



Strength in People

RECRUITMENT & SELECTION HANDBOOK

**(FOR CLASSIFIED, ADMINISTRATIVE AND
SERVICE PROFESSIONAL POSITIONS)**

A Guide to the Recruitment Process

cfo.asu.edu/hr-recruitment

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INTRODUCTION

ASU is committed to a recruitment process that results in the hiring of the most qualified applicants. All individuals with authority to hire will be accountable for the recruitment, retention and development of diverse faculty, academic, classified, service professional and administrative staff.

ASU promotes equal opportunity through affirmative action in employment and educational programs and activities. Discrimination is prohibited on the basis of race, color, religion, national origin, citizenship, sex, sexual orientation, gender identity, age, disability and qualified veteran status. Equal employment opportunity includes, but is not limited to, recruitment, hiring, promotion, termination, compensation, benefits, transfers, university-sponsored training, education, tuition assistance, and social and recreational programs.

Equal opportunity results when all applicants are treated consistently at every stage of recruitment. The following pages provide guidelines to the hiring official to ensure that fairness is paramount in the recruitment process.

Occasionally, it may be in the best interest of the ASU to conduct a **Focused Recruitment**; that is, to designate a candidate for hire without using the process described in this handbook. In such cases, the hiring authority must complete the **Waiver of Recruitment form**. A copy of the form should be maintained in the position file, along with a copy of the designated candidate's resume. **NOTE:** Copies must be sent to the Office of Equity & Inclusion.

UNIVERSITY POLICIES

UNIVERSITY RECRUITMENT POLICIES AND PROCEDURES

SPP 201-01

Recruitment/Employment

SPP 403-08

Salary Administration

ACD 126

Background Checks

RELATED EO/AA POLICIES

ACD 401

Equal Opportunity/Affirmative Action

ACD 405

Individuals with Disabilities

SPP 105

Americans with Disabilities

HELPFUL LINKS

[HR Online](#)

[HR Forms](#)

[Sample letters and Checklists](#)

STEP 1. PREPARATION FOR THE SEARCH

(CLASP Blueprint Nos. 1-3)

ASSESS STAFFING NEEDS

- Contact the [Office of Equity & Inclusion](#) for an analysis of your department's workforce and female/minority utilization goals.
- Determine what type of recruitment will result in a well-qualified, diverse pool of applicants (e.g., within the university, and locally, regionally and nationally).
- Determine what ASU resources are available and develop a plan to use those resources effectively and efficiently.

HIRING OFFICIAL – KEY RESPONSIBILITIES

The hiring authority is primarily responsible for:

- Developing position descriptions and job announcements.
- Establishing the essential functions for the position.
- Establishing timelines and application deadlines.
- Advertising position openings.
- Developing advertising copy.
- Evaluating and screening applications.
- Developing interview questions.
- Conducting interview sessions.
- Checking references of applicants/candidates.
- Communicating with applicants about the status of their applications and/or the recruitment process.
- Assuring appropriate confidentiality at each stage of the search.
- Maintaining all records associated with the recruitment.

The department and/or hiring official may form a search committee to assist with the recruitment for a particular position(s). The search committee may participate in any or all of the above activities.

[Refer to [Appendix A](#) or information about the use of emails in the search process.]

STEP 2. IMPLEMENTING THE SEARCH STRATEGY

(CLASP Blueprint Nos. 4-8)

POSITION DESCRIPTIONS

Classified Positions: Generic position descriptions for each Classified job title are provided online: jobtitledescriptions.asu.edu. The minimum/required qualifications **must** be used. Edits are permitted only for clarification purposes.

EXAMPLE

A **minimum qualification** states:

Bachelor's degree in related field; OR, Any equivalent combination of education/experience for which comparable knowledge, skills and abilities have been achieved.

The **edit clarification** may be the itemization of acceptable fields of the degree:

Bachelor's degree in Communication, English, Journalism or related field.

The **ASU equivalency phrase**

any equivalent combination of education/experience for which comparable knowledge, skills and abilities have been achieved

must be interpreted as one year of education is equal to one year of experience or vice versa.

[For assistance in qualification interpretations, refer to [Appendix F.](#)]

Administrative Positions: Departments must consult with their [Human Resources Partner](#) when developing administrative/executive job descriptions.

Service Professional Positions: Service Professional positions appear online: jobtitledescriptions.asu.edu. For the majority of Service Professional positions, departments must consult with their [Human Resources Partner](#) for appropriate guidance.

JOB ANNOUNCEMENTS

Job announcements must be posted on the Human Resources website using the [PeopleSoft Talent Acquisition Management \(TAM\) system](#). Departments must submit the TAM job posting request to OHR's Recruitment and

Selection department for review, edit, approval and posting to the ASU website.

