Strength in people

Faculty associate recruitment handbook

A guide to the ASU recruitment process
Human Resources Recruitment and Selection Department
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ASU Office of Human Resources | Recruitment and Selection | Revised 10/9/19
Step 1 – Prepare for recruitment and position

Determine recruitment need
Each hiring unit is responsible for determining its hiring needs and the scope and responsibilities of the proposed hires:

- Consider how much ramp-up time you need and what ASU resources are available, and then develop a plan to use those resources.
- Determine what type of recruitment will result in a well-qualified, diverse pool of applicants.

Contact the Office of Equity and Inclusion for analysis of your department’s workforce utilization goals.

Hiring manager – key responsibilities

- Developing position descriptions, minimum qualification, essential functions and job posting.
- Establishing timelines and application deadlines.

Hiring managers must complete these steps in Kenexa BrassRing:

1. Advertising for posting.
2. Evaluating and screening applications.
3. Developing interview questions from the qualifications on posting, and conducting interview sessions.
4. Checking internal and external references of applicants or candidates.
5. Communicating with applicants about the status of their applications or the recruitment process.
6. Assuring appropriate approvals and confidentiality at each stage of the search.
7. Maintaining all records associated with the recruitment for three years.
8. Working with the OHR Recruitment and Selection department to post the job to the ASU website.
9. Obtaining approval from the OHR Recruitment and Selection Dept. before making an offer.

The department or hiring official may form a search committee to assist with the recruitment. 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 OHR Recruitment and Selection department. Reserve a seat in the next class.

Online workshops > Recruitment certification training registration

Prepare position request

Once you determine the details of the position you need for your unit, prepare your position request in PeopleSoft Position Management. Visit Position Management for Department Position Managers for details.

Whether you create a new position from scratch or clone an existing position, first confirm that the job code is in the base group that can be used for recruitment. Then, carefully follow the instructions to properly assign the position attributes. Select ready for recruitment to begin to enter recruitment data. If the job code is in the base, a new recruitment data tab will appear.

Prepare recruitment blueprint

The top section of the recruiting data section includes details about the position that you previously...
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entered. Begin in the recruiting data section and select the reason for hire by clicking the drop-down menu.

<table>
<thead>
<tr>
<th>Position Data</th>
<th>Recruitment Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposed Position Data</td>
<td></td>
</tr>
<tr>
<td>Position Number</td>
<td>NEW</td>
</tr>
<tr>
<td>Effective Date</td>
<td>04/15/2019</td>
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<tr>
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<tr>
<td>Detailed Title</td>
<td>Faculty Assoc KNX-Testing</td>
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<tr>
<td>Department</td>
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<td>Source of Funds</td>
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<td>Full/Part Time</td>
<td>Part-Time</td>
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<td>ASU Paygroup</td>
<td>Academic Contract</td>
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<tr>
<td>Scope of Search</td>
<td></td>
</tr>
<tr>
<td>Positions to be Filled</td>
<td></td>
</tr>
</tbody>
</table>

Table:

| Bi-weekly Rate per Std Hours | 3.848154 | 115.38415 | 769.230769 |
| Annual Rate per Std Hours | 100.000000 | 3000.000000 | 20000.000000 |
| Approved Salary Max | 0.000000 |

Important required fields

1. **Reason for hire** – Increase in headcount or backfill.
2. **Positions to be filled** – Number of hires. One position number per REQ.
3. **Part-Time approved salary max** – Department decides what the maximum salary their budget will allow but still must be within the appropriate range for job code.
   - For salary positions, enter the maximum “annual” rate of pay desired.
4. **Source of funds.**
5. **Position justification.**
6. **Scope of search.**
   - **Additional hire:** For any hire on a faculty associate hire with the exact FTE. Create the original requisition with an open scope and clone more positions from it with an additional hire scope.
   - **Open:** Competitive hires.
7. **References.** All faculty associate positions require references checks
8. **Background check or fingerprinting**
   - **Choose background check package.**
   - All ASU new hires require a background check.
   - All ASU new hires in security-sensitive positions require fingerprinting.
9. **Advertise**
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- Chargeback account required
- It is strongly recommended that REQs open to the public be advertised to diversify and strengthen the applicant pool.

**Note:** Integrations between PeopleSoft Position Management and Kenexa BrassRing are every 30 minutes from 6 a.m. to 6 p.m.

**Keep in mind**
- If your department approving authority has not approved the Position Management request, your recruitment will be delayed.
- If all approvals are applied the evening before, your positions will be ready to go in the morning. To avoid problems or delays, best practice is to create or modify positions after payroll is closed, and use the current effective date for positions.
- If using future date, Future Date will not integrate into Kenexa until the actual date.

