Strength in People

HR RECRUITMENT & SELECTION

PROCESS GUIDE & HANDBOOK

(KENEXA BRASSRING E-RECRUIT FOR STAFF, STUDENT AND GRADUATE STUDENT 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 best applicants. All individuals with authority to hire will be accountable for the recruitment, retention and development of diverse faculty, academic, classified and university 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.

UNIVERSITY POLICIES

SPP 201-01
Recruitment/Employment

SPP 403-08
Salary Administration

ACD 126
Background Checks

SPP 213
Reduction in Workforce

SPP 216
Layoff for University Staff

Related EO/AA policies
ACD 401
Equal Opportunity/Affirmative Action

ACD 405
Individuals with Disabilities

SPP 105
Americans with Disabilities

HELPFUL LINKS

HR Recruitment

HR Forms

Sample letters and Checklists
STEP 1 – PREPARE FOR RECRUITMENT

ASSESS STAFFING NEEDS
- Contact the Office of Equity & Inclusion for analysis of your department's workforce utilization goals.
- Determine what type of recruitment will result in a well-qualified, diverse pool of applicants.
- Determine what ASU resources are available and develop a plan to use those resources.

HIRING OFFICIAL – KEY RESPONSIBILITIES
The hiring authority is primarily responsible for:
- Developing position descriptions, essential functions, and job posting.
- Establishing timelines and application deadlines.
- Completing all steps in Kenexa BrassRing.
  - Advertising posting online or in print.
  - Evaluating and screening applications.
  - Developing interview questions from MQ/DQ qualifications on posting & conducting interview sessions.
  - Checking internal & external 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.
- Obtaining approval from the OHR Recruitment & Selection Dept. before posting the job to the ASU website.
- Obtaining approval from the OHR Recruitment & Selection Dept. before making an employment offer.

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. At least one member of the search committee should be trained and certified in hiring practices by the Recruitment & Selection Dept.

ASU RECRUITMENT TOOLS
ASU uses two primary tools in the support of staff, student and graduate assistant recruitments and hires:
- PeopleSoft Position Management (PM)
- Kenexa BrassRing (BR)
Each tool supports a different component of the recruitment process and will be detailed throughout this guide. The recruitment process is depicted in the chart on the next page and demonstrates how the two tools support the process and interact with the Hiring Official and applicants.

Tip
cfo.asu.edu/hr-diversitytraining

Additional Information
Refer to Appendix A for information about the use of emails in the search process.
STEP 2 – SECURITY ROLES

The recruitment process at ASU is initiated in PeopleSoft Position Management and the recruitment process is managed in Kenexa BrassRing. As such, it is possible, although not necessary, for the Hiring Official to require access both to PeopleSoft Position Management and Kenexa BrassRing.

The access roles available are defined below along with the process to initiate an access role request.

PEOPLESOF T POSITION MANAGEMENT ROLES

HCM Dept Position View – grants view only access to position and funding. If you only need to see data on a position, but do not need to create any, this may be the role for you.

HCM Dept Position Manager – grants the same level of access as Position View, but it also allows the user to add and/or update position data and recruitment requests. If you need to create and modify positions and initiate recruitments but you do not need to set up or edit the funding or if your internal process is to have a second employee set up the funding, then this may be the role for you. Users with this role will also have access to the Position Management Worklist, which is available through and closely related to the PTR Worklist.

HCM Dept Financial Manager – grants the same level of access as Position Manager, but it also allows the user to add and/or update position funding. This role grants all access to position management. If you will be creating or modifying a position from beginning to end, including the set-up of funding and recruiting data for Kenexa BrassRing then this is the role for you. Users with this role also will have access to the Position Management Worklist, which is available through and closely related to the PTR Worklist.

KENEXA BRASSRING ROLE

Hiring Manager – grants access to Kenexa BrassRing to create and update recruitment requisitions. This access allows the user to take any action appropriate on a requisition the user has either created or been assigned to.

Caution
Hiring Manager access is NOT appropriate for most Search Committee Members.
See eLinks
STEP 3 – STARTING THE REQUISITION

GATHER THE REQUIRED INFORMATION
After you have created a position for a competitive recruitment, and it has been fully approved and integrated to Kenexa BrassRing, you will be able to create your job requisition. Before you begin, have this information ready:

- Job code Number
- Department ID
- Position Number
- Recruiter’s Name
- Requisition Team Names

You will also need all of the job description details, salary range, and other pertinent information finalized before you create your requisition. For this reason, we recommend that you carefully read the Edit the Requisition section below before you start, as it provides detail and guidelines on all the information that you will need to enter into the requisition.

LOG INTO BRASSRING VIA MY ASU

![Log into BrassRing via My ASU]

Caution
Presently, BrassRing’s “Save as Draft” feature does not function correctly. For that reason, please have all of the details of your job finalized for the requisition and posting before you begin.

Because Kenexa will not time out, you will have all the time you need to enter your job information into the requisition template, and to proofread it as well!

If you do find you need to make changes after you save it, your Recruitment & Selection team member will help you with your edits.
Kenexa will open with a multi-window portal customized for you and your role. Here, you will be able to create requisitions, view resumes, disposition candidates, send communications to candidates and committee members, and much more.

Here you will have access to all the requisitions in which you have been designated as either Hiring Manager or Requisition Team Member.

If you have not yet received training on Kenexa navigation best practices, please explore the links to the right.

REMEMBER: Use single-clicks.

Kenexa Homepage (Hiring Manager View):
CREATE THE REQUISITION

In the “My Open Reqs” window (shown in yellow above), click on:

- My Open Reqs > (1) Actions dropdown > (2) Add New Req

A new box will open in which you select the type of requisition you plan to create (depending, of course, on the type of position you have created):

- (1) Req Form dropdown > (2) Staff or Student/Grad > (3) Continue

The example that follows is for a staff requisition. Student requisitions are nearly identical, and any differences will be described in the text below. Recall that Graduate Assistants and Associates are hired by the waiver process, which is described in the Waiver of Recruitment section.
Once you have selected which requisition form to use, a new screen will appear which allows you to select the Job Code associated with the position that you created for this requisition. Job codes are ordered alphabetically by job title.

- (1) Job Code dropdown > (2) Select the appropriate Job Code > (3) Continue

A template (or shell) of your new requisition will appear (the shot below shows only the top of it):

If your position has been fully approved and integrated, you will be able to proceed to the following step, in which you are starting the new requisition.

Select from the dropdown list the Department ID that is associated with your new position number. Note that only department codes that are associated with approved positions that have the job code you selected will be available.
- (1) Click on “List >>” (next to Department ID) > (2) select appropriate Dept ID > (3) OK

Integrations Three Times a Day: 7:00 a.m. / 12:00 noon / 5:00 p.m.

Always keep in mind the timing of integrations between PeopleSoft Position Management and Kenexa BrassRing. (7:00 a.m., 12:00 noon, 5:00 p.m.) Some things to keep in mind are:

- If your approving authority has not approved the Position Management request, your recruitment will be delayed.
- If the approval is applied at 7:05am, the position will not be available in BrassRing until 12 Noon.
- If all approvals are applied the evening before, your positions will be ready to go in the morning.
- As indicated in the note on the Req page (outlined in red above), If you see anything odd when attempting to create your requisition, the integration may still be running. If this happens to you, cancel the Req without saving and try again in a few minutes.
Next, select the Position Number that you created for this requisition. If it does not appear, your position has not yet been integrated to Kenexa (or you chose the wrong job code or department code).

- (1) Click on “List >>” (next to Position Number) > (2) select appropriate Position Number > (3) OK

Once the position is chosen, default data from the Job Code and the Position details that you previously entered will populate on the Requisition.

Tip
Fields that you must edit on the Requisition are preceded by a red asterisk (*)
EDIT THE REQUISITION
The Requisition Template is a long document that is divided into discrete sections, separated by light-blue shaded areas, with the section descriptions at the far-left side of the screen. These are described in order below.

Job Criteria: Includes details of the position that was created in Position Management for this requisition, as well as characteristics associated with the Job Code. Review these for accuracy.

One characteristic of the Job Code is “Reduction in Force.” If “Yes,” then laid-off employees with this job title are entitled to the reemployment program, and you will be required to work with Recruitment and Staffing to follow special procedures in your recruitment, as detailed below:

REDUCTION IN WORKFORCE (RIF) POSITIONS

Background:
- Budget constraints, funding reductions and/or reorganization may necessitate elimination of positions and layoff or severance from employment of employees within a department.
- Prior to considering a layoff, designated administrative officials are expected to make every effort to identify a position within the department and/or unit for which the affected employee(s) may qualify. Employees receive advance notice of layoff, based on length of continuous university employment, as well as retain, recall and reemployment rights as defined in this policy for six months from the layoff effective date.

Reemployment Program:
- The purpose is to give employees who have been notified or laid off priority consideration for comparable university vacant positions during the layoff notice period and layoff period.
- Laid-off employees with level 3 (performance expectations fulfilled) performance evaluations or above are eligible for the reemployment program.
- The reemployment program extends from the notice of layoff to three months after the actual layoff or until another position is accepted, whichever occurs first.
- Within 15 working days after receiving notice of layoff, the employee must meet with OHR to identify positions comparable to the employee’s minimum qualifications. Once positions and locations have been identified for the reemployment process, they cannot be modified.
- The laid-off employee should not expect to retain his or her current salary or current campus location.
Employees who are laid off under this policy will be referred for comparable positions on all campuses. However, if an employee wishes to be considered only for specific campus(es), the employee must make this decision during the initial reemployment meeting with OHR. Once the decision is made, it cannot be changed. An employee who limits the campus(es) for job referrals should recognize that she or he may be reducing opportunities for reemployment.

What this means to Hiring Managers who are hiring a RIF position:

- An employee on the reemployment list is given priority consideration for positions that become vacant after the person is notified of layoff and during the reemployment period. These positions are identified prior to the position being advertised.
- The employee must notify OHR Recruitment & Selection a week in advance if they are not going to be available to interview for positions. Failure to provide appropriate notice may impact an employee's participation in the reemployment program.
- A laid-off employee who meets the minimum qualifications and other relevant or desired qualifications listed in the job posting must be interviewed.
- A laid-off employee who refuses two interviews and/or job offers or a combination of an interview and a job offer for comparable positions is removed from the reemployment list as of the date of the second refusal. The employee is notified of his or her removal from the reemployment list. As a result of the two refusals, the employee forfeits all the reemployment opportunities afforded to them by the university staff layoff policy.
- If the employee from the reemployment list is not selected, the hiring official must submit written justification for the non-selection to OHR Recruitment & Selection for approval or disapproval before advertising the position.
- Salary offers are established in accordance with SPP 403–02, “Establishing Rates of Pay,” and the hiring department’s funding.

**Job Working Criteria:** Includes additional detail carried over from Position Management (for your review) as well as a data entry area for you to enter the Recruitment Team:

- Recruiter
- Hiring Manager
- Requisition Team

Click on Selection Details to select more than one team member or hold the Ctrl key while clicking:
Recruiter (1): For Staff jobs – select a member of the HR Recruitment Team; for Students jobs – select a member of the Student Financial Assistance Team. (Selecting one member of a team will give access to all members of the team.)

Hiring Manager (2) – Select one departmental Hiring Manager (normally the person who creates the requisition).

Requisition Team (3) – Select other departmental Hiring Managers whom you want to have access to this job requisition, and who could be a back-up for you when needed. These could also be members of a co-search process. They should have Hiring Manager access to Kenexa BrassRing, and will be able to perform all the same actions as the Hiring Manager.

NOTE: Only those people selected here will have access to the requisition. If you need to add more people, contact the Recruitment and Selection team.

Salary Criteria: Provided in this section are points of reference from the Job Code and Position Management that will help you determine the salary range, if any, that you plan to advertise for your position.

Approved Salary Max – The amount requested and approved on the position/recruitment request and indicates the maximum possible salary offer to the successful candidate. The max you post with this position cannot exceed this amount.

Min-Mid-Max Salary - The salary range assigned to each Job Code by Compensation. You cannot make an offer to an employee BELOW the minimum or ABOVE the maximum.

Salary Range (1) - Complete this field to post with your position. Note that the format should be in $xx,xxx. Should you post an amount, you will not be able to offer anything above the posted max regardless of the approved max. Your entry options are:

- Pay depends on experience (“Depends on Experience” or “DOE”) –
Used when flexibility within the salary category is needed to negotiate salary based on experience and skill level.

- **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.

- **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 category, will be based on the experience and skill level.