The TAM format helps departments provide important information about a position, such as the essential functions, duties, qualifications, application material needed and the application deadline. It also provides a section for information to be included in advertisements. For assistance with job descriptions and job announcements in the TAM system, contact [Recruitment and Selection](#).

[For examples of job announcements, refer to [Appendix B](#).]

POSTED RATE OF PAY

The **posted rate of pay** will be within the jobs salary range ([Classified](#) or [Service Professional](#)). The department or college has the following three options to choose from when posting a job:

- 1. Pay depends on experience** ("Depends on experience")
Used when flexibility within the salary range is needed to negotiate salary based on experience and skill level.
- 2. Set range within the job's salary grade** ("\$30,000 - \$40,000 per year; DOE")
Used to inform applicants that all offers will be within the posted range based on experience and skill level.
- 3. State a range from a minimum amount to commensurate with education/skill/experience** ("\$30,000 to Commensurate with education/skill/related experience ")
Used to inform applicants that all offers will be no less than a minimum amount and the maximum, while within the salary range, will be based on the experience and skill level.

There should be **no deviation** from what is posted when a salary offer is extended. Any offer that differs from the described rate, or falls outside the posted range, will not be approved by OHR and OHR will repost the position.

ESSENTIAL FUNCTIONS

Identifying essential functions is mandated by the Americans with Disabilities Act. Although you do not have to include the essential functions in advertisements, ASU must have these on file for every position. The essential functions are the core or required duties of a position as opposed to marginal responsibilities of the position.

[For assistance in developing essential functions refer to [Appendix C](#).]

QUALIFICATIONS

Qualifications are the education, experience and/or knowledge needed to perform the essential functions of a position. Key issues to consider are:

- State qualifications clearly and distinguish between required/minimum qualifications and desired qualifications.
- Required/minimum qualifications should be general enough to assure applicants can meet them and specific enough to assure the hiring authority that applicants have the necessary education, experience and/or knowledge to perform the essential functions.
- An applicant must meet the required/minimum qualifications to be eligible for an interview. Direct knowledge of an applicant's qualifications may NOT be used to determine whether the applicant meets the qualifications. Only the information provided via the application materials may be used to determine whether an applicant meets advertised qualifications.
- Desired qualifications are a further refinement of the required qualifications or additional qualifications that would enhance an applicant's ability to perform a position's essential functions.

[For assistance in developing qualifications, refer to [Appendix D.](#)]

APPLICATION DEADLINES

Application deadlines assure applicants that the hiring department will treat them consistently and offer a timeline for assessing when interviews might occur.

An application deadline could be a single date or continue until the search is closed. If sufficient applications are not received prior to the application deadline, the department may contact [Recruitment and Selection](#) to extend the deadline.

Appropriate Application Deadline Language Example

Single date: Applications must be received by 11:59pm, January 15, 2012.

Rolling deadlines: Normally, rolling deadlines are not used for Classified, Administrative or Service Professional job announcements in the TAM system. Departments may contact [Recruitment and Selection](#) no later than one business day in advance of the deadline for extension of the initial deadline.

The minimum job posting period on the ASU website is five (5) full business days.

EXAMPLE

A job posted on **Thursday, 1.5.12**, would have these posting dates: **Friday, 1.6.2012 to Friday, 1.13.2012.**

ADVERTISING POSITION OPENINGS

Departments are responsible for advertising positions to ensure a well-qualified, diverse applicant pool. Departments should conduct an analysis of available recruitment sources that includes recruitment resource target audience, cost, advance time required to place announcements and whether the source is recognized and regularly viewed by potential applicants.

Examples of advertising sources include, but are not limited to:

- Publications
- Other colleges/universities
- Websites and listservs
- Professional organizations
- Special committees and caucuses within organizations
- Employment assistance organizations
- Diversity organizations
- Direct contact with potential applicants or with individuals from whom nominations are sought.

Searches that may lead to the hiring of an individual who is not eligible to work in the U.S. have specific advertising requirements. Please check the [Office of Equity & Inclusion](#) and the [International Students and Scholars Office](#) for additional information.

Departments should include the ad copy along with the locations of the advertising sources when submitting the job announcement via TAM. Recruitment and Selection will help departments develop ad copy and submit job announcements to various media as appropriate.

ADVERTISEMENT COPY

Long Ad – includes the complete job announcement; i.e., duties, all required and desired qualifications, application deadline, application material, EO/AA statements and criminal background check statement. Long ads also usually include general information about the department and/or university.

Short Ad – includes shortened version of duties, all required and desired qualifications, application deadline, application material, EO/AA statements and criminal background check statement.

Very Short Ad – includes a brief statement about the position, the application deadline, EO/AA statements and refers individuals to a website with the complete ad that contains either the long or short ad. No qualifications, either required or desired, are included.

EO/AA STATEMENTS

Federal affirmative action regulations require inclusion of an equal opportunity statement in all ASU publications, including advertisements.