**Note:** The recruitment information is set once your data is submitted in position management. Any changes beyond this point will mean the cancellation of your recruitment. You then must modify or correct the data in position management, resubmit the position in position management and recreate the REQ in BrassRing. To prevent a loss of time, ensure that the information is correct in position management before you submit.

**Tips, troubleshooting and common mistakes causing integration issues**
If your position number fails to show up in BrassRing after a schedule integration, check the following:
- Ensure your position has been completely approved with no outstanding signers.
- Ensure your position isn’t still in a submitted status in PeopleSoft.
- Ensure you are selecting the proper REQ type — faculty associate — that belongs with your job code and position type.
- Ensure you are using the current effective date. A future date will not integrate into Kenexa until the actual date.
Step 2 – Create requisition

Gather the required information
After you have created a position for a competitive recruitment, and it has been fully approved and integrated into BrassRing, you will be able to create your job requisition. Before you begin, have this information ready:
- Department ID.
- Job code number.
- Position number.
- Recruiter’s name.
- Requisition team names.

You will also need all of the job description details, salary range, advertising decisions and other pertinent information finalized before you create your requisition.

Job postings on the ASU website
Job requisitions must be posted on the Office of Human Resources website using the Kenexa BrassRing system. Departments must submit the REQ request to OHR’s Recruitment and Selection for review, approval and posting to the ASU website.

The BrassRing format helps departments provide important information about a position — essential duties, working environment, qualifications, application material needed and application deadline. It also provides a section for information to be included in ads and questions for applicants. Contact Recruitment and Selection for assistance.

Creating the requisition

1. Post requisition
   The department will post the one requisition for the faculty associate. The department is able to use the posting as a recruitment pool or if only hiring one position process the hire in Kenexa to close the requisition.

2. Additional hires
   If the position attributes are the same and the REQ will remain open, the department will continue with the completion of the hire additional hire. When the department is ready to process, a new position must be created in Position Management tied to the original requisition. A requisition must be created for this position, as one was for the original position, and the new one must be linked to the original requisition by providing the original posted position number and posted requisition ID. If the position details vary the department will not be able to process an additional hire and will need to create a new position with the correct position details — example: different FTE — using the ghost requisition. This guarantees that the original candidate posting and pool are linked to any and all additional hires that take place. In BrassRing, hiring managers will disposition additional candidates as filed to additional hire, and then lead the additional hires through the process as they would for a waiver of recruitment. The hiring manager will then complete the hiring process from the PeopleSoft validation step, the hired.
3. Ghost Requisition

If the position attributes are different, the department will proceed with the ghost requisition to hire candidate. When the department is ready to process, a new position must be created in Position Management tied to the original requisition. In BrassRing, hiring managers will disposition additional candidates as **Filed to Additional Hire**, and then lead the hires through the process as they would for a waiver of recruitment. The hiring manager will then complete the hiring process from the PeopleSoft Validation step, the Hired.

**Remember:** Kenexa change candidate type by default when using **Add candidate**. See **Step 6: Additional Hire Candidates**. Manually change candidate type to **internal** or **external** or **past employee to ASU** when using **add candidate and file to req**.

You must complete the following fields in BrassRing for OHR to review and post on the ASU website.

**NOTE:** Some of the fields are already set. They are created in position management and integrate into Kenexa.

Whether you create a new position from scratch or clone an existing position, you first confirm that the job code is in the base group that can be used for recruitment. Then, carefully follow the instructions to properly assign the position attributes. For competitive faculty associate positions, click the **Ready for Recruitment** to begin to enter recruitment data. If the job code is in the base, a new **Recruitment Data** tab will appear.

**Prepare recruitment blueprint**

- **Job Code**
  - 894801 – Faculty Associate KNX
  - 894803 – Faculty Associate KNX MN — working with minors and requires fingerprinting.
- **Department**
  Unit that will assume financial and recruiting responsibilities
- **Position**
  One position number per REQ
- **Scope of search**
  - Open to public – open to anyone who meets the minimum qualifications
  - Additional Hire
- **Campus location**
- **Number of hires in position**
  This relates to how many hires you will make on this specific position number, not how many hires you will make on this REQ.
- **Job title/Working title** – Working title for the Faculty Associate must remove the KNX to accurately display the unit for the display page.
  **Example:** Faculty Associate KNX is change to Faculty Associate - School of Art. If the Job Title remain KNX listed below how it is displayed to applicants
h. PT or FTE
i. Recruiter
   For faculty associate jobs – Dan Klug or Allison Walas
j. Hiring manager
   Select one departmental Hiring manager, one who creates the requisition and/or work on this job the most.
k. REQ team
   Select other departmental Hiring managers you want to have access to this job requisition, and who could be a backup for you when needed. These people could also be members of a co-search process. They should have hiring manager access to Kenexa BrassRing to be able to perform all the same actions as the Hiring manager
l. Approved salary
   The amount requested and approved on the position or recruitment request and indicates the maximum possible salary offer to the successful candidate. The max you post on the REQ cannot exceed this amount.
m. Posted salary range
   You are locked into the salary range you post. You cannot go above or below this range. 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 and Selection Department.