**Job Description Criteria:** Contain both editable and non-editable default fields that you can use to create and customize your job posting. The default text contains generic job descriptions that automatically populate directly from the Job Code during integration. The default text can be used as a starting point when Hiring Managers develop their job descriptions. Student jobs, however, will not have any default text, so Hiring Managers will enter all descriptions from scratch.

- When preceded by “HRIS,” the field cannot be edited and (with the exception of Minimum Qualifications), will not appear in the posting.

**Tip : Be Very Sure of the Salary Before You Post It**

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 the Recruitment & Selection Department. To restart the recruitment, create a new job posting to put on the ASU website with an updated salary range.

- The matching field (which has the same field name but without “HRIS” at the front) contains identical text……but this one you may edit and customize to describe the specific position for which you are posting.
Example of a Job Description field in the Requisition:

The five Job Description Headings that you will be asked to complete on the requisition are:

1. **Job Description** – Summary description of the job purpose and function. *(You may edit; included in posting.)*

2. **Minimum Qualifications (aka MQs)** – The minimum education, experience and licensing required for the job. *(Not editable; not included in posting.)* Note: if you need to make changes to the minimums, you will need to work with Compensation to update the job description.

3. **Working Environment** - The level of job-related supervision and equipment required, and environmental descriptors. *(You may edit; not included in posting.)*
   - Identification of Working Environment is mandated by the Americans with Disabilities Act.
   - This information is not posted on the ASU website as it might discourage some applicants from applying.
   - Even though they are not included in advertisements, ASU must have these on file for every position.
   - For assistance in developing Working Environment, refer to Appendix C.

4. **Essential Duties** – The primary duties and responsibilities of the job. Do not state qualifications that may be needed to accomplish the duties. *(You may edit; included in posting.)*

For assistance with job descriptions and job announcements, contact Recruitment and Selection.

For examples of job announcements, refer to Appendix B.
Best Practice: Desired Qualifications

Recruitment & Selection recommends expressing qualifications as either “experience” 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. Examples include editing skills (i.e., no typographical errors, etc.), communication skills and/or organizational skills (i.e., how the application material was organized).

Desired Qualifications (aka DQs) – Summary of the required knowledge, skills and abilities for the job, along with the preferred qualifications for applicants to the job. (You may edit; included in posting.)

As you will see later, the Job Posting questions for applicants will be taken from the Desired and Minimum Qualifications.
Best Practice: Preparing Your Job Descriptions

The definitions and tips below provide guidance as to what belongs in each section. Changes that are made will be reviewed by recruiters to ensure that the changes still reflect the intent of the position.

- For example, if you are recruiting for an Administrative Associate, any changes made should still be within the scope of that title.
- Should you make changes that indicate a different title, you will be required to either adjust the changes or recruit for the appropriate title.

The text in these sections will be viewable by applicants, and every effort should be made to present the details professionally and properly spelled.

Tip: Understand the New Job Description Headings in BrassRing

You will find five Job Description Headings in the Requisition Template. The content included in these headings does not always match what is included in ASU job descriptions (which are being brought up-to-date) or in TAM. Below is a crosswalk:

<table>
<thead>
<tr>
<th>BrassRing Header</th>
<th>On Old ASU Job Descriptions</th>
<th>TAM Equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Description</td>
<td>Primary Purpose, Generic Job Description</td>
<td></td>
</tr>
<tr>
<td>Minimum Qualifications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working Environment (&quot;Essential Functions&quot; in the Posting)</td>
<td>Working Environment, Equipment Used, Supervision Given/Received</td>
<td>Essential Functions</td>
</tr>
<tr>
<td>Essential Duties (&quot;Duties and Responsibilities&quot; in Posting)</td>
<td></td>
<td>Job Description</td>
</tr>
<tr>
<td>Desired Qualifications</td>
<td>Knowledge, Skills &amp; Abilities, Preferred Qualifications</td>
<td></td>
</tr>
</tbody>
</table>

Additional components of the Job Description Criteria section of the requisition template are:

**Department Statement** - Statement used to inform applicants about the vision, mission, and goals of department. The statement may be uniform across all postings or custom to each. May include a link to the departmental website and/or a Diversity Statement (see box). Recruitment and Staffing recommends that you work with your Dean’s Director’s offices to determine the approach that works best for your units. *(You may edit; included in posting.)*
Best Practice: 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 ASU’s EO/AA statement.

**ASU Statement** - Information that ASU would like the applicants to know, as well as the Federally mandated EO/AA statement (which is required in all ASU publications, including advertisements).

(Not an editable field; included in posting.)

**Close date** - (You may edit; included in posting.)

This is a text field, which means you can either enter a date or description.

The Recruiter will use this date as a reference for when the posting will be removed from the ASU Careers page.

- 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 a rolling deadline in which a batch of applicants is reviewed every two weeks until the search is closed with a hire.

- If sufficient applications are not received prior to the application deadline, the department may contact [Recruitment and Selection](mailto:Recruitment.and.Selection) to extend the deadline.
Best Practice: Close Date Language and Guidelines

The minimum job posting period on the ASU website is five (5) full business days for staff positions. For students, it is two days (48 hours).


- In this example, a job posted on Thursday October 10, 2013, would have these posting dates: Friday October 11, 2013 to Thursday October 17, 2013.

Close date language for a rolling deadline: “Initial close date is October 17, 2013. Applications will continue to be accepted and reviewed every two weeks thereafter until search is closed.”

- In this example, all applicants are reviewed that applied on or before October 17, 2013.
- If no hire is made in that group, they are all rejected and you move to the applicants that applied from October 18th to November 11th and repeat the process.
- If a hire is made with the applicants that applied on or before October 17, 2013, the hire is made and those that applied after October 17, 2013 are rejected for “hire made in prior pool”.
- All reviews should be completed in two-week intervals.

Grant Funded Position – Brought over from position management. (Not an editable field.)

Instructions to Apply - (You may edit; included in posting.)

- You may edit the default text to include, for example, details about materials to include in the application process.
- Applicants must follow instructions to be considered having a complete application and qualifying for further review.
The remaining sections of the requisition continue below:

**Background Check & Fingerprint Check Information** - *(Fields are not editable; taken directly from Position Management.)*

These fields confirm the fingerprint and background check details that were requested in Position Management.

If you need to make changes here, you will need to work with the Recruiting Team.

You may also need to have the account signer authorize the changes if additional funds will be required.

### Waiver of Recruitment Information

*Not applicable to competitive recruitments.*

See [Waiver of Recruitment](#).
Equity and Inclusion Goals - (not editable)

<table>
<thead>
<tr>
<th>Equity and Inclusion Goals (For benefits eligible positions only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underutilized Job?  No</td>
</tr>
<tr>
<td>Underutilized Category(s)</td>
</tr>
<tr>
<td>Underutilized VP Code(s)</td>
</tr>
</tbody>
</table>

If you are conducting a search for a benefits-eligible staff position, and you see a “Yes” next to “Underutilized Job? ” (1), then the Job Code of the position for which you are hiring is in one or more underutilized categories. The category or categories that pertain will be listed below (2), and could include specific minority groups or women.

When hiring for a job in an underutilized category, Hiring Managers should advertise the position to the most appropriate employment agency, depending on the underutilized category listed. Contact the OHR Recruitment & Selection Team for assistance with outreach opportunities beyond those you may normally use (at DL.ORG.HR.Staffing or call 480.965.9841).

Additional Information: Underutilized Categories

Each year, ASU is required by law to conduct an analysis of the ASU workforce and compare it to a comparable “available” workforce to identify underutilized groups by gender and race/ethnicity. Recently, new laws have been passed that require similar analyses for veterans and individuals with disabilities.

The Office of Equity and Inclusion identifies ASU’s underutilized Job Groups and publishes them in its annual Affirmative Action Plan (AAP). A Job Group is a group of jobs titles with similar characteristics.

One way that we ensure that ASU job postings reach underutilized groups is by increasing our community outreach to specific employment agencies which work with those groups during our recruitment process.

MORE INFORMATION: Office of Equity & Inclusion.

- Job Board Posting Information - (not editable)

This confirms the details you’d requested in Position Management. If advertising has been requested, you will complete an advertising request form after you complete and save the requisition.
Budgeted Recruiting/Hiring Costs *(editable)*

These last budget fields [(1) – (3)] are optional, and you can choose how to use them (if at all). They could be used to communicate to the Requisition team the kinds of budgetary limits you may have.

Once you are satisfied with the requisition, click “Save and continue” at the bottom.

This will NOT post your requisition, but simply move it to the next step and make it available for the Recruiting Team to review and post.

**CAUTION! Check and Double-Check!**

If changes need to be made after you've clicked either “Save and Continue” or “Save as Draft,” you must work with the Recruiting Team.

**REMEMBER:** Although you have access to “Save as Draft,” we do NOT RECOMMEND that you use it because your ability to edit fields afterwards will be highly limited.
Once you’ve saved your Req, you will have the option to send notes to those on your Req Team:

1. Enter your note(s) in the box
2. Click “Save req to approved reqs”

You will receive a final confirmation:

- Once you click OK (1), you are taken back to your Kenexa BrassRing Home Page.

Tip

In BrassRing terminology, an “approved” req is one that has been saved and submitted by the hiring Manager to OHR for review and posting.

This differs from TAM terminology, where a requisition was not considered “approved” until it had been reviewed and approved for posting by the OHR recruitment team.
Meanwhile, your Recruiting Team will receive an email notification that your requisition has been approved:

At this stage, your newly saved and approved req will not appear on your “My Open Reqs” panel on your BrassRing Home Page because it has not yet been opened by the Recruiter. To view your approved req, navigate as follows:

*Reqs (dropdown) > View My Reqs > Approved (or All stages)*

**Tip: Finding Your Way Around the Requisition**

From the Requisition View, you can:
1) View req details and history;
2) Add/View attachments and notes;
3) View the job posting, eLink the requisition to search committee members; + more
REQUEST ADVERTISING

At this point, the Recruiting Team is looking at your request in order to facilitate the posting.

At the same time, if you have indicated that you want outside advertising, you will want to kick-off your advertising request to let the Recruiting Team know where you want this to be posted. This will be in addition to the ASU Careers page; all competitive recruitments are posted in the appropriate gateway (Staff or Students).

If you have a position that is in an underutilized category, this is the time to consult with your Recruiting Team about additional outreach.

To request advertising, complete the Advertising Request Form (also available from the Requisition View), first open your new approved requisition from your Home Scree using the steps above.

1. Select that req for which you need advertising by clicking on the Req ID.

2. After your new req opens, click on “Forms” tab at the top of the req:
3. On the Forms page, select “Add Form.”

4. Fill out the Advertising Request Form, in which you can include up to ten advertisements:

5. When you are done, click “Save,” and you will receive the message above (then click “OK”)
6. Your new form will appear in your “Forms” tab of the requisition. Click “OK.”

Now begin the Recruiters’ responsibilities to review and post your requisition, as well as to place your requested advertisements. They will continue to work with you in the process.
CHOOSE SCREENING QUESTIONS

While your recruiter reviews your requisition is a good time for you to consider screening questions to ask of all applicants to your job. While preparing to post your job, your recruiter will consult with you to add, change, or delete the default questions that are associated with the job code on your new position. Student positions will have no default questions, but appropriate questions can be added with the assistance of your Student Recruitment Team.

The purpose of screening questions is to help the hiring team to filter or rank an applicant pool. Especially when the applicant pool is large, the screening questions help to significantly narrow the number of resumes to review.

How screening questions are assigned and used:

- Each staff job code that will be loaded to BrassRing has an associated generic job description. These are the characteristics that you saw defaulted into the requisition.

- Based on each job’s minimum and generic desired qualifications, specific questions have been pre-populated into Kenexa. Additional questions based on your job’s individual desired qualifications can also be the basis for questions added by the recruiter.

- These questions address the most critical components of the job, and the candidate’s experience and knowledge. They are used to help predict a candidate’s suitability for the position and his/her likelihood of success in the job. Many of these questions would be asked in phone or in-person interviews.

- Hiring team may wish to email their desired qualification question scoring assignments to the recruiter once they submit the job requisition for posting.

- Only the Recruiters will see the questions in BrassRing, but we do have a Google doc available on My ASU where you can review the questions assigned (see box on next page).