One of the following EO/AA statements **must** be included in advertisements and announcements about position openings:

- *Arizona State University is an equal opportunity/affirmative action employer;*
- *ASU is an EO/AA employer; or*
- *AA/EOE.*

DIVERSITY STATEMENTS

Departments also may wish to include more general diversity statements to encourage a diverse applicant pool. Examples of statements include:

- ASU encourages and supports diversity among applicants and employees;
- Diversity is a key component of excellence at ASU, and the [name of hiring unit] supports the value of diversity among faculty, staff and students;
- The [name of department/hiring unit] actively seeks diversity among applicants and supports the diversity of employees; or
- ASU encourages and values a diverse workforce.

NOTE: These diversity statements do not take the place of the EO/AA statement.

Step 3. SELECTING THE CANDIDATES

(CLASP Blueprint Nos. 12-21)

EVALUATING APPLICATIONS

The hiring authority (or search committee) must screen applications using the “**Evaluate Applicants**” in the TAM system. This stage is a critical one in the recruitment process and you should take care to treat all applicants consistently.

- Applicants must submit a complete application to be eligible for consideration. If not, this information should be reflected with a “no” in

the complete application competency and the applicant should be rejected.

- The hiring authority (or search committee) may, however, follow-up with **all** applicants who **have not submitted** all required application material.
- Only the information provided via the application material may be used to determine whether an applicant meets the advertised minimum (MQ) and desired (DQ) qualifications. The MQs and DQs are the only criteria used to determine an applicant's qualifications.
- Competencies (qualifications) vital to the decision to interview or reject an applicant should be scored with a "yes" or a "no."
- Rejected applicants should reflect this decision by changing their disposition to "reject" with the appropriate reason.
- Applicants rejected as having "less relevant" experience should reflect this decision with a "no" in the appropriate competency.
- Applicants rejected for "unable to determine qualifications" should reflect this decision with a "no" in the appropriate competency.
- The **Evaluate Applicant spreadsheet** must clearly display the reasons the hiring team has decided to interview some applicants and reject others.
- If the **equivalency statement** is used in the required/minimum qualifications, the hiring authority (or search committee) must adhere to the equivalency interpretation [refer to [Appendix F](#)] and to the criteria established for education in place of experience and experience in place of education.
- A department may use reference checks, may ask for additional application material or may conduct an initial phone screening to help determine if resume qualifications are valid.
- International applicants must be able to work in the United States. In most cases, ASU will not apply for H1B or J1 immigration status for individuals hired for classified or service professional positions unless they meet the standards for H1-B sponsorship. Departments that may potentially hire an international applicant should contact the [International Students and Scholars Office](#) to discuss non-immigrant work visa options.

[For additional information on application reviews, refer to [Appendix E](#).]

CHECKING REFERENCES

Applicant references may be checked when the candidate is considered a finalist. Equal opportunity issues in checking references include:

- An applicant should be notified if the hiring authority (or search committee) plans to contact references beyond those provided by the applicant.
- The same basic job-related questions are asked of each reference. [Refer to [Appendix G](#), Pre-employment Inquiry Guidelines, for issues to avoid in asking reference questions).
- The hiring official is responsible for ensuring that reference information is obtained for **ASU employees who are finalists for a position**. The hiring official or designee **MUST** request a review of job-related information (e.g. performance evaluations, disciplinary actions and other related information) contained in the official Human Resources personnel file. The personnel file of a former employee terminated for cause will reflect an “ineligible for hire” status.

Contact [Amanda Jaquez](#) to schedule an appointment to review a personnel file.

- Direct knowledge of work performance should be shared by search committee members as part of reference checking; it should be shared for all applicants for whom direct knowledge exists. You cannot use direct knowledge to determine whether or not an applicant meets minimum qualifications. Direct knowledge includes direct supervision or experience working directly with the applicant.

THE INTERVIEW PROCESS

Interviews may be conducted by the hiring authority (or search committee), other administrators inside and outside the hiring department, other campus peers or constituencies such as students. Interviews may be conducted in person, by telephone or videoconference. There is no minimum number of candidates who should be interviewed for a position. Some factors to be aware of at the interview stage:

- The interview method, agenda and questions should be the same for all candidates interviewed. Internal candidates should be treated the same as external candidates.
- If a search committee is used, members should make every effort to attend all interviews. In the case of an absence or illness, those members who conduct the interview may share their assessment with the absent member(s).