Options

- Pay depends on experience. It is used when flexibility within the salary category is needed to negotiate salary based on experience and skill level. Best practice: $ minimum salary - $ approved maximum per year, DOE
- Set range within the job’s salary grade. For example, $3,000 - $5,000 per year, DOE. Used to inform applicants that all offers will be within the posted range based on experience and skill level. Range should be from the minimum of salary range to your budgeted amount, not over the maximum.
- State a range from a minimum amount to commensurate with education, skill, experience. For example, $5,000 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
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- within the salary category, will be based on the experience and skill level

n. Min, MRP, Max
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.

o. Job description
An introduction to the essential duties; usually mentions the supervisor by title, not name and an overview of the job.

p. Minimum qualifications
The minimum education, experience, courses and licensing required for the job. This is an editable field that should be entered by the department.

q. Desired qualifications
- A further refinement of the required qualifications or additional qualifications that would enhance an applicant’s ability to perform a position’s essential functions
- We recommend 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.
  Note: Details to select and questions to be asked the applicants a “desired qualifications screening” form must be completed. See Step 5 Knowledge Articles for details.

r. Work environment
- Core of critical duties that define this job — lifting, use of equipment, etc. You may edit; not included in posting.
- Identification of Working Environment is mandated by the Americans with Disabilities Act.
- Refer to Appendix A for assistance in developing Work Environment

s. Essential duties
The primary duties and responsibilities of the job
  Note: Do not state qualifications that may be needed to accomplish the duties that would be included in the DQs.

t. Department statement
Statement used to inform applicants about the vision, mission and goals of the department

u. ASU Standard Statement
Information that ASU would like applicants to know and EEOA statements

v. Close date
- Fixed close dates will be the default close date approach. It must occur on a weekday at 3 p.m. This will enable applicants to receive assistance from ASU technical staff if they encounter difficulties during the application process.
- Minimum time posted for faculty associate REQs five business days.
- Closing date should include the intended academic year and semester for the hire. Example: August 12, 2019, fall
- Requisitions with rolling deadlines – Example of deadline statement:
  a. 10-October-2019 is the initial close date. Applicants will continue to be reviewed until the search is closed.
  b. The requisition may remain on the web until the last day of the semester. Check the Academic Calendar for specific dates.
Note: Following the criteria below, hiring managers may request either a repost or an extension.

Repost

- Req will unpost on close date.
- Hiring managers may request a requisition be reposted within 14 calendar days of the date the requisition unposted.
- Requisition can be extended up until the end of the semester for the hiring. If more time is needed, a new requisition will need to be created for the next semester.
- If requested after 14 calendar days and no candidates have been hired, request that your Recruiter cancel the requisition. Once canceled, the hiring manager can create a new requisition.
- If any candidates have been hired, the requisition cannot be reposted. The hiring manager must close the requisition and restart the recruitment process in Position Management.
- Requests are directed to DL.ORG.HR.Staffing@asu.edu
- Hiring manager must disposition all applicants who applied by each unposting date beyond Application Submitted before the requisition will be reposted.
- A repost will not be allowed if any candidate in the pool has been interviewed.
- For students, a repost will not be allowed if any candidate in the pool has been interviewed or advanced to Independent applicant review and record keeping.
- Recruiter will repost the requisition with the new date and include reposted in the close date field.
- Prior to the close date, a hiring manager may request that the existing close date be extended.
- Applicants may be reviewed and dispositioned prior to the job not being posted date but cannot be contacted for an interview until after that date.
- An extension will not be allowed if any candidate in the pool has been interviewed.
- Recruiter will repost with the new date and include extended in the close date field.

Removing from ASU Website – the hiring manager can have the REQ removed from advertising on the ASU website at any time after the initial close date has passed.