**Additional Information**

If you cannot find a question that you feel is very important for your job, contact: Dan Klug

**Best Practice**

Selecting the right questions is an **80/20** proposition. This means you are reviewing the key functions for the job and identifying the most important components around which to ask questions.
EXAMPLE: Use of Screening Questions

**Accountant Senior**

**Question to address Minimum Qualifications:**
*(Pulled from the Minimum Qualifications in the Job Description, worded to address potential equivalencies.)*

- Do you have a Bachelor’s degree in Accounting or a related field AND two (2) years of professional accounting experience; OR, Six (6) years professional accounting experience; OR, Any equivalent combination of experience and/or education from which comparable knowledge, skills and abilities have been achieved?

**Questions to address Desired Qualifications:**
*(Pulled from the Duties and Responsibilities and the Knowledge, Skills and Abilities sections of the Job Description.)*

- Do you have experience as a supervisor?
- Do you have experience in preparing accounting reports?
- Do you have experience analyzing data and providing solutions?
- Do you have experience with Advantage?
- Do you have experience using Excel spreadsheets in the work environment?

---

**Additional Information: Scoring Basics**

- Questions are answered as either “Yes” or “No”. Only “Yes” answers receive points.
- Default point value for Minimum Qualifications (*MQs*) is 200.
- Default point values for Desired Qualifications (*DQs*) is 10, but they can be weighted based on each question’s importance.
- An answer of “No” to the MQ question will result in the applicant being rejected.
- The total point value assigned to the MQ’s & DQ’s may not exceed 999 points.
- The total point value of all the DQ’s may not exceed 799 points.
Use of Default Scoring for Accountant Senior

In this example, if we accept the default scoring, total points possible would be 270. It would be immediately clear when you have a candidate who only meets the minimum and one or two desired qualifications.

<table>
<thead>
<tr>
<th>Point Value for Yes</th>
<th>Posted Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>200</td>
<td>Do you have a Bachelor’s degree…</td>
</tr>
<tr>
<td>10</td>
<td>Do you have experience as a supervisor?</td>
</tr>
<tr>
<td>10</td>
<td>Do you have experience in preparing accounting reports?</td>
</tr>
<tr>
<td>10</td>
<td>Do you have experience analyzing data and providing solutions?</td>
</tr>
<tr>
<td>10</td>
<td>Do you have experience with Advantage?</td>
</tr>
<tr>
<td>10</td>
<td>Do you have experience using Excel spreadsheets in the work environment?</td>
</tr>
<tr>
<td>10</td>
<td>Do you have evidence of CPA?</td>
</tr>
<tr>
<td>10</td>
<td>Do you have experience using Federal and State regulations in work environment?</td>
</tr>
<tr>
<td><strong>270</strong></td>
<td><strong>Total Points Possible for all Yes Responses</strong></td>
</tr>
</tbody>
</table>

Here’s what happens when scores are weighted in favor of those that are more important to the specific job being advertised.

Use of Weighted Scoring for Accountant Senior

<table>
<thead>
<tr>
<th>Point Value for Yes</th>
<th>Posted Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>200</td>
<td>Do you have a Bachelor’s degree…</td>
</tr>
<tr>
<td>20</td>
<td>Do you have experience as a supervisor?</td>
</tr>
<tr>
<td>5</td>
<td>Do you have experience in preparing accounting reports?</td>
</tr>
<tr>
<td>5</td>
<td>Do you have experience analyzing data and providing solutions?</td>
</tr>
<tr>
<td>75</td>
<td>Do you have experience with Advantage?</td>
</tr>
<tr>
<td>5</td>
<td>Do you have experience using Excel spreadsheets in the work environment?</td>
</tr>
<tr>
<td>20</td>
<td>Do you have evidence of CPA?</td>
</tr>
<tr>
<td>5</td>
<td>Do you have experience using Federal and State regulations in work environment?</td>
</tr>
<tr>
<td><strong>335</strong></td>
<td><strong>Total Points Possible for all Yes Responses</strong></td>
</tr>
</tbody>
</table>
The addition of weighted scores makes it immediately visible when there is an applicant who has both the minimums as well as the one qualification most needed: Advantage.

**Results of Weighted Scoring of Applicants’ Responses for Accountant Sr.**

<table>
<thead>
<tr>
<th>Point Value for Yes</th>
<th>Posted Question</th>
<th>Applicant 1</th>
<th>Applicant 2</th>
<th>Applicant 3</th>
<th>Applicant 4</th>
<th>Applicant 5</th>
<th>Applicant 6</th>
<th>Applicant 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>200</td>
<td>MQ</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>75</td>
<td>Advantage?</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Supervisor?</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>20</td>
<td>CPA?</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Reports?</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>5</td>
<td>Analysis?</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Excel?</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>State/Fed Regs??</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>335</td>
<td>Total</td>
<td>220</td>
<td>225</td>
<td>230</td>
<td>305</td>
<td>310</td>
<td>260</td>
<td>135</td>
</tr>
<tr>
<td>Applicant Ranking</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>Ineligible</td>
<td></td>
</tr>
</tbody>
</table>

Once all scores are in, you can see how the screening process is facilitated. The point values make it clear which applicants should be pulled to the early reviews: Applicants 4, 5 and 6.

---

**Best Practices: Key considerations on adding candidate questions**

- **The MQ Question is required for staff requisitions**, but DQ questions are not required.
  - Why? If the applicant does not respond “Yes” to this question, he/she can be automatically excluded from consideration, and will automatically receive an appropriate email stating such.

- **You may need no questions for Student Workers.**
  - Why? Student reqs may have no MQs beyond those required for any student worker.

- **Questions are best used with larger applicant pools** *(30+ as a rule of thumb).*
  - Why? If you are likely to have a small applicant pool, you will probably look at all resumes anyway. The addition of questions would not necessarily add value to your review.

- **It is best to keep the number of questions under 10.**
  - Why? Too many questions could frustrate your applicants and may not bring you the added results you’d like.

- **You may not need to weight your questions.** Again, this will be more valuable with larger pools.
  - Why? Weighting the questions adds complexity and time to work with the Recruiting Team members, who are the only ones who can change the point assignments.

- **ALL responses must be validated.**
  - Why? While the applicant’s responses give you information to work with, you are still required to ensure that they really do meet that requirement by review of the resume.

**REMEMBER:** Scoring applicant questions is only **one** tool to use to determine which applicants you wish to consider for an interview. Keep all your original tools in your toolbox as well!
STEP 4 - POSTING REQUISITION TO GATEWAY
- ASU website

The recruiter will now review the requisition for accuracy and policy compliance. The Recruiting Team has three additional tasks to complete at this stage:

1. Consult with you on the advertising you have requested
2. Review the screening questions and make changes when needed (more below)
3. Post the position to the gateway

Conversations via phone or email may take place between the recruiter and hiring manager at any of these stages.

REVIEW AND EDIT THE REQUISITION:

*Reqs (dropdown) > View My Reqs > All stages*

- Click on Req. number – new screen opens with all the detail of the newly created requisition. (Generic job description fields appear above new fields that the Hiring Manager created)

- Click on “Edit Req” box at top.

Review the fields that the Hiring Manager created to confirm they are consistent, including:

- Job Description (Introduction to job)
- Working Environment - (old Essential Functions field)
- Essential Duties - (old Job Description – more specific than above)
- Desired Qualifications
- Department Statement
- Close date
- Instructions to Apply
- Background and Fingerprint Checks
- Advertising

Click “Save.”
OPEN THE REQUISITION

Once the requisition details are reviewed, edited, and approved, the Recruiter will open the requisition:

The recruiter has several ways to open the requisition:

1. Click Open Requisition from the approval notification email.

2. Locate the req in your list of approved reqs from your Home Page:
   Navigation – Reqs (dropdown) > View My Reqs > Approved
   Then select the req and click , located in the Actions toolbar on the left.

3. By clicking on the “Open Req” button the top of the Requisition view (available only to Recruiters).

Below, the Req is opened the third way, through the Requisition view:

Tip
A recruiter will only be able to open an approved req.

Immediately after a req is opened, a req folder is automatically created for tracking candidates through the hiring process. They are filed to the req folder automatically.
Upon opening the req, the Recruiter will immediately be prompted to post the requisition to the Talent Gateways.

1. Click the checkbox for the site(s) you want your requisition posted on.
2. Select Days until posted. “00” = within 30 minutes.
3. Select the number of Days to remain posted.
4. If appropriate, Enter the Time and Time Zone for the posting to be removed.

ATTACH CANDIDATE QUESTIONS

Under Edit site questions, click the orange pin to open the questions screen (below) to review the default questions, possibly add or delete questions, and set the scoring for the questions to go along with the posting.

Best Practice

The Recruiter will send initial questions (always to be based on the Minimum and Desired Qualifications) to the Hiring Manager for scoring weights to be assigned. Hiring Managers will send response and discuss with the Recruiter.

Recruiter will enter questions and scores into the req as outlined in this Guide.
**Tip**

Minimum score should equal the minimum qualifications total (200 points). Preferred score would at least be 200 points. Applicants will be rejected and receive a rejection email if they do not meet either of these scores.

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**Should the exact question(s) you need not be listed, you will have the option to add more questions:**

1. Click the **Add a question** button.
2. From the **Available values** section on the left, select a question.
3. Click **Add**. The question appears in the right side section labeled **Selected values**.
4. Repeat steps 7 and 8 for additional questions, then Click Save.
5. Click **OK**.
6. To adjust scoring, each “edit score” icons must be clicked, edited if necessary, and saved.
7. Preferred candidate target score” and “Minimum score required” should be entered.
8. **SAVE** – will save your work.
STEP 5 - APPLICANT EXPERIENCE

BRASSRING TALENT GATEWAY

The Talent Gateway will be the primary portal through which staff and student applicants will provide information, apply for positions and receive offer letters. Both Student and Staff applicants have the ability to create and maintain a profile via the Kenexa BrassRing Talent Gateway. Staff and students access The Talent Gateway through the ASU Jobs page: www.asu.edu/asujobs.

Applicants can either create a profile in response to a job posting or in anticipation of a posting. As shown below, the applicant registers with an e-mail address (which becomes the applicant's user ID) and a password. The Talent Gateway also provides a link to recover a lost password.

To search available positions, the applicant clicks on Search Openings.

To create a profile, the applicant clicks on Create a New Account and is taken to this page to establish a password and method to recover.
From Search Openings, the applicant will have the option to apply filters:

Based on their selection of Staff or Student listings along with any filters selected, the applicant will be taken to listings of only those position types.
From the listing above, the applicant may mark several positions to view or click on the Requisition ID to view the position details.

Once the applicant selects Apply to Job, the applicant will begin the application process. As shown below, the applicant is given a navigation bar to indicate the steps completed in the process:

**APPLICATION PROCESS**

**Step 1: Standard Application Questions**
The applicant will respond to a series of yes/no questions:
- Are you a current ASU staff or faculty employee?
- Have you previously worked for ASU?
- Are you currently eligible to work in the United States legally?
- How did you find out about this job? (Choices are in a dropdown menu)

**Step 2: Job Specific Questions**
The applicant will respond to the screening questions determined by the Hiring Office and Recruiter. All staff applicants must be presented with a question to verify Minimum Qualifications; all other questions are at the discretion of the Hiring Office and Recruiter.

**Step 3: Add resume and contact information**
The applicant must either upload or type both a resume and cover letter. If the applicant uploads his or her resume, contact details will be automatically parsed into the appropriate...
fields. If not, the applicant must supply contact information, employment history and education details.

Step 4: Attachments
If requested in the Instructions to Apply, the applicant will upload any required attachments.

Step 5: References
All staff and student applicants must provide contact information for three references. Applicants will not be allowed to continue with the application process until those fields are completed.

Step 6: EEO Survey
All staff and student applicants will be presented with the EEO survey which includes the option to decline to respond.

Step 7: Submit Application
When all sections have been properly completed, applicants will have the option to review their submission and return to prior steps in the process to make changes. Once the applicant is satisfied with the submission, he or she will click Submit and the process is complete. All applicants will receive an e-mail confirmation of their submission along with notifications as they advance through the applicant pool.

ACCEPTING AN OFFER
When offered a position, candidates will review and electronically sign their offer letter via the Kenexa BrassRing portal.

