



Strength in People

# **RECRUITMENT & SELECTION HANDBOOK**

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

Guidance through the Recruitment Process

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## **INTRODUCTION**

ASU is committed to a recruitment process resulting 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 ASU to conduct a "Focused Recruitment," that is, to designate a candidate for hire without using the process in this handbook. In such cases, the hiring authority must complete the "Focused Recruitment/Hire Request" form ([www.asu.edu/hr/forms](http://www.asu.edu/hr/forms)). Maintain a copy of the form in the position file, along with a copy of the designated candidate's resume. Send copies to the Office of Diversity.

## **STEP 1. PREPARATION FOR THE SEARCH**

(CLASP Blueprint Nos. 1-3)

### **ASSESS STAFFING NEEDS**

- Contact the Office of Diversity, Human Resources for an analysis of your department's workforce and female/minority utilization goals.
- Determine what type of recruitment will result in a well-qualified and diverse pool of applicants (e.g., within the university, local, regional, national).
- Determine what ASU resources are available – develop a plan to use those resources effectively and efficiently

### **HIRING OFFICIAL – KEY RESPONSIBILITIES**

The hiring authority has primary responsibility 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.

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- 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 on the Human Resources website. 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, e.g., “Bachelor’s degree in Communication, English, Journalism or related field.”

The ASU equivalency phrase, i.e., “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:** Some Service Professional positions appear on the Human Resources website. 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 Recruitment and Selection, Human Resources for review, edit, approval and posting to the ASU website.

The TAM format guides departments in providing important information about the position, such as the essential functions, duties, qualifications, application material needed, and the application deadline. The TAM format also provides a section for information that is to be included in advertisements about the position. For assistance with job descriptions and job announcements in the TAM system, contact Recruitment and Selection, Human Resources. [For examples of job announcements, refer to Appendix B.]

### ESSENTIAL FUNCTIONS

Identifying essential functions is mandated by the Americans with Disabilities Act. Although the essential functions do not need to be included in advertisements, ASU must have these

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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 the 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 in determining 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 the essential functions of a position.

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

#### APPLICATION DEADLINES

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

Application deadlines may be a single date or may continue until the search is closed. If sufficient applications are not received prior to the application deadline, the department may contact Recruitment and Selection, Human Resources to extend the deadline.

Example of appropriate application deadline language is:

##### *Single date:*

Applications must be received by 11:59 PM, July 15, 2008.

##### *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, Human Resources for extension of the initial deadline no later than one business day in advance of the deadline.

The **Minimum Job Posting period** on the ASU Website—Five (5) calendar days from the posting appearing in the ASU Insight Publication (*every Friday—request to be received by the previous Tuesday 12:00PM*). Example—Friday 6/13/08 to Wednesday 6/18/08.

#### ADVERTISING POSITION OPENINGS

It is the responsibility of the department to advertise positions to ensure a well-qualified and diverse applicant pool. An analysis of available recruitment sources should be conducted; it should include recruitment resource target audience, cost, advance time required to place announcements and whether the source is recognized and regularly viewed by potential applicants.

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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 Diversity [website](#) 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, Human Resources will assist departments in developing ad copy and with submitting job announcements to various media as appropriate.

Positions that are being advertised externally must also be advertised in ASU Insight at least once and should be maintained on the ASU employment web-site until closing. [For a list of current advertising media, refer to Appendix H ]

#### 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.*

OR

*ASU is an EO/AA employer.*

OR

*AA/EOE.*

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#### DIVERSITY STATEMENTS

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

ASU encourages and supports diversity among applicants and employees.

OR

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.

OR

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.

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

#### EVALUATING APPLICATIONS

The hiring authority (or search committee) must screen applications using the “Applicant Evaluation Summary” in the TAM system. This is a critical stage in the recruitment process and care should be taken so that all applicants are treated consistently.

- All applications still incomplete by the advertised deadline must be set aside; these applicants are not eligible for consideration for the position.
- 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 advertised qualifications.

## Step 3. SELECTING THE CANDIDATES

(CLASP Blueprint Nos. 12-21)

#### THE SCREENING PROCESS

- For all complete applications, using the criteria established, determine which applicants meet the advertised required/minimum qualifications.
- 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.
- Determine which applicants meet the desired qualifications. When applicants do not meet all of the desired qualifications, the committee may reassess applicants several times based on factors such as the best mix of desired qualifications or possession of the most critical desired qualifications.
- A department may use reference checks, may ask for additional application material or may conduct an initial phone screening to help determine suitability for interview. (Phone screening at this stage is considered part of the initial qualification review process rather than an interview.)
- International applicants must be able to work in the United States. ASU will not apply for H1B or J1 immigration status for individuals hired for classified, administrative or service professional positions.

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

### **CHECKING REFERENCES**

Applicant references may be checked at any time during a search based on when this information will be most helpful. Equal opportunity issues in checking references include:

- References should be checked for all applicants who make it to the stage of having references checked.
- Applicants should be notified if the hiring authority (or search committee) plans to contact references beyond those provided by the applicants.
- 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].
- It is the responsibility of the hiring official to ensure that reference information is obtained for ASU employees who are finalists for a position. The hiring official or designee should 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 the Human Resources Employee Service Center 480-965-2701 to schedule an appointment for review of a personnel file. (See **Transfer to Another Department:** [www.asu.edu/hr/partners/staffingservices.html](http://www.asu.edu/hr/partners/staffingservices.html))
- Direct knowledge of work performance should be shared by search committee members as part of reference checking; this should be shared for all applicants for whom direct knowledge exists. Direct knowledge may not be used when determining whether the 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 video conference. 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; it is usually impossible to guarantee participation in these situations, and attendees do not have the same role in the search as members of the search committee. 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 neither be "stop-watch" timed nor letter or number "graded." Candidates should be given an approximate amount of time (e.g. fifteen minutes) to complete a skills exercise that is assessed in relation to the expectations of the position and in comparison to other candidates.

