relationships with fellow workers or supervisors. Can you give specific examples?
8. What are (applicant's name) strongest job skills?
OR
In what areas does (applicant's name) excel?
9. Have you perceived any weaknesses in work performance?
OR
In what areas does (applicant's name) need improvement? Can you be specific?
10. Is there anything else I should have asked you about (applicant's name) performance or work?
11. Would you rehire (applicant's name)?

NOTES

Human Resources / Equal Opportunity
The University of Kansas
Carruth-O'Leary Hall
1246 West Campus Road, Room 103
Lawrence, KS 66045-7505
(785)864-4946
Fax: (785)864-5790