- Public forums or department/college open forums for candidates may have different individuals attending for each applicant without creating inequities in the search. The hiring official is responsible for assuring that the questions and comments at public/open forums are appropriately job-related.
- Develop a variety of methods to assess candidates during interviews in addition to or instead of question/answer sessions. For example, consider creating a skills assessment exercise involving a typical function of the position, request short presentations when appropriate to the position or provide written questions and ask for written responses. A skills assessment exercise should never be “stop-watch” timed or graded (with a letter or number). Candidates should be given an approximate amount of time (e.g. 15 minutes) to complete a skills exercise that you assess in relation to the expectations of the position and in comparison to other candidates.
- Tests may not be used as an evaluative tool unless that test has been validated for the position in accordance with the federal Uniform Guidelines on Employee Selection. The Office of Equity & Inclusion must approve and maintain a copy of the test used to select candidates for employment.
- If a candidate requests a disability accommodation to participate in an interview, contact the Office of Equity & Inclusion for assistance before agreeing to or declining the requested accommodation.
- At the time of the interview, the hiring official may request that the interview candidates/finalists complete and sign the paperwork for the required background check (cfo.asu.edu/hr-background or read the policy: [ACD 126](#)). If a candidate/finalist opts to defer completing and signing this paperwork until a job offer is made, the hiring official should obtain the finalist’s signed background check paperwork when the finalist accepts the job offer.
- **IMPORTANT NOTE:** The hiring official is responsible for evaluating the results of the interview processes and entering those results into the TAM Peoplesoft system using number ratings from 1 through 3. The hiring official also must include specific comments to support the number ratings.

[Refer to [Appendix G](#), Pre-employment Inquiry Guidelines, for issues to avoid in asking interview questions.]

MINORS

Per [SPP 201-01](#), no person under the age of 16 will be employed at Arizona State University unless the individual is enrolled as an ASU student or in a program associated with an ASU educational program. If an applicant is under 16, and does not have a high school diploma/equivalency or is emancipated, the following restrictions apply. The applicant cannot work:

- More than 40 hours in any one week when the person is not enrolled in a session of school or when school is not in session.
- More than 18 hours in any one week when the person is enrolled in any session of school when school is in session.
- More than eight hours in any one day when the person is not enrolled in a session of school or on a day when school is not in session.
- More than three hours in any one day when the person is enrolled in any session of school on a day when school is in session.
- At night nor shall they be employed in solicitation sales or deliveries on a door-to-door basis between 7pm and 9:30pm on days preceding a day when school is in session and between 7pm and 11pm on days preceding a day when school is not in session.

For the purpose of this policy, *night* means:

- On a day preceding a day when school is in session, those hours beginning at 9:30pm and continuing until 6am on the succeeding day.
- On a day preceding a day when school is not in session, those hours beginning at 11pm and continuing until 6am on the succeeding day.

In addition, employees between the ages of 16–18 will incur certain restrictions. (See policy, [EHS 116: Minors in Laboratories](#))

BACKGROUND CHECKS

A pre-employment background check is required for the final candidate(s) who apply for an open position at ASU. As part of the hiring process, ASU requires disclosure of relevant employment, education and criminal history information. For specific positions, finalists may also have their academic credentials, professional licensing/certification, motor vehicle records, and fingerprints reviewed. [Refer to [ACD 126](#).]

NOTE: A signed authorization from the finalist is required before criminal record information or background information may be requested.

SELECTING THE FINALIST

Before you offer a job to a candidate, you must submit a job offer in TAM PeopleSoft to HR Recruitment and Selection for approval. Recruitment and Selection will review the **Evaluate Applicant** table, the **Interview Evaluation** and the **Offer Request**. Whether approved or denied, Recruitment and Selection will notify the department representative of the results.

SELECTING THE SALARY

Salary offers to selected candidate should be consistent with the salary range advertised for the position. If no range is posted in the advertisement, then the offer should be consistent with the assigned salary range of the job classification as posted.

The hiring department should consider the candidate's prior relevant experience for position salary range.

Consistent with a compensation philosophy of recognizing the performance of outstanding and exemplary staff, a department may request an additional skill/competency adjustment in consideration of the candidate's exceeding expectations of job performance after completion of six months in the new position, depending on availability of funding.

MAKING THE JOB OFFER

Upon Recruitment and Selection's approval of the Job Offer Request, the hiring official will contact the selected candidate and make the offer.

If the offer is accepted, the hiring official must follow up with a **signed job offer letter** to the selected candidate/finalist and submit the finalist's signed background check paperwork to Recruitment & Selection. If the offer is declined, consult Recruitment and Selection for additional options. A conditional job offer should be included if the results of the Background Check are not received.

Step 4. COMPLETING A SUCCESSFUL SEARCH (CLASP Blueprint Nos. 22-26) **WRAP UP**

After the selected candidate accepts the job offer, the hiring official should send a written offer letter (start date, conditions of employment, salary, etc.) and a [New Employee Payroll Packet](#), to the candidate. After the hiring officials receive a signed acceptance/offer letter, he/she should then schedule a [New Hire Orientation](#).