Reposting close date REQ – once the hiring manager requests to remove the REQ from the ASU website they cannot repost the REQ back to the website. They must complete the recruitment process and recreate a new REQ.

w. Grant funded
x. Instructions to Apply

- Applicants must follow the instructions to be considered having a complete application and qualifying for further review. Only electronic applications are accepted.
- Application deadline is 3 p.m. Arizona time on the date indicated. Please submit a letter of interest and curriculum vitae or resume. Qualifying candidates will be contacted directly for references or additional information, if necessary. In the cover letter, please indicate which courses you would like to be a faculty associate for. Example: Subject: Faculty Associate ADE 321. ASU does not pay for travel expenses associated with interviews, unless otherwise indicated.

y. Background check or fingerprinting

- See background checks and fingerprinting
- FAQ’s

z. Equity and Inclusion goals
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- If you are conducting a search for a benefits-eligible position, and you see a yes next to underutilized job, 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, and could include specific minority groups or women.
- When hiring for a job in an underutilized category, hiring managers must advertise the position to the most appropriate employment agency, depending on the underutilized category listed. Contact the OHR Recruitment and Selection Team for assistance with outreach opportunities beyond those you may normally use at DL.ORG.HR.Staffing@asu.edu call 480-965-9841.

Changes to posting

Once the position is posted on the ASU website, additional classes could be added to the requisition if no applicants are declined by the recruiter. The department will be responsible to email all current applicants notifying of the additional classes to provide an opportunity to update the cover letters and resumes to be added to the talent record as an attachment.

The recruiter has the ability to change the requisition to extend or repost the close date. If changes need to be made, the job may be cancelled by the recruiter and a new posting may be created by the Hiring manager. Recruiter will then post. If any applicants had applied for the position, they should be contacted and made aware of the new posting.

Advertising

All advertising is selected by the department through the forms tab on the REQ and processed through the Recruitment and Selection Department.

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

Examples of advertising sources:

- Employment assistance organizations.
- Diversity organizations.
- Other colleges or universities.
- Professional organizations.
- Publications.
- Special committees and caucuses within organizations.
- Websites.

Recommended online advertising options for ASU:

- AZCentral
- Chronicle.com
- Craigslist.com
- Dice.com
- HigherEdJobs.com
- Jobing.com
- LinkedIn
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- Monster.com

Print option: Arizona Republic

The Recruitment and Selection department charges an additional $30 processing fee for faculty advertising.

Step 3 – Applicant steps

- All applicants must apply through the ASU website: https://cfo.asu.edu/applicant
- Applicant types:
  - Internal – current staff or faculty employee
  - External – current student or graduate employee or never been employed at Arizona State University
  - Past Employee – applicant previously worked at Arizona State University
- All applicants must meet the minimum qualifications of the job posting and have a complete application to be considered for the position.
- All faculty associate candidates will answer the following questions on the application:
  - Are you a current ASU staff employee?
  - Are you a current ASU faculty employee?
  - Are you a current ASU student employee?
  - Have you previously worked at ASU?
  - Please indicate which course or courses you would like to teach?

NOTE: In order to view an applicant’s answers to the above questions, review the Gateway questionnaire job response. See Candidate type or BR form under the candidate’s form list for your requisition in Kenexa BrassRing. The answers will be under the standard application questions section of the form.

- Assistance for applicants with their resumes, cover letters or applying to ASU jobs: cfo.asu.edu/hr-applicant
- Applicants become candidates when they are interviewed.
- Candidates will receive a series of system-generated emails from Kenexa BrassRing when the OHR Recruitment Department has approved the hiring manager’s offer request. These emails may include a personal data form, background check request, and an offer letter to be accepted electronically. Each email will require the candidate to successfully complete a function necessary for their hire. The hiring manager must make the candidate aware of these emails once the verbal offer has been accepted.
- Candidates will accept their offer letter electronically through the same site that they applied for the ASU job posting.

Step 4 – Applicant evaluation

Resume review – determining qualifications

- The application may consist of a resume, cover letter, references and an additional document or portfolio. These documents may be reviewed by the Hiring Team at any time.
- Each applicant from a REQ receives a score based on how they answered the application questions. Hiring managers may use this score as a tool to determine the most qualified applicants. Applicant scores must be verified with the submitted resume as proof of an accurate answer.
- Applicants may be disqualified for misrepresenting their qualifications on their resume or by how they answered the application questions.
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- Applicants must submit a complete application to be eligible for consideration. Hiring teams can request via email that all applicants who submitted incomplete applications to submit a complete application by a given date. Those who submit a complete application can be considered; those who do not will be rejected. The hiring manager should submit the update documents to the Recruiter to attach to the applicant’s talent record.

- Only the information provided via the application material may be used to determine whether an applicant meets the advertised minimum and desired qualifications.

  The MQs and DQs are the only criteria used to determine an applicant’s qualifications. Refer to Appendix B and Appendix C.

- 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 C and to the criteria established for education in place of experience and experience in place of education.

- Supervisory experience relates to conducting performance reviews, giving corrective action and performing administrative duties toward staff.

Other qualifications

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.

International applicants must be able to work in the United States. In most cases, ASU will not apply for H1B or J1 immigration status for individuals hired for faculty associate positions unless they meet the standards for H1-B sponsorship. Departments that may potentially hire an international applicant should contact the International Students and Scholars Office to discuss non-immigrant work visa options.