When an offer is extended, the candidate will receive an e-mail with a link to their portal. The candidate may either access their portal via the link or simply enter back to their portal via the ASU Jobs page. Once logged in, the candidate will click on the ASU Offer link.
The candidate will access his or her offer letter by clicking on the link to the offer letter:

After review of the offer letter, the candidate then applies his/her electronic signature to the document to indicate acceptance.
STEP 6 – REVIEW APPLICANTS

APPLICANT REVIEW PRACTICES

- An applicant’s resume may be reviewed at any time after applying but applicants may only be contacted after the closing date of the job posting.
- The applicant pool is ranked based on the responses to the questions in the job requisition. The hiring team may not change the scores of the applicants but may disposition them appropriately.
- Applicant responses to application questions will be confirmed in the resume. If the responses are not confirmed, the applicant may be rejected. All application questions are taken from the minimum and desired qualifications only.
- The hiring team will determine if the applicant’s experience stated in his or her resume is relevant or matches the type of experience required for the position.
- Applicants must submit a complete application to be eligible for consideration. Hiring teams may request via email that all applicants who submitted incomplete applications submit complete applications by a given date. Those who submit a complete application may be considered; those who do not will be rejected.
- Only the information provided in the resume and cover letter 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. [refer to Appendix E & F]
- If the job posting contains a rolling deadline (Initial close date and remains open and applicants are reviewed every two weeks until search is closed), the first group considered must be everyone who applied before the close date. Once that group has been considered and rejected, you may consider the next group who applied the next two weeks. Once that group is considered and rejected, you may consider the next two weeks. Repeat this process as long as the job posting is open on the ASU website.
- 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.
- 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. Direct knowledge opinions should be reserved for those who supervised that applicant in the past.
- Applicant years of experience will be halved if experience is part time. Student worker and intern experience will be counted as part time unless proven otherwise.
- Supervisory experience relates to conducting performance reviews, giving corrective action, and performing administrative duties toward staff.

For assistance in developing qualifications, refer to Appendix D.
For additional information on application reviews, refer to Appendix E.
EDITING COLUMNS IN THE CANDIDATES RESULTS PANEL

1. You can add or remove columns anywhere you see a Display drop down menu (My Open Reqs or Candidate Results Panel).
2. From the display drop down menu, select Edit Columns.
3. All available columns will be displayed on the left.
4. All selected columns will be displayed on the right. You can drag and drop column names from available to selected and vice versa.
5. The blue bar will freeze all columns that are above it. Drag and drop the blue bar anywhere within the selected list box to change which columns are frozen.
6. Click on the Save button when finished.
7. You can rearrange the order of the columns by dragging and dropping the field names within the selected list or by dragging and dropping the column names on the panels.

REVIEWING CANDIDATE FORMS

- The system allows you to see forms associated with a candidate, whether completed by the candidate or by a member of the requisition team, regardless of the requisition, so if the applicant has applied to another position (whether current or past), you will see these forms listed as well.

**NOTE:** EEO and background check forms are hidden from the hiring manager’s view.

**Best Practice**

To ensure that you are not reviewing the wrong form, filter the forms by the requisition. Click on the Filter drop-down menu (1), Unclick the All forms checkbox (2), then Click on the This Folder – XXXBR checkbox (3).
REVIEWING APPLICANT RESPONSES TO QUESTIONS

- When reviewing the resume, make sure that the applicant’s answers to the questions on the talent gateway match the information given on the resume.
- To see the applicant’s job responses, click on the TG Rank the appropriate applicant.
- The Gateway Questionnaire responses will appear, showing all the information submitted by the candidate.
- Select “To Questions and Answers” at the top of the page.
- Click on the “Job Response” link.
- This will open the Job Response form, showing how the candidate answer the questions, the points per question, and his/her total score.

Tip
The score on the talent gateway questions is how you will initially rank your applicants for review. Depending on how you decided to manage the scoring of the questions, you can sort by the score (highest to lowest) and initially review only those that met your most desired score. You can also access the candidate’s job responses via the candidate’s forms pages.
REVIEWING APPLICANT RESUMES

- Open the Candidate Results Panel for the appropriate req and open the candidate’s talent record by clicking on their name.
- The talent record window opens, from which you can view everything about the candidate, including the resume/CV, cover letter, HR status, and other system information.
- In the talent record you have many options, including the ability to print the candidate’s resume and cover and eLink the talent record to other members of your recruiting team from the Actions menu.
- Select the “Resume/CV” tab to view the candidate’s resume/CV.
- In each area there is an “Open PDF” button, which enables you to view the candidate’s resume and cover in the original submitted format. There is also a “Print” button to print the resume.
PRINTING COVER LETTER & RESUME

- Click on the **Actions** drop-down menu in the **Talent Record**.
- Select **Print Resume/CV**.
- You can also print the original PDF resume submitted by the candidate by first selecting **Open PDF** in the Resume/CV Tab and then **Print** from the PDF file.

**Tip**
You can print a candidate’s resume directly from the Candidate Results panel. First select the candidate, then go to the **Actions** menu and select **Print Resume/CV**. If you’re working in the **Req folder**, you can likewise select a candidate and then from the actions menu to the left click **Print Resume/CV**.

EMAILING COVER LETTER & RESUME

From the candidate’s **Talent Record**

- Click on the **Resume/CV** tab.
- Click on the **Actions** drop-down menu.
- Select **Forward via Email**.
- Select the email recipients, type in the subject and your message.
- Click on the **Send** button.

**Tip**
You can only email one resume/CV at a time. To email multiple resume/CVs, you would need to save PDF versions and attach to an email.
PRINTING MULTIPLE COVER LETTERS & RESUMES

- Select multiple candidates in the Candidate Results Panel
- Go to the Actions menu and select Print Resume/CV
CHANGING DISPOSITION OF APPLICANTS

- Once you have reviewed the resume, update the HR Status to Min/Desired Quals Met (or one of the Declined status) (1) by clicking on the candidate’s HR Status and selecting the appropriate disposition from the drop-down menu.
- Upon selecting an HR Status, click the Save button.

COMPLETING A DISPOSITION FORM

To add a disposition form when changing a candidate’s status to "Declined," open the candidate’s forms page (click the forms icon in the panel) and do the following:

1. Select the Disposition Form from the forms drop-down menu.
2. Click the Add Form button to add the form to the applicant/candidate’s record.

Caution

Before a candidate’s HR Status can be changed to “Declined,” you must FIRST create a disposition form must be completed. You will get an error message if you try to change the HR Status before you complete the Disposition Form. Changing a candidate’s HR Status to “Declined” generates an automated email informing the candidate that he or she has been declined.
3. Select a disposition reason from the drop-down menu.
4. Indicate if this applicant/candidate could be a future prospect.
5. Indicate in the Notes section why this applicant/candidate was declined by elaborating on the disposition reason if applicable.
6. Save the form.
STEP 7 – INTERVIEWING APPLICANTS

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.

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).

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** with the understanding that this will remain confidential and destroyed if the candidate/finalist is not chosen (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.

**Interview questions** should be behavioral interview type which shows that past behavior is the best predictor of future behavior. Ask the applicant how a scenario in a past job was handled and what was the outcome? The scenario should relate to the current minimum or desired qualification of the job requisition.

**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.

Departments are not obligated to pay any **travel or other expenses** associated with the interview. If expenses are paid by the department, they should pay all candidates travel expenses. Usually, comments regarding covering travel expenses are stated in the instructions to apply on the job posting.

---

**Best Practice**

The interview method, agenda and questions should be the same for all candidates interviewed. Internal candidates should be treated the same as external candidates.

---

**Caution**

The hiring manager is responsible for evaluating the results of the interview processes and entering those results into the BrassRing Kenexa system using number ratings from 1 through 5. The hiring official also must include specific comments to support the number ratings.

---

**Additional Learning/Information**

Refer to Appendix G, Pre-employment Inquiry Guidelines, for issues to avoid in asking interview questions.
SCHEDULING AN INTERVIEW

- For the applicants who will be interviewed, you must change the HR Status to Primary 1\textsuperscript{st} Interview
- Select primary 1\textsuperscript{st} Interview from the HR Status drop down menu (1) -> Click on the Save button (2)

\textbf{Caution}

If the disposition is not changed, you will not be able to move to the next step.

\textbf{Best Practice}

Update the dispositions as they occur. Do not try to update Kenexa after the interviews.
CREATING INTERVIEW EVALUATIONS

After an interview is conducted, an interview evaluation form must be completed. You cannot continue to the next step in the process until this form is completed.

1) Identify one person from the interview team to complete the evaluation form
2) Have this person collect the interview notes from each interview team member
3) Optional – Have this person scan each interview team member’s notes
4) Have this person attach the files to the applicant’s record as supporting documentation
5) Have this person complete the interview evaluation form

Caution

Only one evaluation form can be submitted for each applicant interview.

Tips/Best Practices

If you would prefer to keep the hardcopy interview summary notes, you may do so; however, you will need to save the hardcopy documentation for four years

Entering an evaluation of a search committee will be a summary note that supports the decision to decline or move forward with the candidate.
INTERVIEW EVALUATIONS FORM

Navigate: Find the appropriate applicant’s name (1)-> Click on the Forms icon (2)-> Select “Interview 1 – Evaluation Form” from the Forms drop-down menu (3)-> Click the “Add Form” button to add the form to the applicant’s record and open the form for editing (4)

**Best Practice**

To ensure that you are not reviewing the wrong document, it is a best practice to filter the forms by the requisition folder
- Click on the Filter drop down menu
- Unclick the All forms checkbox
- Click on the This Folder – XXXBR checkbox

**NOTE:** You must change the filter every time you exit the forms screen and re-enter.

**Caution**

You should only view your requisition folder in regard to the applicant.
1. Interview Date (Note: Day is first, then month, then year)
2. Technical Skills (Very Poor, Poor, Good, Very Good, Excellent)
3. Communication Skills (Very Poor to Excellent)
4. Applied Knowledge (Very Poor to Excellent)
5. Prior Experience (Very Poor to Excellent)
6. Overall Rating (Very Poor to Excellent)
7. Recommendation (Additional Interview, Change to Reject, Hold for Interview Completion, Process an Offer Request to HR)
8. Notes to Support Decision – See attached documentation or see “Name” for hardcopy documentation

Optional Fields:
9. Interview Team (identify members of the interview team)
10. Click on the “Save” button to save the form to the applicant’s record

**Best Practice**

Notes to support the decision should focus on how the candidate’s qualifications were superior to the other candidates.
INTERVIEW EVALUATIONS ATTACHMENT

Navigation

1) Go to add/view attachments
2) Upload new attachment button to upload a new attachment
3) Browse button to locate the appropriate attachment
4) Category drop down menu to select the category that best describes the nature of the attachment
5) Interview summary notes, select “Supporting Documentation”
6) Upload button when all attachments have been added

Tip
If you would prefer to keep the hardcopy interview summary notes, you may do so; however, you will need to save the hardcopy documentation for three years
INTERVIEW EVALUATIONS NOTES

Navigation

1) Go to add/view notes
2) Go to add a note
3) Type in your notes
4) Click Public Notes
5) Click Save

Caution

Public notes are viewable by all Kenexa BrassRing users (Step 4)

Tips/Best Practices

You will need to disposition the candidate to move to next step

Any public notes added to the candidate’s Talent Record can be seen by other BrassRing users
STEP 8 – REFERENCE CHECK

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

- 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.

- An applicant should be notified if the hiring authority (or search committee) plans to contact references beyond those provided by the applicant.

- 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.

- Social media is not intended to influence the hiring decision. ASU also strongly discourages the use of social media as a means to do any type of informal background check. By utilizing this type of practice in the hiring process, the hiring manager places the authenticity of the applicant pool and the hiring process in jeopardy. Recruitment at ASU does not encourage the use of social media to validate any candidates within the hiring process.

All questions should be job related. It is illegal to ask references questions that you cannot legally ask applicants.

Do not contact references, other than those provided by applicants, without the applicants’ permission. Departments may contact applicants to obtain their permission to contact additional references. If applicant is a current or former ASU employee, please inform them that their current or former unit will be notified if they become a finalist for the position. Hiring officials must contact the current supervisor of an applicant who is a current or former ASU employee for a reference prior to an offer of employment.

Departments must be consistent in the number and method of checking references. If phone calls are made, they must be made to the same number of references for all applicants whose references are being checked. When references are checked by phone, it is desirable to have more than one person listening to the conversation. When letters or emails are requested, the same number of letters or emails (at a minimum) must be received for those applicants from whom reference letters have been requested.

References should be asked the same basic set of questions, unless letters of reference are requested. It is often beneficial to ask referees to respond to specific questions via letters of reference.

Search committees and/or hiring authorities must be consistent in the treatment of applicants when unsolicited reference information (i.e., person providing the information is not on
the applicant's reference list) is available either through direct knowledge or through the provision of the information by another individual. For example, if search committee members have direct knowledge of applicants or receive unsolicited information, all members must either share this information for all applicants known or not share any information about any applicant.