The selected candidate should return the completed New Hire Packet to the Human Resources Employee Service Center for processing. At this time, the

selected candidate also must display acceptable identification so that processing is not delayed.

The hiring official submits the [Personnel Transaction Request \(PTR\)](#) in PeopleSoft. Change the candidate's disposition from "Offer" to "Accept."

After Human Resources Data Management enters data from the PTR and the New Hire Packet into PeopleSoft, the hiring department requests computer access for the new hire and follows through with job assignment duties/training.

RECORDKEEPING REQUIREMENTS

In addition to retention of records within the TAM system, departments must retain a **position file** for **three years** from the date of hire.

The position file must contain the following documentation:

- Advertisements and any other job posting notices placed by the department for the position;
- Supplemental material requested by the department (e.g., samples of work, philosophical statements);
- All correspondence with applicants, candidates selected for interview, candidates offered employment and references;
- Documentation of the search committee findings, including interview and reference-check notes, committee deliberation notes, job-related reasons for not interviewing an applicant and job-related reasons for the hire/non-hire of each interview candidate.

A copy or original documents of the position file containing all of the above records must be retained in the department for the required recordkeeping period.

From time-to-time, the Office of Equity & Inclusion may ask the hiring department to make the position file(s) available for review.

APPENDICES

A. Guidelines for Use of Email in Searches

Remember that use of email in searches establishes a record that becomes part of the search material that must be retained for three years. Additionally, email may be forwarded (with or without changes) without the original sender's permission.

Email may be considered a public record that must be made public under certain circumstances; therefore, the following guidelines are provided to assist in assuring appropriate confidentiality of the search process.

1. Acceptable uses of email by search committee members:

- Setting committee meeting times/locations.
- Distributing/discussing recruitment process information, e.g., drafts of ad copy, search plans, interview itineraries and questions, reference questions/process, criteria to evaluate whether qualifications are met.
- Appropriately communicating with applicants; e.g., provide information about the status of the search, request reference names, provide itinerary/information about interviews and offer option to provide missing application material.
- Appropriately communicating with references; e.g., set appointments for telephone reference calls.
- Contacting potential applicants to alert them to vacancies, provide ad copy, and provide general information in the public domain about the department, college and/or university.

2. Unacceptable uses of email by search committee members:

- Discussing by name individual candidates' qualifications and status in the search (e.g., on the short list, to be interviewed, etc.).
- Discussing specific reference information about named candidates or named references.
- Providing confidential search information to anyone; i.e., if the information is confidential, it is best not to share even with appropriate individuals via email.
- Soliciting additional or clarifying information from an applicant on an *ad hoc* basis.

Email Applications

Since applications should be submitted using the Talent Application Management (TAM) system, email applications are normally not accepted. However, if a department invites applicants to submit requested application materials to complete the application, the requested materials should be sent directly to the department.

B. Sample Job Announcements

Administrative Assistant

The Office of Student Life invites applications for an Administrative Assistant to provide administrative/clerical support for the Director, obtain information and follow up with student issues, and serve as department liaison for all travel, budget, accounting and personnel related matters. Will process documents and information, maintain databases and create reports. Will monitor Director's website, including retrieving and responding to e-mail received in general e-mailbox. Will assist in planning and coordinating of all events. Will represent the Director and/or office as requested.

Minimum/Required Qualifications: Four (4) years' secretarial/administrative experience; OR, Certificate in Secretarial Science and three (3) years of secretarial/administrative experience; OR, Any equivalent combination of experience and/or education from which comparable knowledge, skills and abilities have been achieved. **Desired Qualifications:** Experience in a fast-paced office environment. Customer service experience. Experience using MS Office applications, including Word, Excel, Outlook, Access and/or PowerPoint. Experience planning and handling logistics for events/activities. Scheduling experience. Evidence of effective verbal and written communication skills.

Application Deadline/Procedures: Application deadline is 11:59pm, Arizona time, on 1.20.2012. Complete required information and attach cover letter, resume, and names, addresses and phone numbers of three professional references. All employment experience must be listed in month/year format. (Example: 2.2002 to 4.2006 or February 2002 to April 2006) REQUESTED MATERIAL MUST BE IN ONE FILE ATTACHMENT. Only electronic applications are accepted for this position. If you need assistance applying for this job, please contact the Employee Service Center at 855.278.5081. AA/EOE

Coordinator, CLAS Undergraduate Programs

The College of Liberal Arts and Sciences seeks a Coordinator to provide front office coordination and administrative support for the Office of Undergraduate Programs. This position reports to both the Executive Assistant for Undergraduate Programs and the Manager, College of Liberal Arts and Sciences (CLAS) Dean's Office. Duties include: managing the Undergraduate Programs front office; providing general assistance and information to students, departments and the general public; informing the campus community and external constituencies of pertinent procedures and requirements; scheduling appointments for students with academic advisors; assisting students with completion of forms/documents; supervising student employees; assisting with large-scale special events; and building collaborative working relationships.