Applicant review: Dispositions and HR status

All applicants must be reviewed and put in an appropriate disposition status or evaluation status. The status will determine whether the applicant is rejected or eligible to continue in the recruitment process.

When applicants are dispositioned to declined, they will automatically receive an email informing them that they are no longer being considered for the position. See Appendix E for decline email verbiage.

Declined dispositions

- Minimum qualifications not met: - Applicants who replied no to the minimum qualifications screening question will be automatically assigned to HR Status. Upon review of the applicants’ resumes, if you determine the candidate does not meet the minimum qualifications in the job posting, manually assign them the HR Status of “declined-min qualifications not met.”
• Minimum qualifications met but fewer desired qualifications: Although the applicant meets the minimum qualifications; the lack of desired qualifications excludes him or her from further consideration.

• Minimum and desired qualifications met but not top tier: Although the applicant meets the minimum qualifications; the lack of desired qualifications excludes him or her from further consideration.

• Incomplete application: Use this status when instructions to apply are not met

• Unable to determine qualifications: Use this status when cover letter and resume do not provide adequate information to know if the applicant met both the minimum and desired qualifications

• Unable to determine qualifications, student development: Applicants will receive additional employment resources referring them to career services for assistance in preparing future applications materials.

• Interviewed in past six months same title: Used this status when the applicant was previously interviewed in the past 6 months for the same job responsibilities in the same department

• Applied to wrong requisition: This status is determined from cover letter.

• Ineligible for position – VISA: This status applies if the candidate not eligible to work in the U.S.

• Lower TG score — not reviewed: This status is applicable if the hiring manager is using the TG score to determine the applicants to be reviewed. For example, if the max TG score applicants can obtain is 400 and the hiring manager is only reviewing candidates with a TG score greater than 350.

• Hire made prior pool — rolling deadlines: Applicable only to searches with rolling deadlines, in which the application was received after the last close date before a hire was chosen

• First interview: Applicable status if you are not moving forward with the candidate after the first interview.

• Second Interview: Applicable status if you are not moving forward with the candidate after the second interview.

• Third interview: Use this status if you are not moving forward with the candidate after the third interview.

• No show: Use this status if the candidate didn’t appear for a scheduled interview

• No response to more than invitations: Applicable status if the candidate didn’t reply back after two or more invitations for an interview

• Minimum and desired qualifications met not top candidate: Although the applicant meets the minimum and desired qualifications excludes him or her from further consideration

• Reference check: Applicable status if you are not moving forward with the candidate after the reference check

• Zero offers remaining: Applicable status if you are not moving forward with the candidate because you have exceeded the maximum number of conditional offers for the Req
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- **PeopleSoft validations**: Applicable status if you are not moving forward with the PeopleSoft validations
- **Conditional offer not approved**: Applicable status if the conditional offer was not approved
- **Candidate rejected salary offer**: Applicable status if the candidate rejected the conditional offer
- **Department withdrew offer**: Applicable status if the department has decided to withdraw the conditional offer
- **Department withdrew offer, must verify with OHR**: Applicable status if the department has decided to withdraw the conditional offer after the final offer has been accepted by the candidate in BrassRing. OHR must be consulted before choosing this status.
- **Candidate withdrew online**: At the review applicant’s stage, the candidate can return to the candidate gateway and withdraws the application for this job. Only the applicant can undo this status.
- **Candidate withdrew by contacting manager**: At interview stage to hired, they can only withdraw by contacting the hiring unit.
- **Position cancelled, no hire made**: Applicable status only if the recruitment is being cancelled no candidates have been hired.

- **Ineligible for position, faculty associate**: Applicable status for faculty associate positions only, where the applicant is not eligible and must be hired as instructional professional because candidate currently holds a staff position with ASU.

Disposition continuing recruitment processes

**Current Staff Employees**

- **Current Staff** – Applicants who answered yes that they are currently an ASU staff member will be automatically assigned this HR Status. If the hiring manager determines the applicant will be hired they will need to create a new position to hire the Instructional Professional. The department will use the disposition status of **Declined-Ineligible for position, instructional professional**. Then completing the ghost requisition to process the additional hire.

- **Min qualifications met** - After resume review, if the hiring team determines that a candidate has met both the minimum and desired qualifications and may move forward with the candidate, this HR status should be used. If subsequently the candidate is not chosen for an interview, the candidate may be moved to any of the HR Status of “Declined” reason.