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- 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 Diversity 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 Diversity 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 ([www.asu.edu/hr\\_Background\\_check/](http://www.asu.edu/hr_Background_check/) ACD 126). If a candidate/finalist opts to defer completing and signing this paperwork until the time a job offer is made, the hiring official should obtain the finalist's signed background check paperwork at the time the finalist accepts the job offer.
- The hiring official is responsible for evaluating the results of the interview processes and for entering those results into the TAM system using number ratings from 1 through 3. The hiring official must also include specific comments to support the number ratings. [Refer to Appendix G, Pre-employment Inquiry Guidelines, for issues to avoid in asking interview questions.]

#### **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**

Prior to making a job offer to a candidate, a TAM Job Offer Request must be submitted to Recruitment and Selection, Human Resources for approval. Recruitment and Selection will review the Applicant Evaluation Summary, the Interview Evaluation, and the Offer Request. Whether approved or denied, Recruitment and Selection will notify the department representative of the results.

#### **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 with Recruitment and Selection for additional options. Conditional job offer included if 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 prepares a written offer letter (start date, conditions of employment, salary, etc.) and sends the offer letter, along

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with a New Employee Packet (NHEP), to candidate. Upon receipt of the signed acceptance/offer letter, the hiring official schedules a New Hire Orientation for the selected candidate.

The selected candidate submits the NHEP to the Human Resources Employee Service Center for processing. At this time, the selected candidate must also display acceptable identification so that processing is not delayed.

The hiring official submits the Online eHire in Peoplesoft. Change the candidate's disposition from "Offer" to "Accept."

After Human Resources Data Management enters data from the HPR and the NHEP into HCM PeopleSoft, the hiring department requests computer access for 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 record keeping period. From time-to-time, the Office of Diversity may ask the hiring department to make the position file(s) available for review

### **UNIVERSITY POLICIES AND PROCEDURES**

For information about university recruitment policies and procedures:

#### **SPP 201-01 – Recruitment/Employment**

[www.asu.edu/spp/manuals/spp/spp\\_201-01.html](http://www.asu.edu/spp/manuals/spp/spp_201-01.html)

For related EO/AA policies:

#### **ACD 401; SPP 101–Equal Opportunity/Affirmative Action**

[www.asu.edu/aad/manuals/acd/acd401.html](http://www.asu.edu/aad/manuals/acd/acd401.html)

#### **ACD 405; SPP 105–Americans with Disabilities**

[www.asu.edu/aad/manuals/acd/acd405.html](http://www.asu.edu/aad/manuals/acd/acd405.html)

For **forms, sample letters and ads**, and a complete checklist for the recruitment process, visit [www.asu.edu/hr](http://www.asu.edu/hr).

## **APPENDICES**

### **A. Guidelines for Use of Email in Searches**

**Please 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 info 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 in order 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.

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**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 11:59 PM, Arizona time, on 7/2/2008. 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 Customer Service Center at: 480-965-2701. 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 11:59 PM, MST, on 7/9/2008. 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: 480-965-2701. AA/EOE.

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#### **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 in assisting the determination of whether an applicant can perform or an employee is performing the job, with or without accommodations.

Here are the federally defined criteria for determining a position's essential functions:

- 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

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- 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
- Travel to different campuses using an ASU vehicle and personal vehicle
- 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 that are absolutely necessary to perform the essential functions of a position. These need to be general enough so that applicants can meet these qualifications and specific enough to be able to determine whether 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 Diversity 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?

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- 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, and 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 in understanding 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 the applicant provides all application material required in the announcement of the position. If not, this is an incomplete application and either a) should not be reviewed, or b) 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.)

### Has criteria been established to determine what information the applicant must provide to demonstrate the required and desired qualifications have been met?

For example, if a qualification is “four years of related experience,” examples of what constitutes “related experience” should be determined in advance of reviewing 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; this 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 checklist, the “Applicant Evaluation Summary” in the TAM system, itemizes the qualifications with a distinction between the 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. For example:

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#### 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 of Relevant applied experience.

##### Desired Qualifications:

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

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

#### **Do the application materials of persons recommended for interview 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, have the number of years of experience required been checked on the application material; if supervisory experience is required, does the application explicitly indicate supervision?

When a specific number of years of work experience are required, this means full-time work experience. Evaluators need to 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 of three references and none of the applicants provide this, 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.

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#### F. Qualification Interpretations

##### 1. Experience

- Years of experience is based on full-time experience (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 not acceptable 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 that is 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 a total on six months only.

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

#### G. Pre-Employment Inquiry Guidelines

Questions about any of the following may be asked only when these factors are bona fide occupational qualifications (BFOQ's). It is imperative, therefore, that persons interviewing applicants, participating in the interview process, or checking references be aware of and follow these guidelines on information that should **NOT** be sought from applicants or references. It is important to 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 current address of an applicant.

**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.

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**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 Diversity 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 are to 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 Diversity, Human Resources, 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.

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**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 Administered by Human Resources**

### **Print publications**

- Arizona Daily Star
- East Valley Tribune
- The Arizona Republic
- The Chronicle of Higher Education

### **Online sites**

- Careerbuilder.com
- Dice.com
- HigherEdJobs.com
- Jobing.com
- Monster.com
- Craigslist.org