Minimum/Required Qualifications: Bachelor's degree in a field

appropriate to the area of assignment AND three (3) years of related experience; OR, Any equivalent combination of education and/or experience from which comparable knowledge, skills and abilities have been achieved.

Desired Qualifications: Demonstrated customer service experience in a high-volume environment. Experience: coordinating multiple activities; managing projects; working with a diverse student population; prioritizing assignments and meeting deadlines; using MS Office Suite applications. Demonstrated knowledge of: student development issues; supervisory practices and principles. Effective verbal and written communication skills.

Application Deadline/Procedures: Application deadline is 11:59pm, MST, on 1./20/2012. Complete required information and attach cover letter, resume and names, addresses and phone numbers of three professional references. REQUESTED MATERIALS MUST BE IN ONE FILE ATTACHMENT. Only electronic applications are accepted for this position. If you need assistance applying for this job, please contact the Customer Service Center at 855.278.5081. AA/EOE

C. Essential Functions

The Americans with Disabilities Act (ADA) requires ASU to identify the essential functions for all positions. Essential functions are:

- the core or critical duties of a position that, in effect, define the job;
- used in helping determine whether a requested accommodation for a disability is appropriate; and
- used to determine whether an applicant can perform or an employee is performing the job, with or without accommodations.

The following are the federally defined criteria for determining essential functions of a position:

- the reason the job exists is to perform a particular function (e.g., clean rooms for a custodial position);
- there are a limited number of employees available among whom the performance of a job function can be distributed (e.g., perform medical examinations for a physician position);
- function may be highly specialized so that a person is hired for his/her expertise or ability to perform a particular function (e.g., conduct DNA testing for a research specialist position);
- employer's judgment that a function is essential (e.g., answer phones for a receptionist position);
- the amount of time spent on the job performing the function makes it essential (e.g., provide programming to create reports for a computer programmer position);

- the consequences of not requiring the incumbent to perform the function make it essential (e.g., landing planes for a pilot position);
- the work experience of past incumbents in the job makes a function essential (e.g., maintain budget information for a program coordinator position); and
- the current work experience of incumbents in similar jobs (e.g., provide word processing for an office assistant position).

Examples of essential functions, which may be appropriate for some positions, are listed below. Note the essential function begins with a verb, but are specific to your unit. Essential functions must be appropriate to the position and may vary for the same position title from department to department.

Administrative Assistant

- Schedule appointments and maintain calendar for director
- Monitor budget expenditures for department
- Initiate confidential correspondence on behalf of the director
- Maintain databases and develop reports
- Use computer
- Communicate orally and in writing

Office Assistant/Receptionist

- Answer phones
- Direct callers and visitors to appropriate departmental staff
- Maintain phone/visitor log
- Provide backup word processing and database support for office specialist
- Ability to lift and transport up to 30 pounds

Program Coordinator

- Use a computer equipment and software
- Typing on a keyboard
- Scanning documents
- Data entry
- Work in an office setting and use office equipment (i.e. printers, copiers, fax machines, telephones)
- Communicate orally and in writing
- Deliver presentations
- Use an ASU or personal vehicle to travel to different campuses
- Use basic math and a calculator
- Handle petty cash
- Supervise staff

Materials Handler

- Order, receive and stock material
- Operate forklift, hand trucks and dollies to move materials
- Use computer to track orders, receipts, stock, and transfer of materials
- Lift up to 50 pounds of merchandise without assistance

Research Specialist

- Conduct lab tests using appropriate equipment and protocols
- Maintain tissue samples in appropriate and secure manner
- Analyze and report results of tests conducted
- Use (specify) lab equipment
- Work with (specify) lab chemicals

D. Developing Qualifications

Required/minimum qualifications are those absolutely necessary to perform the essential functions of a position. They must be general enough so applicants can meet the qualifications and specific enough to help determine whether or not an individual can perform the essential functions of the position.

Desired qualifications are either a refinement of some of the required qualifications or additional qualifications that better demonstrate an individual's ability to perform the functions of the position.

The Office of Equity & Inclusion recommends expressing qualifications as either "experience" with or "demonstrated knowledge" of particular areas. Experience means an applicant clearly demonstrates performing a function or using a tool (such as computer software). Demonstrated knowledge means someone lists the appropriate language on a résumé but does not have to show experience.

When "skill" is listed as a qualification it must be in an area that can be demonstrated within the application material; e.g., editing skills (i.e. no typographical errors, etc.), communication skills and/or organizational skills (i.e., how the application material was organized).

Examples of qualifications and issues are listed below.

Qualifications that may be **too general**:

- **Bachelor's degree** – Without indications of acceptable disciplines, the question is what experience/knowledge is gained by the degree that will assist someone in performing essential functions?