- **References requested** - An HR Status that would be assigned to candidates who meet the minimum qualifications but who have not provided all required reference information.
  - When the Hiring manager assigns this status to an applicant, BrassRing automatically sends an email to the applicant asking him or her to complete a reference check form. BrassRing will send an email notifying the hiring manager that an applicant has completed the form, who can proceed with the next disposition.
  - If an applicant does not complete the requested form, then the hiring manager will assign the individual to any of the HR status of declined reason.
Step 5 – Interviewing applicants

• **Interviews may be conducted after the close date** by the hiring authority or search committee, other administrators inside and outside the hiring department, other campus peers or constituencies such as students. Interviews may be conducted in person, by telephone or video conference. There is no minimum number of candidates who should be interviewed for a position.

• 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.

• **Interview questions** should be behavioral based, 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 qualifications 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 and 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 and 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.

• **The interview agenda and questions should be the same for all candidates.** Internal candidates should be treated the same as external candidates.

• If a search committee is used, **members should make every effort to attend all interviews.**

  In the case of an absence or illness, those members who conduct the interview may share their assessment with the absent members.

• **Public forums or department/college open forums** for candidates may have different individuals attending for each applicant without creating inequities in the search. The hiring official is responsible for assuring that the questions and comments at public/open forums are appropriately job-related.

• Develop a **variety of methods to assess candidates** during interviews in addition to or instead of question or answer sessions. For example, consider requesting short presentations when appropriate.

• **Interview methods should be the same for all candidates.** First interviews are usually phone interviews and additional interviews are usually in person. For candidates who have stated they cannot attend an in-person interview due to location issues, the hiring team may offer a video conference line as an alternative. A follow-up email should be sent to the candidate acknowledging that they were given the opportunity to interview in person but they chose a video conference type interview.

• At least one member of the search committee should be **certified in recruitment** by receiving training from the ASU Recruitment and Selection Department. cfo.asu.edu/hr-
recruitment – Online workshops > Recruitment certification training registration

- Results of each interview should be documented in Kenexa BrassRing in an interview results form.
  - Do not ask questions regarding age, marital status, disability, ethnicity, gender, gender preference, arrest record or religion.
  - Interview notes should be professional and kept for three years. Notes can be uploaded into the Kenexa BrassRing REQ for storage.
  - We recommend you do not interview a candidate one on one. Please invite another ASU employee to participate with you even if they do not participate in asking questions.

- For hiring managers that have chosen the independent applicant review and record keeping student only status, please utilize an internal interview evaluation form that includes the same fields used in the BrassRing interview evaluation form. These criteria are listed below your review. These internal departmental interview evaluation forms and any interview notes must be maintained in hard copy for three years after termination to fulfill any requests by audit.

**Interview evaluation form**

**Required fields**

- Interview date **Note**: Day is first, then month, then year.
- Technical skills — very poor, poor, good, very good, excellent
- Communication skills — very poor to excellent
- Applied knowledge — very poor to excellent
- Prior experience — very poor to excellent
- Overall rating — very poor to excellent
- Recommendation, additional Interview, process an offer request to HR
- Notes to support decision.

**Important legal info**: Detail why you are making the decision to move forward or reject the candidate.

**Optional:**

- Interview team: Identify members of the interview team.
- Click on the “Save” button to save the form to the applicant’s record

**Step 6 – Selecting the candidate**

**Conducting reference checks**

- Applicant references must be checked when the candidate is considered a finalist. The applicant should be notified when the Hiring Team is going to conduct the reference checks.
- A Hiring Team may use reference checks, ask for additional application material or conduct an initial phone screening to help determine if resume qualifications are valid.
- An applicant should be notified if the Hiring Team plans to contact references beyond those provided by the applicant.
- When a candidate is a finalist they can be told that to be considered for the position their current supervisor should be contacted as a reference.
- The same basic job-related questions are asked of each reference.
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• 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 the 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. Using 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 reference check results should be documented in Kenexa BrassRing under the Reference Check Results form.

• The reference check results form is required in order to progress the status from Reference Check to Reference Check Successful

External candidates – not currently ASU employees

- The candidate does not have an active employment at Arizona State University.

Internal candidates - current ASU employees - University Employment matrix

ASU departments MUST follow the practice to determine the candidate’s current position when an internal candidate is considered a finalist:

- Multiple part-time positions: https://cfo.asu.edu/faq/4108
- Current faculty associate: The department will need to coordinate the offer letter with existing department and determine if FTE is below .40.
- Current faculty associate on short work break: The department will need to determine if the department is returning the Faculty Associate on short work break and coordinate the offer letter or terminated the position on the short work break.
- Current Student worker or graduate: The department will have termination in process before the processing the Faculty Associate hire.
- Current Staff: If the primary job is a staff position, the provost’s office has indicated that a staff cannot hold a faculty position. They must now be entered into the system as an Instructional Professional or academic professional position for the teaching position. It is important to find out what type of position in they are in, whether it is exempt or non-exempt. If they are Non-Exempt we may offer them another position. 892864 Instruction Professional NE
  - Job code: 892846 Instructional Professional KNX
  - Appointment type: Not applicable
  - Reg,temp: Variable
- Graduate teaching and research assistant: The department will have termination in process before the processing the faculty associate hire.