INTERNAL REFERENCE CHECKS
– HIRING CURRENT ASU EMPLOYEES

ASU encourages its staff to continually develop and advance their skills and abilities, and take advantage of opportunities to advance their careers. However, the university also has a voice in determining the best deployment of staff and to ensure we do not artificially increase salaries and unnecessarily increase the costs of our labor pool.

President Crow issued a four-point directive in 2007 that MUST be followed by hiring managers whenever an ASU internal candidate is involved in considered a finalist:

1. The hiring department will inform all internal ASU candidates for ASU job openings that their candidacy will be made known to their current ASU unit if they become a finalist for an open position. A finalist is any candidate for whom the receipt of a job offer is likely or imminent.
2. The hiring department will inform the Dean or the Vice President (or designee) of the unit currently employing an internal ASU candidate for an open position of their intention to offer the open position to the candidate BEFORE it is offered (including disclosure of the salary that will be offered to the internal ASU candidate).
3. The hiring department will work with the unit currently employing an internal ASU candidate for another position to develop a transition plan that reasonably accommodates any concerns expressed by the ASU unit currently employing the candidate.
4. The hiring department will inform will refrain from making salary offers that could artificially increase a current employee's salary without a corresponding change in job responsibilities or as otherwise may be reflected in the quality of the performance of the employee's job responsibilities.
5. The hiring department will ensure that the resume references are contacted for internal ASU candidates who are finalists for a position.
6. The hiring department will 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. Contact the Employee Service Center to schedule an appointment to review a personnel file. 855.ASU.5081 (855.278.5081)

NOTE: Lateral moves (moving from one unit to another in the same classification) will be done without any salary adjustment unless approved by the CFO or Provost.

Although a department cannot veto the hiring of a person by another department, if such hiring would place the unit currently employing the individual at a severe disadvantage relative to their needs, then there may be a lengthy transition plan developed. The Office of Human Resources should be contacted if the departments cannot come to an agreement.
Let's assume that your candidate has successfully completed the interview process and can now move to the reference check status.

- Select Reference Check from the HR Status drop down menu
- Open the candidate’s forms list
- Click the link for the Reference Check Form

This will show the references entered by the contact during the application process.
• If you are given another reference or need to edit/update a reference’s contact information, click on the **Edit icon** for the Reference Check Form to update/add the reference.

> This is edit window for the **Reference Check** form for adding/editing a reference:

---

**EVALUATING THE REFERENCE CHECK**

Once you have contacted the references, you must add and complete the **Reference Check Results form**. Only one Reference Check Results form is allowed per candidate.

• From the Form drop down menu, select the **Reference Check Results form**
• Click the **Add Form** button
• Complete the section for each reference – there are 3 sections total (you don’t to do them all at once).
• Save the form.

---

**Tip**

You may update the Reference Check Results form as you go by selecting the Edit icon each time you need to add a reference check results.
UPDATE HR STATUS TO REFLECT REFERENCE CHECK RESULTS

Once you have completed the reference check, you need to update the HR Status to indicate the results of the reference check.

- Select Reference Check Successful from the HR Status drop down menu
- Click on the Save button

<table>
<thead>
<tr>
<th>TG</th>
<th>Name</th>
<th>Candidate</th>
<th>HR Status</th>
<th>Forms</th>
<th>Folder</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>Bear, Fozzy</td>
<td>External</td>
<td>Reference Check</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>240</td>
<td>Bear, Teddy</td>
<td>External</td>
<td>Reference Check Successful</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N/A</td>
<td>Johnson, Ben</td>
<td>External</td>
<td>Passed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>240</td>
<td>Johnson, Howard</td>
<td>Internal</td>
<td>View History...</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
STEP 9 – PEOPLESOFT VALIDATION CHECKS

At this point in the recruitment process, the Hiring Official has likely identified one or two candidates on which to focus for the potential to hire. This step will match the internal hire to their current job data, verify that the student candidate is eligible to hire and to indicate whether International Student Services Office, Intercollegiate Athletics, or Student Financial Assistance approval is needed. This step must be followed for all candidates.

To initiate this process you will first update the candidate’s HR Status from Reference Check Successful to PeopleSoft Validations Check:

- Click on the drop-down arrow from the HR Status column
- (1) Select PeopleSoft Validations Check
- (2) Click Save

Upon saving, Kenexa BrassRing will automatically determine if the applicant requires PeopleSoft validations. BrassRing will automatically update the HR Status based on the following:

- If the applicant type is Internal or Student/Grad, the HR Status will automatically update to PeopleSoft Validations Required.
- If the applicant is External or a Past Employee, the HR Status will automatically update to PeopleSoft Validations Not Required. If this status appears, the Hiring Official may disposition the candidate to the next step.

**Caution**

For internal and student/Grad candidates, if the PS Validations does not occur, the recruiter and the hiring manager will need to work together to retrigger the validation.

PEOPLESOFT VALIDATIONS REQUIRED

When the HR Status is updated to PeopleSoft Validations Required, Kenexa BrassRing will then automatically perform a check to see if the applicant passed or failed. An export message will appear when this check is completed. Kenexa BrassRing will then automatically update the HR Status to either PeopleSoft Validations Passed or PeopleSoft Validations Failed.

REVIEW THE PEOPLESOFT VALIDATIONS FORM

The result of the PeopleSoft Validation step is captured on the PeopleSoft Validations Form which will be populated to the candidate’s forms list. To ensure no further action is needed, Passed or Failed, the hiring Official should always review the PeopleSoft Validations form to confirm.
STEP 10 – CONDITIONAL OFFERS

SELECTING THE FINALIST

1. The department will submit a job offer request to the Recruiter with a salary request and justification how the candidate is more qualified than the other applicants.

2. The Recruiter will review the applicant to determine if they meet the qualifications. In addition, they will review the Hiring Manager’s evaluations in of the applicant pool, interview evaluations, and reasons for selection.

3. The Recruiter will approve, ask for clarification or deny the offer. Once the offer is approved the Hiring Manager and Requisition Team will receive email confirmation of the approval.

4. The Hiring Manager may then make the conditional offer to the candidate for the amount approved by the Recruiter. If the Hiring Manager and the candidate negotiate a different salary, the Hiring Manager will need to submit a new conditional offer to be approved by the Recruiter before they make the offer to the candidate.

SELECTING THE SALARY

Salary offers to selected candidate should be consistent with the salary range posted on the requisition. If no range is posted, then the offer should be consistent with the assigned salary category of the job classification.

Consistent with a compensation philosophy of recognizing the performance of outstanding and exemplary staff, a Hiring Manager 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.

SALARY OFFERS

When considering extending an offer of employment to an external candidate, we recommend you use these guidelines to make a decision:

- **Learning** – current experience (qualifications) represent at least the minimum requirements for the position.
- **Competent** – able to complete most job requirements; as a new hire, enters the job with prior experience.
- **Advanced** – competent in all aspects of the job requirements and can demonstrate that ability.
- **Expert** – experience being accountable for outcomes; routinely handles complex situations, including interpretations of policies, practices, and procedures.
- **Exemplar** – demonstrated mastery of all aspects of the job and behaviors which are determined to be models for others; typically staff who have been in the same position for an extended period of time and have shown considerable and consistent skill development.

Caution

Before a department can offer the position to a candidate they must receive the Recruiters approval.
CONDITIONAL OFFER – HIRING MANAGER REQUEST

Navigation

1) Forms icon for the appropriate applicant
2) Offer Form – >Graduates or Staff/Students
3) Add Form

Tip
Please make sure that you select the correct form for the candidate type; if the wrong form is selected, you will not be able to continue in the process.

Caution
Before the HR Status can be updated, the Conditional Offer form must be completed.

Caution
Only after the PeopleSoft Validation Checks are completed, a conditional offer can be extended to the recruiter for approval.
Enter/validate the required information

5) The Offer Bi-weekly Rate of Pay and Offer Annual Rate must be entered in the correct format – requires 2 decimal places (5) - Bi-weekly rate of pay = annual rate / 26 - - Weekly rate of pay = annual rate / 52

6) In the Notes to Support Offer field (6), enter the reason why this candidate is superior to the other applicants.

7) The “Reports to” information is the supervisor’s information (7)

8) Department Contact is the person you would like the recruiter to inform of the hiring decision (8)

9) The Signatures Name and Title are the name and title of the department representative that will appear at the bottom of the offer letter (9)

10) Click on the Save and continue button (10)

Tip
Notes to support offer are the qualifications the candidate has that the other applicants do not have?

Caution
Verify the accuracy of this information before continuing.
Navigation

11) Start Workflow button (11) ->

12) You may add additional approvers however, you cannot remove the recruiter as approver -> Start Workflow button when finished adding additional approvers (11) ->

13) Click the OK button (13)

1) The recruiter will receive an email prompting them to review the proposed conditional offer (1)

2) The recruiter will review the proposed conditional offer (2)

3) The recruiter will then either approve or decline the conditional offer (3)
CONDITIONAL OFFER– RECRUITER REVIEW & APPROVAL

RECRUITER WILL REVIEW:
• Candidate meets the minimum qualifications of the job
• Interview evaluations are complete for all candidates interviewed
• All applicants have the appropriate dispositions
• Compare how applicants’ scoring relates to their dispositions
• Reference checks for final candidate complete
• Salary offer is appropriate

APPROVAL NAVIGATION
Conditional Offer from the HR Status drop down menu (1)->Save button (2)

Tip
The hiring manager will receive an email with the status of the conditional offer approved (3)

Caution
Offers will be declined if the candidate does not meet the MQs or if the salary is out of the posted range.
CONDITIONAL OFFER – HIRING MANAGER VERBAL OFFER

- If the conditional offer has been approved, Kenexa BrassRing will automatically update the HR Status to Conditional Offer Approved
- If the conditional offer has not been approved, Kenexa BrassRing will automatically update the HR Status to Declined-Conditional Offer Student/OHR/Provost

The hiring manager will update the HR Status accordingly with the candidate’s response

Navigation: -> Conditional Offer Accepted (1)-> Save button (2)

Best Practice
Once the conditional offer is approved, the Hiring Manager may extend a verbal offer to the candidate

Caution
The Hiring Manager making an offer before getting the Recruiters approval could lead to a rescinded offer and a job that is closed without hire.
STEP 11 – PERSONAL DATA REQUEST

At this point in the process, if the candidate has accepted the conditional offer, the hiring manager may need to gather some personal information from the candidate.

After the hiring manager manually updates the HR Status to Conditional Offer Accepted, if the candidate type is External or Past Employee, Kenexa BrassRing will automatically change the HR Status to Personal Data Requested (1). This step is skipped for Internal and Student/Graduate candidates.

This will trigger Kenexa BrassRing to automatically e-mail the Personal Data form to the candidate (2).

The candidate receives an email to submit information:

Greetings Ben Johnson,

275BR / Business Analyst Assoc / D0901 Business Technology Services / Bill Gates

Thank you for accepting our conditional offer for this job at ASU. Please submit the following information by clicking on the link and completing this form: Personal Data Form. This information will be received and kept confidential by the ASU Office of Human Resources.

Please complete this form as soon as possible. Failure to do so could affect your tentative hire date.

Thank you,
Bill Gates

Have questions? DLORG HR Staffing@asu.edu 855.278.5081
The candidate will then verify the existing data and provide the required data on the bottom half of the form:

Johnson, Nancy
Once the Personal Data Form is completed by the candidate, Kenexa BrassRing will automatically send the hiring manager an e-mail.

The hiring manager can view the completed Personal Data Form in the candidate’s record by accessing the Forms:

1. Click on the Forms icon for the applicable candidate (1).
2. Click on the Personal Data Form hyperlink (2).

Once the completed Personal Data Form has been received (external or past employee candidates) or the HR Status is updated to Conditional Offer Accepted (internal or student/grad candidates), Kenexa BrassRing will automatically change the HR Status to either BGC Required or BGC Not Required. If the background check option was selected in Position Management, then it will be required for all candidates.

If it was not selected in Position Management, then it will be required for external or past employee candidates who have not had a background check through Kenexa BrassRing-HireRight in the past 180 days.

**Caution**

Special care should be taken to validate that the information is correct – especially Name (legal name), SSN (SSN will be 999-99-9999 if the new hire does not have an SSN due to foreign national status), DOB and Gender, as this information is used to create the affiliate record.
STEP 12 - BACKGROUND CHECKS

A pre-employment background check is required for the final candidate(s) who apply for an open staff, faculty, and some student 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.