- **Experience in higher education** – Technically, anyone who has attended a class at a higher education institution meets this qualification; therefore, how does this help determine whether someone can perform an essential function?
- **Computer skills** – Although individuals list “computer skills” on résumés, there is usually no indication of the actual “skill”; there is evidence the individual uses appropriate language but no evidence of the skill level or whether the skill has actually been demonstrated anywhere.

Qualifications that may be **too specific**:

- **Bachelor’s degree in English** – Can the department document that performing the essential functions truly requires a degree in one discipline only?
 - **Experience using Excel, Access and MySQL to create interactive, relational databases for personnel tracking** – Applicants would have to show that all three (Excel, Access and MySQL) were used in creating interactive, relational databases specifically for personnel tracking purposes. It may be difficult to find individuals who have this specificity of experience.

Qualifications that may be **unclear**:

- Experience supporting a senior administrator – What does “support” mean, and what qualifies as a “senior administrator”? This qualification does not assist the applicant to understand what the department wants as a qualification.

E. Application Reviews

Are the applications complete?

The first step in screening applications is checking to see if applicants provided all materials required in the position announcement.

If not, an applications should be considered incomplete and either:

- should not be reviewed, or
- all applicants with incomplete applications should be notified and given an opportunity to complete the applications by a specified date. (The TAM system requires an email address from all applicants, which speeds communication in these instances.)

Did you establish criteria to determine what information applicants must provide to demonstrate the required and desired qualifications have been met?

For example, if a qualification is “four years of related experience,” you should determine examples of what constitutes “related experience” before you review applications. It would be appropriate to look at the essential functions to determine what type of experience is related to the ability to perform those functions; it does not, however, constitute screening from the essential functions since the person must still have four years of related experience.

See Checklist below for examples of criteria for assessing qualifications.

Has a checklist of the required and desired qualifications been made available to persons screening applications?

A TAM checklist, called **Evaluation Applicant**, itemizes qualifications with a distinction between required and desired qualifications. This feature helps evaluators clearly indicate whether an applicant meets the qualifications. Points for how well a person meets those qualifications are not necessary.

CHECKLIST

Required Qualifications

Bachelor’s degree in related field; OR Any equivalent combination of education and/or experience from which comparable knowledge, skills and abilities have been achieved.

Related fields

English, Communication, Journalism or related field.

Equivalency

Four years of experience relevant to the position in which English, Communication, Journalism or related disciplines may be applied;

OR

Associate’s degree in English, Communication, Journalism or related field AND two years relevant applied experience.

Desired Qualifications - Experience

Maintaining databases and developing reports
Organizing and scheduling meetings
Monitoring budget expenditures
Using MS Office applications

The items above are examples of criteria used to determine whether candidates meet the qualifications and should be distinguished on the TAM **Evaluation Applicant** checklist.

Do the applications of persons recommended for interviews explicitly demonstrate that the required qualifications are met?

Evaluators must be sure all of the required qualifications are evident on the application material. For example, has the number of years of experience required been checked on the application material? If supervisory experience is required, does the application explicitly indicate supervision?

In addition, this type of experience includes conducting a performance evaluation.

When a specific number of years of work experience are required, it means **full-time** work experience. Evaluators must remember graduate assistant and student work experience is usually not full-time experience. Personal knowledge of an individual's work/educational experience may not be used to qualify the person for an interview; the qualifying information must be evident on the application.

Has the evaluator changed the rules of the process (e.g., the application material required or the required/desired qualifications) based on what the applications are actually like?

For example, if the advertisement requires e-mail addresses for three references and none of the applicants provide this information, then none of the applications are complete and must not be reviewed until they are complete. It is inappropriate to decide in the middle of the process that a qualification or some part of the application material is no longer relevant just because it will exclude an otherwise excellent candidate from consideration.

F. Qualification Interpretations

1. Experience

- Years of experience is based on full-time (i.e. 40 hours/week).
- Volunteer experience must indicate hours/week to be counted toward meeting experience requirements.
- Titles without an explanation of duties are unacceptable in determining whether an applicant has specific experience (e.g. the title of Director does not indicate someone has supervisory experience).

2. ASU's Equivalency Phrase (i.e. "any equivalent combination of education and/or experience from which comparable knowledge, skills and abilities have been achieved")

- This can only be interpreted as one year of experience is equal to one year of education or vice versa.

- When a degree is counted as the equivalent of experience, the degree must be in a discipline relevant to the experience; when experience is counted as equivalent to a degree, the experience must be relevant to the discipline(s) of the required degree.
- One year of education is equal to 24 credit hours.
- A bachelor's degree is equal to four years of experience; a master's degree is equal to six years of experience; a juris doctorate is equal to seven years of experience; a doctorate is equal to eight years of experience.
- Dates of attendance at a post-secondary institution do not indicate whether the applicant meets the equivalency interpretation unless credit hours earned are provided or an earned degree is identified.