Previous ASU employees

ASU departments must follow the practice below when an ASU candidate was previously employed at ASU and is considered a finalist:

- Recent previous employee within the last year. The department will need to follow Affordable Care Act guidelines for the coordination of benefits. Email ACA contact at ASU for inquiries.
- Previous employees – The department will process the hire.
PeopleSoft validations
For candidates who have had a successful reference check and are current ASU employees, the next step is to examine their current status in PeopleSoft. The process pulls current job data of the ASU candidate from PeopleSoft to help in setting up a new job, and in some cases determines if the individual is eligible for hire. The data in PeopleSoft is compared to the personal data form in Kenexa and must be added before progressing to PeopleSoft validations. The result of the PeopleSoft Validation step is captured on the PeopleSoft Validations Form, which will be populated to the candidate’s forms list. The hiring official should always review the PeopleSoft validations form ensure no further action is needed — passed or failed.

Step 7 – Conditional offer – verbal offer
Before the department can offer the position verbally to a candidate they must receive the Recruitment and Selection Departments approval in Kenexa BrassRing. Below is the process.

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 by submitting an offer form.

2. The hiring manager for the offer form with these items:
   - Offer bi-Weekly rate of pay, offer annual rate, department name.
   - Chair name, head of department title, date offer letter to be received.
   - ACA compliance, department contact name, department contact email. Visit https://cfo.asu.edu/aca-faqs-facultystaff for more information about ACA.
   - Department contact phone number, start date of pay, end date of pay.
   - Faculty course table, number of courses, course details, total credits, FTE and compensation.
   - Additional courses on the offer letter is coordinating additional job hires during the current semester hire

Example: Fall 2019 math course .10 FTE
   Additional course 2nd – English Fall 2019 .10 FTE
   Additional course 3rd – Computer Fall 2019 .10 FTE
There is only one faculty associate offer letter for all courses for the current semester for the hire. The employee would have a total of .30 FTE. The renewal for the job is not included in the offer letter at this time, it should be processed through the renewal process.

Note: These fields will be filled in automatically on the offer letter later on in the recruitment process. If corrections are needed to the offer letter, the offer form must be edited and approved again in order to reflect the changes on the offer letter.

3. The recruiter will review the following of the applicant and recruitment in the Kenexa BrassRing system:
   - Does the candidate meet the minimum and desired qualifications?
   - Has the hiring manager team completed the dispositioning of the applicant pool in declined or another appropriate status?
   - Has the interview evaluation forms been completed?
   - Has a reference check form been completed for all finalists?

a. Important legal info: Is the reason documented for their candidate selection clear and valid? Reason should reflect more relevant experience in the MQs or DQs.
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b. Is the salary offer in line with the posted amount and job code category?
c. Has the department provided the appropriate approvals?

Note: If there is a discrepancy in any of the above verifications, OHR Recruiter will reconcile them with the hiring team.

4. When the OHR recruiter approves the offer, the hiring team will receive an email correspondence confirming that a verbal offer can now be extended to the candidate.

5. Offer Requests
   • Offers over the maximum posted are not allowed.

Note: When the conditional offer is accepted by the candidate, the best practice is to inform the candidate that he or she will be receiving a series of emails describing tasks they must successfully complete. They will include a personal data form if they are an external candidate, background check and an offer letter that they must accept electronically.

6. If the HM team and candidate negotiate the salary offer, it must be approved by the OHR Recruiter before the new verbal offer can be presented to the candidate. The new offer amount must be within the posted range. If DOE was posted, you must be within the salary category range. Additional approvals may be required.

   Best practice: Get the OHR Recruiter’s approval on the maximum you plan to offer and then negotiate the salary with the candidate.

7. If the candidate rejects the offer, the HM may submit a conditional offer for another top candidate in the applicant pool.

Note: Searches that may lead to the hiring of an individual who is not eligible to work in the U.S. have specific advertising requirements. Please check with the Office of Equity and Inclusion and the International Students and Scholars Office for additional information.

Best Practice: Avoid offering a position to a candidate who is not eligible to work in U.S. All applicants are asked if they are legally able to work in the United States at the time of applying. Applicants must be legally able to work in the United States prior to interviewing.

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

The hiring department should consider the candidate’s prior level of experience when considering the salary range.