Standard Pre-Employment Screening: The hiring authority or a designee shall check references and verify the educational credentials, employment histories and past performance of a finalist before a final offer of employment is extended. A criminal history check will be conducted to ascertain whether the finalist has a criminal conviction record that would indicate unsuitability for university employment.

Process using Kenexa BrassRing:
1. Hiring Manager changes HR Status disposition from BGC required to BGC Initiated.
2. Kenexa BrassRing will interface with HireRight to send an e-mail to the candidate with the consent form.
3. Candidate clicks link and completes the background consent form and submits. Hiring Manager and Recruiter receive email that it was submitted.
4. HireRight will process the background check and results will be received by the Recruiter via email.
   a. If the check is approved, the Recruiter will manually complete the Background Results Details form and contact the Hiring Manager to move them forward with the hire.
   b. If there is an issue with the background check, Recruiter will contact the candidate with an "adverse action letter" to address the issue.
5. When the candidate addresses the issues with the Recruiter will manually update the HR Status to BGC Meets Policy or Declined-BGC Does Not Meet Policy and the Hiring Manager will be contacted and receive an email with a recommendation to proceed with the hire or choose another candidate.

Tip
ASU requires verification of the backgrounds of all finalists being hired for staff, faculty and other designated positions.

Caution
Social media is not intended to influence the hiring decision.

ASU also strongly discourages the use of social media as a means to do any type of informal background check. By utilizing this type of practice in the hiring process, the hiring manager places the authenticity of the applicant pool and the hiring process in jeopardy. Recruitment at ASU does not encourage the use of social media to validate any candidates within the hiring process.
STEP 13 - FINAL OFFER – OFFER LETTER

- To officially welcome your new employee to ASU he/she must be provided with an offer letter.
- Offer Letters contain information specific to the terms of the employee’s employment with ASU.
- The offer letter is based on information already entered by the Hiring Manager in BrassRing on the Conditional Offer Form, as well as information from the candidate’s Personal Data form and from the req creation form.
- The offer letter pulls together these data and places them in merged fields inside the offer letter template.
- There are areas inside the offer letter which the Hiring Manager can customize, called blurs.
- The letter is created and sent by the Hiring Manager, and accepted by the candidate electronically with offer acceptance form.

Part 1 – Creating the Offer Letter Document
Make sure your candidate has an HR Status of either “BGC Meets Policy” or “BGC Not Required.”

1. Click the checkbox next to that candidate’s name.
2. Go to the Actions menu at the top of the Candidate Results panel and select Create Document.
3. Select the document template based on the type of candidate you are hiring.

**Caution**
The system will NOT check to see if you selected the correct offer letter template for your candidate. Please verify that you have the correct template, especially for graduate student hires and student worker hires. The only indication that you might have selected the wrong template is blank or missing sections that you would have expected to see in the offer letter.
You will be taken to the Document Template and Candidate and merge information area.

1. Click the + button by "Document Template" to expand the Document Template area to enter a document name and view the body of the template.

2. You are required to name the document. The naming standard is Candidate Name, Document Type, Req Number. For example: Jane Smith, Offer Letter, 321BR. This will make it easier to locate the information when you have to pick a document to post to the candidate portal.

As noted previously, the offer letter templates pull data from multiple forms, including the conditional offer form, the personal data form, and the req creation form. The offer form cannot be created unless all required data has already been entered in these forms. The next few steps will be to check if there is any missing data:

- First, check to see if there is a red flag next to the Candidate’s name. If there is, then that indicates missing candidate data. You can expand that section by clicking the + button to see what is missing and get to the form to enter that missing data.

- Next, check to see if there is a red flag next to “General merge fields”. If there is, then that indicates a missing general data (such as requisition-related data). You can expand that section to see what is missing and to get to the form to enter that missing data.

Caution

If there is missing data as indicated by a red flag next to either the candidate’s name or General merge fields, you MUST first correct this by entering the missing data before you can generate the offer letter. This may require the editing the req data, the offer letter form, or the candidate’s personal data form.

- At the top of the Candidate and merge information box, you will be notified if there is any missing information. There is also a note at the top right corner indicating if there is any error and how many errors.
If you expand the area that has a red flag, you’ll be able to see specifically what fields or forms are missing data. In the example below, there is a red flag next to the Offer Form, which a description saying “Form Not Found”. This means the Offer Form has not yet been created. You’ll also notice there is link at the right to “add form”, which you can use to add the missing form.

To the right is what the Candidate and merge information should look like when there is no missing information. Notice that it says “Candidate data verified, ready to create document.”

You’ll also notice that there are no red flags next either the candidate’s name or next to General merge fields.

Caution

If there is any missing data, you MUST correct this first before editing the blurbs. Otherwise, any changes you make to the blurbs will not be saved unless you no longer have missing data.
Editing Blurbs
Offer letters contain at least one blurb that requires you to edit the information in that blurb. A blurb in BrassRing is a short description that varies with each document, such as the start date. These blurbs can be conditional on several factors. Hence, a blurb may or may not appear in the actual offer letter, if certain conditions are met. For example, if the requisition is for a Classified Staff Police Department job, then the blurb that describes the probationary period policy will appear in the offer letter. Another example: If a fingerprint check is required, then the blurb regarding a fingerprint check will appear. Some blurbs are editable while others are not.

To edit the blurbs in your offer letter:
1. Expand the blurb area by clicking the + button next to “Blurbs.” This will display all blurbs that are part of the template. Again, not all of them will appear in the offer letter, only those which satisfy the conditions of this requisition.
2. You’ll see an “Edit” link to the right for blurbs which are editable. (There’s also a column that tells you whether a blurb is conditional.)
3. Click “Edit” to open the blurb edit window. Here you can edit the blurb and change the formatting of the text.

NOTE: You’ll find that some blurbs may not be applicable to your requisition, but nevertheless appear on this blurb list and are editable by you. For example, the “Limited Duration” blurb, which applies in the case when the job is a temporary position, will always appear in the blurb list of the Staff Offer Letter template. However, because the blurb is conditional, it will not appear on your offer letter unless the job is actually temporary.
4. Insert your cursor at the beginning of the blurb, before any text or symbol.
5. Type in your edit (for example, enter the date “November 7, 2013”)
6. Use the DELETE KEY remaining text.

**Caution**

To edit the blurb text, you must insert the cursor BEFORE the text, type in your edit and then use the DELETE KEY to delete the remaining/extraneous text. Do NOT hit the enter/return key, or use any other keys besides characters, symbols, spaces and the DELETE KEY. Keys such as ENTER, TAB, or SHIFT can cause formatting errors, putting the blurb into its own separate line in the text.

**Clark:**

Congratulations! On behalf of Arizona State University, November 1, 2013
This line break can occur when you use the ENTER key.

**Caution**

When editing a blurb, do NOT remove or modify anything that is enclosed between [# and #]. For example:

[#Offer Form: NAME#]

These are the merge fields which the system will populate with pre-existing data.
Inserting Signature Photos (Optional)

- You can insert a signature photo of the signing authority for the offer letter.
- First you’ll need a photo of the signer’s signature.
- The photo needs to have a resolution of no more than 400 (width) by 50 (height).
- Insert cursor at the beginning of text; use delete key to delete the “[INSERT IMAGE…]”
- Click on the Insert Image icon.

Best Practice

The signature photo should have a resolution of no more than **50 pixels in height and 400 pixels** in width. Otherwise, it will appear too large and take up too much space in the offer letter.
Previewing and Saving the Offer Letter

- Now that you've confirmed you have no missing data, you've edited all your blurbs and inserted a signature photo (optional), you can now preview your offer letter.
- To preview, select the “Preview” button at the bottom of the screen. This will generate a PDF preview of the offer letter.

When you hit the Preview button, a new window will open with the Offer Letter in PDF format. It will look like the example below:

September 12, 2013

Clark Kent
1551 S Rural Rd
Tempe, Arizona 85281

Clark:

Congratulations! On behalf of Arizona State University, I am pleased to offer you the position of Police Officer, effective October 31, 2013, at 1 FTE, $30.00 per hour; $2400.00 per pay period. This is a benefits-eligible position. The ASU Benefits Guide includes information to assist you in making informed decisions within 30 days of your start date. BENEFITS AND RETIREMENT ENROLLMENT DEADLINES: cfo.asu.edu/hr-benefitsenrollment

This employment offer is contingent upon the satisfactory outcome (as determined by the university) of the pre-employment screening activities (including reference check of former employment, verification of ability to work in the United States and criminal history check) required under Arizona State University policy ACD 126 and Arizona Board of Regents policy 5-709. Please be advised I am required to tell you the Arizona Board of Regent’s policy provides that misrepresentation of an individual’s qualifications or credentials in securing employment at the university may be grounds for dismissal. https://cfo.asu.edu/hr-background

In this position you will report to Kevin Salcido, Assoc VP and Chief HR Officer, of the Office of Human Resources. This is a Classified Staff position and therefore subject to a six-month probationary period in accordance with University policy SP 303: Probationary Period, a copy of which is enclosed for your review.

This is not a grant funded position and is not contingent on future grant funding.
When you preview the offer letter you can see if you missed any places where you needed to adjust the blurbs that may be included in the letter. You'll notice in the example below several areas that say “[INSERT…]” or “[ENTER…],” which indicate blurbs that you did not edit. You'll need to go back to the blurbs and edit the ones that still say “[INSERT…]” or “[ENTER…]”.

Once you're satisfied with the Offer Letter preview, you can now save it by clicking the “Save as PDF” button. This will save the Offer Letter to the candidate’s Talent Record. (It will not send it to the candidate.) Once the offer letter is completed, the next step is to create the offer letter packet.
Part 2 - Creating the Offer Letter Packet

1. Select the checkbox next to the candidate you are sending the communication to. This is possible for candidates at any stage so make sure you select the candidate with the correct HR Status.

2. On the Actions menu, select the Send Candidate Communications menu item.

3. You will be brought to the template selection screen where you will select the appropriate Document packet template, based on the type of employee you are completing the action for.

4. Once selected, click on Go.

Tip/Best Practice

Make sure to select a Document packet template. Do NOT use a Communications template or Letter template to create the offer letter packet. Do NOT select “Offer Letter” from the Communications template drop down menu.
The instructions text for the offer letter document you have selected will display. Notice the removal date is automatically populated—this will be 5 days in the future from the date created by default.

5. Adjust the expiration date if needed.
6. Pick the correct attachment from the bottom left hand side of the screen. The Upload attachments from Talent Record field will be empty if you have not yet created an offer letter document.
7. Click the Add button. This will move the attachment from the left side of the screen to the right side of the screen.
8. Click the Post to the Candidate portal button.
The **Post to Candidate portal** button actually posts the document to the candidate portal, but it doesn’t notify the candidate by email (that’s the next step). Therefore, if the candidate happens to be in the portal prior to you completing the next step he/she will be able to see the offer letter before receiving notification, so it is important to make sure that the offer letter is complete before posting it to the candidate portal.

**Part 3 – Change HR Status to Final Offer**

In the Candidate Results panel, change the candidate’s HR Status to “**Final Offer**.”

---

**Caution – IMMEDIATELY Change HR Status to “Final Offer”**

You MUST change the candidate’s HR Status to “Final Offer” IMMEDIATELY upon posting the offer packet to the candidate portal. If the candidate’s signs the offer form before you are able to change their HR Status, then your candidate’s status will not automatically update with the candidate’s response, and you’ll need to contact your recruiter to change the HR Status to either “Final Offer Accepted” or “Declined Final Offer.”

---

**Best Practice**

You should change the candidate’s HR Status *immediately after* you’ve posted the offer letter packet and *BEFORE* you send the email to the candidate about the offer letter.
Part 4 – Emailing the Candidate about the Offer Letter packet

- From the Candidate Results Panel, select your candidate, then from Actions menu select “Send Candidate Communication”
- Select “Offer Letter” from the Communications template drop-down menu.
- You will be brought to the screen that displays the template.
- Just like the offer letter document, the Offer Letter Communications Template includes various merged fields and editable blurbs, which you can edit in the Candidate and Merge Information Area.

**Best Practice**

Do NOT attach the offer letter document to this email. Have the candidate follow the link to the candidate portal and access the offer letter there, where they’ll be able to open and sign the offer acceptance form.