3. Degrees, Certifications and Trainings

- Must be complete at the time of application for a classified, service professional or administrative position if a degree is a required qualification
- Certifications and trainings can be considered equivalent up to six months' total experience. Whether they have four or one certificate, it is considered only a total of six months.

NOTE: Direct knowledge of an applicant's qualifications may NOT be used to determine whether an applicant meets qualifications. When evaluating applicants to interview, only the information provided in the application materials may be used to determine whether an applicant meets advertised qualifications.

G. Pre-Employment Inquiry Guidelines

You can only ask questions about any of the items listed below only when these factors are bona fide occupational qualifications (BFOQs). Persons who interview applicants, participate in the interview process or check references **MUST** be aware of and follow these guidelines on information that should **NOT** be sought from applicants or references. Remember to ask only job-related questions during interviews and reference checks.

Address

Specific inquiry into foreign addresses that would indicate ancestry or national origin is prohibited. It is permissible to ask for the applicant's current address.

Age and Date of Birth

Federal law prohibits discrimination on the basis of age. Restriction of employment is permissible only when age is a BFOQ.

NOTE: Finalist(s) for a position must disclose date of birth to confirm identity for purposes of completing the ASU required background check.

Arrest/Conviction Record

It is inappropriate to ask about an applicant's arrest record. If inquiry into the conviction record of an applicant implies an absolute bar to employment, it is unlawful for most positions. A department may have the right to exclude persons convicted of certain offenses from consideration for certain types of jobs. ASU, as of July 1, 2005, requires completion of a criminal background check before an individual is hired.

Birthplace and Citizenship

It is inappropriate to ask the birthplace of an applicant. It is acceptable to ask applicants if they are legally eligible for full-time employment in the United States and, if the answer is yes, to ask for the immigration status (e.g., J1, F1 OPT, H1B). Applicants may not be asked for the country of their citizenship.

Disability

It is unlawful to ask applicants whether they have a disability. Departments may ask whether applicants can perform the essential functions of a position. The applicant's response to the question must be taken at face value. If an applicant requests a disability accommodation for an interview, contact the Office of Equity & Inclusion for assistance before agreeing to or declining the request.

Education

It is permissible to inquire about an applicant's academic, professional or vocational educational background when it is a job-related requirement. Asking about the national, racial or religious affiliation of a school is prohibited.

Financial Data, Credit Record, Garnishment Record or Fidelity Bonds

Questions to applicants about these issues are considered unlawful unless the department can show a business necessity for this information.

Height and Weight

These factors may not be requested from applicants nor should they be considerations for employment unless they have been validated as BFOQs.

Lowest Salary

It is best not to ask this question of applicants since in the past such information was often used for discriminatory purposes.

Marital Status and Relatives

Questions about an applicant's relatives, marital status and/or dependents are prohibited. Employment decisions must be made without regard to whether relatives of the applicant work at ASU unless the employment would involve supervision of or being supervised by a relative.

Contact the Office of Equity & Inclusion or the Provost's Office when this becomes an issue in employment.

Military Service

It is permissible to ask about military experience in the armed forces of the United States. The hiring authority should be careful, however, about using information concerning discharges since the military has stated that discharges given under other than honorable conditions during specific periods of time were discriminatory. It is desirable to afford applicants an opportunity to voluntarily disclose whether they are a qualified protected veteran. The university is required to take affirmative action in the employment of persons in these categories.

Name and National Origin

No inquiry may be made about an applicant's maiden/birth name, any previous name, lineage, ancestry, national origin or descent. Names should only be used to identify applicants.

NOTE: Finalist(s) for a position must disclose maiden/birth name or any other previous name to confirm identity for purposes of completing the ASU required background check.

Organizations

It is permissible to ask about professional organizational memberships provided the applicant is made aware of his/her right to exclude the name or character of any organization that is of a predominantly racial, religious or sexual character.

Photographs

Photographs may not be required or asked for prior to employment.

Religion/Creed

Inquiry into an applicant's religious denomination, affiliation, parish, pastor or holidays observed is prohibited.

Social Security Number

Social Security numbers may be required only of applicants who are to be reimbursed for expenses incurred as a result of interviews.

NOTE: Finalist(s) for a position must disclose her/his Social Security number to confirm identity for purposes of completing the ASU required background check and to verify eligibility for employment in the State of Arizona.

H. Advertising Resources

PRINT PUBLICATIONS

[Arizona Daily Star](#)

[East Valley Tribune](#)

[The Arizona Republic](#)

[The Chronicle of Higher Education](#)

ONLINE

[Careerbuilder.com](#)

[Dice.com](#)

[HigherEdJobs.com](#)

[Jobing.com](#)

[Monster.com](#)

[Craigslist.org](#)