If you attach the offer letter, they might not sign the offer acceptance form.
- Verify that the candidate’s email address is correct. The email is auto populated from the candidate’s talent record, and if the candidate has given you a different email address at the interview or through phone conversations it is important to make the update here.
- Click the “Preview” button to preview your message.
- Check the previewed message to see if there are any blurbs you may need to edit. If so, close the preview, expand the Blurs section and edit the appropriate blurb.
- Once you’re satisfied, click “Send.” You should receive a confirmation.

Tip
Make sure you have the correct and current email address for the candidate before hitting “Send”. The email address is auto-populated from the candidate’s talent record, which came from the candidate’s original application. The candidate may have provided you with a different contact information during phone conversations or the interviews.

Best Practice
It is strongly advised that you use BrassRing’s communication template to notify the candidate about the offer letter, not your own email, because BrassRing will include the correct link to the offer letter.
SUMMARY OF OFFER LETTER STEPS

1: Create the Offer Letter document
   a. Actions > Create Document
   b. Name the document
   c. Make sure there are no missing data
   d. Edit blurbs as necessary
   e. Preview the offer letter to see how it looks and if you've missed any blurbs
   f. Save as PDF

2: Create the Offer Letter packet
   a. Actions > Send Communications > Document Packet template
   b. Set the expiration date
   c. Attach the offer letter
   d. Post to Candidate portal

3: Change candidate’s HR Status to “Final Offer”

4: Send email to Candidate
   a. Actions > Send Communications > Communications template
   b. Verify email address
   c. Preview and Send

FINAL OFFER LETTER – CANDIDATE PORTAL
The screen shot below is the email the candidate will receive, which contains a link to the candidate portal. The candidate will click on that link and be prompted to log into the Talent Gateway with the same information that was used when originally creating the profile. If the candidate is a waived candidate, such as a graduate or specific staff position, there will be extra wording in the email that lets them know their password is the home phone number they provided when they applied.
These finalists will be asked to log-in to the candidate portal:

Upon signing in, they will see a tab called “ASU Offer Letter” and a link to the offer letter packet:

Upon opening the offer letter packet, they will see the message below, along with a link to the offer letter document itself:
When they open the offer letter document, they will see both the Offer Letter and the Offer Acceptance Form right below it:

The Offer Acceptance Form looks like below:

The candidate signs the offer acceptance form by selecting either “Yes” or “No”, typing in his or her name in the “Electronic Signature” box, and clicking “Save”.

Offer Letters for Waiver Candidates
Unlike other candidates that use the Talent Gateway to locate jobs and apply, waived candidates are placed into a job by a system user (See Waiver of Recruitment section.) Once waived candidates receive notification about their offer and log in (using their email address for the username, and their phone number as the password), they are taken to a screen to change their password. After changing their password, the process is the same as for competitive hires.
Offer Letter Expectations and Results
Candidates are expected to respond to the offer letter within 72 hours from when the offer letter is posted to the portal.
The candidate will receive an offer reminder email after that time reminding them to respond to the offer. The offer letter is set to expire 5 days from posting to the portal (this can be changed manually, if necessary). Even if the candidate is going to decline the offer he or she should log into the portal and decline. This will trigger the candidate’s HR Status to change appropriately (i.e. “Final Offer Accepted” or “Declined-Final Offer”). A few things to note:

- If the candidate selects “Yes” on the Offer Acceptance Form, then the Hiring Manager and candidate will receive notification and the candidate’s HR Status will automatically update to “Final Offer Accepted.”
- If the candidate selects “No” on the form, then the Hiring Manager, candidate and Recruiter will receive notification and the candidate’s HR Status will automatically update to “Declined-Final Offer.”
- If the candidate does not respond within 3 days then the Hiring Manager and Recruiter will receive notification and the candidate will receive a reminder.
- If the Hiring Manager withdraws the offer by manually updating the HR Status to “Declined-Offer Withdrawn,” then the candidate will receive notification.

Once the candidate’s HR Status is updated to Final Offer Accepted, a process is automatically run to update the status to I-9 required or I-9 Not Required. If the I-9 is required, the Hiring Manager should direct the candidate to the Employee Service Center to fill out the I-9. If the I-9 is not required or once the required I-9 has been completed, the candidate is ready for hire.
STEP 14 - READY FOR HIRE

Once the candidate has accepted the final offer, you can create the New Hire form:

1) Click on the forms icon of the correct candidate
2) From the drop-down list select the “New Hire Form”
3) Click on the Add Form button
4) This will populate the form for you to fill out.
Most of the New Hire Form will be populated from other sources. This includes:
- The Candidate Profile
- The Requisition
- Offer Form
- PS Validations
If changes are needed to data that is being pulled from other forms, the change must be made on the other form(s).
## Ready for Hire: Dates

<table>
<thead>
<tr>
<th>Candidate Type</th>
<th>Field</th>
<th>How It's Used</th>
<th>Potential Error Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Staff</td>
<td>Effective Date (Start Date)</td>
<td>Effective Date that will be added</td>
<td>Could potentially create a retro payment in PTR</td>
</tr>
<tr>
<td>External Staff</td>
<td></td>
<td>to Job Data</td>
<td></td>
</tr>
<tr>
<td>Students/Grad</td>
<td>Position Effective Date</td>
<td>Informational Only</td>
<td></td>
</tr>
<tr>
<td>(only</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hourly Student</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Worker)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Candidate</td>
<td>Pay Period Begin Date</td>
<td>Used for Grads only. Will be</td>
<td></td>
</tr>
<tr>
<td>Types</td>
<td></td>
<td>populated from Waiver</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Start Date on the req</td>
<td></td>
</tr>
<tr>
<td>Students/Grad</td>
<td>Waiver Expected End Date</td>
<td>Used for Grads only. Will be</td>
<td></td>
</tr>
<tr>
<td>(only</td>
<td></td>
<td>populated from Waiver</td>
<td></td>
</tr>
<tr>
<td>Grads)</td>
<td></td>
<td>End Date on the req</td>
<td></td>
</tr>
</tbody>
</table>

**Koneksa**
## READY FOR HIRE: NEW HIRE INFORMATION

<table>
<thead>
<tr>
<th>Candidate Type</th>
<th>Selection</th>
<th>How it is used</th>
<th>Potential Error Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Student/Grad</td>
<td>Additional Job</td>
<td>Addition will create a Hire Additional Job in PTR</td>
<td>If the employee does not have a job record to begin with they can’t have an additional one so the PTR will error</td>
</tr>
</tbody>
</table>
| Internal Student/Grad| Replacement  | Replacement is only used for Renire, Promotion, Reassignments, or transfers of existing employee records | • If you pick an employee record to replace that does not exist the PTR will error  
• PTR may also create an additional job if the benefit eligibility does not match |
### READY FOR HIRE: NAME AND EMPLOYEE ID

<table>
<thead>
<tr>
<th>Candidate Type</th>
<th>Selection</th>
<th>How it is used</th>
<th>Potential Error Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Student/Grad</td>
<td>Employee ID</td>
<td>Information is being populated from the PS Validations</td>
<td>This is the ID that has been previously validated by PeopleSoft.</td>
</tr>
<tr>
<td>External</td>
<td>Employee ID</td>
<td>• On first submission to PS, leave blank.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• If errors occur with search match put the correct employee ID in this space.</td>
<td></td>
</tr>
<tr>
<td>External</td>
<td>First and Last Name</td>
<td>Used in the creation of a new person.</td>
<td></td>
</tr>
</tbody>
</table>
## Ready for Hire: Employee Job Information from PTR

<table>
<thead>
<tr>
<th>Candidate Type</th>
<th>Selection</th>
<th>How it is used</th>
<th>Potential Error Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student/Grad</td>
<td>Student/Grad Not Currently Employed with ASU</td>
<td>Creates a Hire Transaction.</td>
<td>If employee already has employed created this will cause the PTR to Error</td>
</tr>
<tr>
<td>External Post Employee</td>
<td>Regular</td>
<td>Action will be Hire and Action Reason will be Regular</td>
<td>There should never be any potential error outcomes</td>
</tr>
<tr>
<td>External Post Employee</td>
<td>ABOR/TRI U</td>
<td>Action will be Hire and Action Reason will be ABOR/TRI U</td>
<td></td>
</tr>
<tr>
<td>External Post Employee</td>
<td>State Agency Transfer</td>
<td>Action will be Hire and the Action Reason will be State Agency Transfer</td>
<td></td>
</tr>
</tbody>
</table>

Kenexa

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ASU Office of Human Resources | Recruitment and Selection | RV 11.6.13
### READY FOR HIRE: SALARY INFORMATION

<table>
<thead>
<tr>
<th>Candidate Type</th>
<th>Selection</th>
<th>How it is used</th>
<th>Potential Error Outcomes</th>
</tr>
</thead>
</table>
| Any            | Offer Hourly Rate of Pay | • If the employee is hourly, this is the amount entered on job data  
• Used in offer letter | All salary information is being defaulted to the New Hire Form from the Offer Form. Any corrections to this data will need to happen on that form. |
| Any            | Offer Annual Rate | • If the employee is salary or grad, this is the amount used when creating job data  
• Used in the offer letter | |
| Any            | Offer Per Pay Period Rate of Pay | Only used for offer letter purposes | |
| Student/Grad   | Actual Pay Frequency | Pay frequency that is used on job data for graduates | |
- Only for Internal and Student/Grad Employees
- Display-only for informational purposes
- Should be used when picking the employee record to replace.
- Displayed only for external candidates
- Being populated from the Personal Data Form
- Used in the person creation process
Candidate will either be in a HR Status of I-9 Required or I-9 Not Required. If the I-9 was required, then the candidate should have already completed the appropriate documentation before the Hiring Manager proceeds to the next step.

Moving the candidate to Ready for Hire will trigger the integration to PeopleSoft for the creation of a new person and PTR creation.

The system will not allow you to update to this HR Status until after you have completed the New Hire Form.
- Once the integration is triggered you should receive a confirmation of the integration with a pop-up.
- If the pop-up is blocked, it may be necessary for you to undo the HR status and reselect “Ready to Hire” to retrigger the integration.
STEP 15 - COURTESY AFFILIATE & JOB DATA

During the integration process, the candidate will be run through the standard search/match process.

- The key data elements from BrassRing will be compared to data in PeopleSoft as the system attempts to find a match.
- The search/match process will be different, depending on whether the candidate type is external or internal. This is because internal candidates already have an affiliate ID and other information in the system while an external candidate should not.

CREATING THE COURTESY AFFILIATE & JOB DATA: SEARCH/MATCH

- Candidate is run through the standard search/match process
- Search/match differs, depending on the candidate type (external/internal)
- Key pieces of data include:
  - First Name
  - Last Name
  - SSN
  - DOB
  - Employee ID
In most cases, Search/Match process will identify one and only one match with a high degree of confidence
  - The match that is found is used for the PTR/Job creation
  - No data update is required
- Note that “no match is found” or “one and only one match is found with a low degree of confidence or multiple matches are found” are errors that you may receive.
- Numbers 1 and 2 do not require action on the part of the hiring manager, but number 3 does require action

Additional information and screenshots will be available in the forthcoming Candidate Management module.
• Once an appropriate employee id is found in the search/match process a PTR will be created on behalf of the hiring manager
• If all data is accurate the PTR will be created that does not require any workflow
• Hiring Manager will see a PTR added to their worklist within about 1 day and can track the status of that PTR
  o Open Payrolls and Future Effective Dates will cause the PTR to be put into a Status of Batch
  o **NOTE:** Only the hiring manager will see the PTR in the PTR Work List; the hiring manager must have minimum access of PTR Originator to see the PTR Work List
• Integration back to Kenexa will not occur until the PTR is saved and the job data record has been created. Kenexa BrassRing will automatically update the HR Status to Hired and send an email to the hiring manager.
Upon successful creation of the job data record in PeopleSoft the integration will run and populate the following fields:

- Action
- Action Reason
- Employee ID
- Employee Rcd
At any error point in the integration the New Hire Form will be updated with a message about the failure in the following field: Action Reason > Communication will be sent to the Hiring Manager > Any updates to the data will be done in BrassRing and the Hiring Manager will retrigger the integration by undoing the HR Status in BrassRing.
STEP 16 - CLOSING THE REQUISITION

- To close a requisition, all of the candidates associated with the req must be in a final HR Status and a disposition form must be created to notify the candidate that the search is complete. It is likely that most of your candidates are close to a final status at this point, but it is also likely that you will have several candidates to process.
- It is possible to update multiple candidates at the same time, as long as all are in the same HR Status.
- Screenshot of HR statuses for several candidates that need to start the same (1)
- Screenshot of disposition form (2)
  - Disposition reasons vary depending on the current Applicant Status (3)
- Screenshot of selection of all remaining candidates and update to final HR status (4)
Once disposition forms have been created for all remaining candidates and each has been moved into a final HR Status, the requisition can be closed.

1) Navigate to the Req
2) Click Close Req Button at top of Req
3) Message appears to confirm, click Yes
4) Once the requisition is closed, the req originator, the hiring manager, the recruiter, and anyone on listed on the requisition team will receive an e-mail notifying them that the req was closed
5) Click OK
This is a screenshot of the requisition after it has been closed:
• The **Cancel** action should be used when a position no longer needs recruiting. For instance, there has been a change to headcount or there are new budget constraints that prevent this hire.

• This will remove the requisition from your panel as well as the Talent Gateway.
  1) Navigate to the Req
  2) Click Cancel Req Button at top of Req
     **Important Note** - Make sure all candidates are in a final disposition state before you cancel the req
  3) Click the Yes button
  4) Enter the reason for the cancellation and provide any comments
  5) Click the Save button
  6) Once the requisition is cancelled, the req originator, the hiring manager, the recruiter, and anyone on listed on the requisition team will receive an e-mail (6) notifying them that the req was closed
  7) Click OK
This screenshot shows requisitions with multiple positions to be hired. You can see the number of positions available (Number of Positions) as well as how many positions remain to be filled (Positions Remaining).
WAIVER OF RECRUITMENT

The same information will be helpful to have on hand for waivers as well, in addition to the resume of the person to be waived in.

Because the waiver request was approved in the Position Management step, you will only be initiating a requisition to create the details needed for the Courtesy Affiliate and to create the job details in PeopleSoft.
For this example, we will select **Waiver of Recruitment**, which will require additional information, including identification of the employee.

- Check the **External Staff Hire** button if the employee does not have an affiliate ID. The Waiver Emplid will grey out. Then type in the employee's name, which will become available for entry.
- Otherwise, enter the **Waiver Emplid** if the employee has an affiliate ID by typing it or clicking on the **Look Up**. After you enter it, the Name field will auto populate.
In this example, the waiver is set for an external staff hire with some made up information.
In Step 9, if you would like to add fingerprint or background check requirements or to advertise the position you may select these options:

- There are some job codes that automatically require fingerprints and the top button will be selected if so.
- Once you click a button, the Chargeback Acct will be required and this account is used in workflow routing.
- The Background check also requires a package to be selected from the Look Up. Contact your recruiter for assistance.

You can now Save for Later or move on to the next step by clicking Save and go to PM Accounting.

⚠️ Caution

Be careful with the recruiting information you enter, including these selections. Once it is integrated into Kenexa, the details will be locked. To change anything, you will have to CANCEL the Req, request the position to be unlocked and resubmit.
You will receive a series of messages after saving. Click the **Return** button each time and don’t forget to write down the new position number, you will need it, along with the job code, when you move on to Kenexa.

At this point, you have created the position but have NOT included any funding sources. The position will not be submitted for approvals and cannot finish processing until you identify those sources.
You will be taken to this screen automatically if you have the **Dept Finance Manager role**.

9. **Enter the position accounting distribution data.**

If you do not have access to this screen, then someone else in your department will need to update this information in Maintain Position Accounting as soon as possible. Positions without funding will not process and may eventually be returned by Data Management if they are not updated in a timely manner.
For this example, we will assume you do have Dept Finance Manager access and can complete the process. Next, you fill in the account(s) that will fund the position.

**EXAMPLE**

In the Required row, you can have more than one account fund the position, but the total of distribution must equal 100%. You can add more rows by clicking on the “+” button.

In the Optional row, you can identify funding for different earnings codes, such as vacation pay out and supplemental payments. You can also fund an earnings code from multiple accounts, but each earnings code must be funded to 100%.

Click the **Save & Start Workflow** button at the bottom when you have all of the accounts identified.
Click the **OK** and then the **Return** button.

The position has now been routed to the appropriate approvers based on the funding and type of position.
Before manually adding a candidate into the Kenexa BrassRing system, check to see if the candidate already exists

1) If you do not see the Search Candidates/Search Reqs field, click on the Search hyperlink at the upper right corner of the home page
2) Make sure Search Candidates is selected
3) Type in the candidate’s name as Last name, First name
4) Click the blue search arrow
5) Your search will either result in a match
6) or no matches found
1) On the home page, click the number link to access the applicants for the appropriate requisition
2) Click on the link for Candidate Type
3) Select the appropriate candidate type from the drop-down list
   a. Choices are External, Internal, Student/Graduate or Past Employee (default is Student/Grad)
   b. It is imperative that the correct Candidate Type be selected as this will affect a number of future steps in the recruiting/hiring process.
   c. If the incorrect Candidate Type is selected, you will have to delete and re-add the applicant
4) Click on the Save button
5) Click on the OK button (5)
To attach a document:
1) Click on the link to add/view attachments
2) Click on the Upload new attachment button to upload a new attachment
3) Click the Browse button to locate the appropriate attachment
4) Click on the Category drop down menu to select the category that best describes the nature of the attachment
5) Click the Upload button when all attachments have been added
## WAIVERS: WHAT IS DIFFERENT?

<table>
<thead>
<tr>
<th>Step</th>
<th>Waivers</th>
<th>Non-Waivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application</td>
<td>Hiring manager manually adds the applicant to system/requisition</td>
<td>Applicant applies through candidate portal</td>
</tr>
<tr>
<td>Dispositioning</td>
<td>1. Waived Application Submitted</td>
<td>1. Application Submitted</td>
</tr>
<tr>
<td></td>
<td>2. PeopleSoft Validations Check</td>
<td>2. Min/Desired Quals Met</td>
</tr>
<tr>
<td></td>
<td>3. Conditional Offer</td>
<td>3. Interview(s)</td>
</tr>
<tr>
<td></td>
<td>4. Personal Data Form</td>
<td>4. Reference Check</td>
</tr>
<tr>
<td></td>
<td>5. Background Check</td>
<td>5. PeopleSoft Validations Check</td>
</tr>
<tr>
<td>Using the Candidate Portal to Access Final Offer</td>
<td>Waived candidates log into the candidate portal by using their email address for the username and their phone number as the password. They will then be directed to another screen to change their password</td>
<td>Candidates log into the candidate portal by using the user name and password they created when they searched and applied for jobs</td>
</tr>
</tbody>
</table>
FINGERPRINT CHECKS

Security-sensitive positions include positions with the potential to expose the university to extensive liability and are designated by the university in accordance with ASU ACD 126 (Reference Check and Background Verification) and ABOR Policy 6-709.

Positions listed below have been designated as "security-sensitive" and require a Criminal Background Check of the final candidate. This information is required for individuals not currently employed by ASU as well as those currently employed by the university who are moving or transferring into a security-sensitive position. Security-sensitive positions include positions with the potential to expose the university to extensive liability and are designated by the university in accordance with ASU ACD 126 (Reference Check and Background Verification) and ABOR Policy 6-709.

Process

1. The Hiring Manager will have the candidate complete and sign their section of the consent and disclosure form.
2. The Hiring Manager completes the consent form and background request form and sends form to Recruiter by eFax 480.993.0006 or email backgroundcheck@asu.edu
3. Hiring Manager or candidate will schedule a fingerprint session:
   - Call 1.855.278.5081 or email backgroundcheck@asu.edu
4. The Recruiter or HR representative will complete the fingerprint session and send the prints in for processing to DPS.
5. The Recruiter will receive the results of the check.
6. If check is approved, Recruiter will contact the Hiring Manager to move forward with the hire.
7. If there is an issue, Recruiter will contact the candidate with an “adverse action letter” to address the issue.
8. When the candidate addresses the issues with the Recruiter will contact the Hiring Manager with a recommendation to proceed with the hire or choose another candidate.

Caution

The Fingerprinting process can take two weeks to complete. Please schedule your session ASAP.

Best Practice

A hire may be made prior to the fingerprinting results received but it should be noted that the final offer is contingent upon successful fingerprinting results.
BACKGROUND CHECKS
IN KENEXA & HIRERIGHT FORMS

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[Images of the HireRight background check forms]

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Step One – Candidate enters and confirms data.
Step Two – Candidate submits the order

Step Three – Order confirmation screen
E-LINKS

The e-Link feature can be used to send correspondence to hiring managers, interview team members, recruiters, other team members, and/or applicants.

Examples of when you would send an e-Link:
- To a member of the search committee or interview team to review a resume
- To have another hiring manager complete a form and keeping the original hiring manager informed.
- To send the applicant the personal data form or reference request form.

Tip
Since e-Links are candidate- and task-specific, you cannot bundle multiple e-Links together – the e-Links will have to be sent separately for each task and/or each candidate.

Navigation: check box of applicant->Actions->Send elink
Tip
Correspondence can be sent to both users within the BrassRing system and outside of the system (1)

You can use the e-Link feature to send a copy of any of the forms (2) or the requisition (3)
APPENDICES

A. GUIDELINES FOR USING EMAILS ON RECRUITMENTS

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.

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, and 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.

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. All applicants should receive the same treatment.

Email Applications

Since applications should be submitted using the Kenexa BrassRing system, email applications are not accepted for staff or student positions. 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 REQUISITION

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.

Instructions to Apply:
Application deadline is 11:59pm, Arizona time, on November 4, 2013. 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
C. WORKING ENVIRONMENT

The Americans with Disabilities Act (ADA) requires ASU to identify the working environment for all positions. Working environment is:

- 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 working environment 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).

Here is an example of a working environment, which may be appropriate for some positions. Each item begins with a verb, but is specific to your unit. The working environment must be appropriate to the position and may vary for the same position title from department to department.

Program Coordinator

- Use a computer equipment and software
- Scan documents
- Perform 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
- Handle petty cash
- Supervise staff
- Lift up to 50 pounds of merchandise without assistance
D. DEVELOPING QUALIFICATIONS

Required/minimum qualifications are those absolutely necessary to perform the working environment 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 Recruitment & Selection Dept. 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.

Examples of qualifications and issues

Qualifications that may be too general:

- **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?

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 REVIEW TIPS

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 application 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.

Has a checklist of the required and desired qualifications been made available to persons screening applications?
Questions taken from the job postings minimum and desired qualifications are present to each applicant in the application process. The hiring team reviews the applicants resume and confirms that the applicant’s responses agree with their resume. This feature helps the hiring team clearly identify whether an applicant meets the qualifications. The hiring team then dispositions the applicant according how they wish to proceed.

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 in:
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? Have they conducted 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. INTERPRETING APPLICANT QUALIFICATIONS

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).

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.
- “Administrative experience” relates to coordinator-type, project lead-type experience not administrative support work.
- 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.

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). Anyone who interviews applicants, participates in the interview process or checks 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 if this is 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.

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 Media
It is not recommended that a hiring team review an applicant’s social media pages.
It is not a good reflection of an applicant’s job qualifications or their work ethic.

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.

Tip
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. GLOSSARY OF TERMS

Additional Hire. Scope of search for a position that is available for hire in addition to the job that is posted, but it is not posted on its own.

Arizona Board of Regents (ABOR). Scope of search that limits the applicant pool to individuals currently employed within the Arizona Universities.

Backfill. Reason for hire used in order to create a job posting for an existing, budgeted position and the job code and FTE will not be changing.

Change in FTE. Reason for hire used in order to create a job posting for an existing, budgeted position where the FTE will be changing.

Increase in Headcount. Reason for hire that indicates a department is requesting an additional position number that is currently not budgeted in their area.

Integration. Process of transferring data between PeopleSoft and 2xB for the purpose of syncing information.

Kenexa 2xB. Kenexa’s web-hosted Global Talent Management System, which replaces TAM.

Open. Scope of search that is most common for competitive hires and the applicant pool includes all individuals who wish to apply.

Reclassification Backfill. Reason for hire used in order to create a job posting for an existing, budgeted position and the job code will be changing.

Requisition. An official order laying claim to the use of a position for the purpose of hiring an employee. Details integrated from Position Management, combined with details entered by a Hiring Manager compose the requisition, which can be posted to the Talent Gateway for applicants to apply.

Talent Gateway. Website where applicants can locate ASU jobs, review, and apply.

Temporary. Reason for hire used for short term positions with change(s) or no change(s) to attributes.

Waiver of Recruitment. Scope of search that is appropriate for positions whose candidate is predetermined. This selection will require additional information, including identification of the employee.