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

Salary offers
When considering extending an offer of employment to a candidate, we recommend you use these guidelines to make the decision:
• **Learning** – current experience — qualifications — represent at least the minimum requirements for the position; typically is still on a learning curve in the basics of the functions to be performed

• **Competent** – able to complete most job requirements; as a new hire, enters the job with prior directly relevant experience and requires procedural and departmental training.

• **Advanced** – fully competent/knowledgeable in all aspects of the job requirements, procedures and departmental requirements and can demonstrate ability to immediately contribute to the achievement of objectives with little direction/supervision beyond general operational orientation needs.

• **Expert** – depth and breadth of experience demonstrated through the ability to execute while being held accountable for outcomes; routinely handles complex situations, including interpretations of policies, practices, and procedures; demonstrated behaviors that would lead to career move

• **Exemplar** – demonstrated mastery of all aspects of the job and behaviors determined to be models for others; typically employees who have been in the same position for an extended period of time and have shown considerable and consistent skill development

### Step 8 – Background and fingerprint checks

**Background checks**

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

**Note:** An authorization from the finalist is required before criminal record information or background information may be requested.

[ASU Background checks](#) | [Background check FAQ’s](#)

**Background Check Process in Kenexa**

1. If a background check is required, the Recruiter receives an email to change HR Status from **BGC required** to **BGC initiated**.

2. Kenexa BrassRing will connect with our vendor HireRight and send an automatic e-mail to the candidate with the consent form. This e-mail will explain the need for the ASU background check so that candidates know the request is legitimate.

3. Candidate will complete and submit the background check information to HireRight the HR Status change **BGC initiated** from to **BGC started**.

4. Hiring manager will receive notification that HireRight has started the BGC.
5. The Hiring manager is able to proceed to the offer letter while the BGC is in process. The Hiring manager will change the HR Status from BGC Started to BGC - In process – FA only to process offer letter.

6. If the Hiring manager processed the offer letter when the BGC is pending, OHR Recruiter will not use the prior HR Status of BGC Meets Policy. If the Hiring manager has not processed the offer letter, the OHR Recruiter will update and complete the background check results details form and update status to BGC meets policy.

7. Hiring manager and OHR Recruiter will receive email acknowledgment that BGC has been completed, when the background check results details form is complete.

8. If the BGC is not cleared the OHR Background Check department will note the information on the background check results detail form in Kenexa. Did the candidate’s results come back clear? No. The HR status will be changed to Declined - BGC Does Not Meet Policy.

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 using 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.

Fingerprint checks

Security-sensitive positions include positions with the potential to expose the university to extensive liability. These positions are designated by the university in accordance with our policies about reference check and background verification, ASU ACD 126 and ABOR Policy 6-709.

Fingerprint Process in Kenexa

1. If a fingerprint is required, HR Status will automatically be changed from fingerprint required to fingerprint initiated

2. If fingerprint required and background check required, HR status will automatically be changed to fingerprint initiated, and then OHR Recruiter will change HR status to BGC initiated.

3. Hiring manager and OHR recruiter will receive email acknowledgment for fingerprint and background check has been submitted.

Positions listed below have been designated as security-sensitive and require a fingerprinting 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 our policies about reference checks and background verification, ASU ACD 126 and ABOR Policy 6-709.

1. The candidate will need to schedule a fingerprint session.

2. Recruitment and Selection or representative will complete the fingerprint session and send the prints in for processing to DPS. The department may move forward with the offer letter. The hire is contingent on the candidate successfully passing the fingerprint check.

3. If there is an issue with the fingerprint check, Recruitment and Selection will
contact the candidate with an “adverse action letter” to address the issue.

4. When the candidate addresses the issues with the Recruitment Selection Dept., the Recruitment and Selection department will contact the department and either recommend that the new hire continue in their position or be terminated.

Security or safety-sensitive positions
The finalist for a security or safety-sensitive position at a university that is under the jurisdiction of the Arizona Board of Regents shall be fingerprinted as a condition of employment. The finalist shall submit a full set of fingerprints to the university for the purpose of obtaining a state-and-federal criminal records check pursuant to ARS 15-1649 § 41-1750 and Public Law 92-544. The Police Department may exchange this fingerprint data with the Federal Bureau of Investigation. Current Arizona fingerprint clearance cards will be accepted.

Security or safety-sensitive positions shall be designated by ASU and shall include, but not be limited to, the following:

1. Senior level administrators and others with significant financial oversight responsibilities, including but not limited to, the president, provost, vice presidents, vice provosts, deans, and department heads and directors designated by senior level administrators
2. Positions that have unsupervised contact with minors who are not enrolled students at Arizona State University
3. Positions that have direct access to CDC or APHIS Biological Select Agents and Toxins, as defined by the USA Patriot Act of 2001 and the Public Health Security and Bioterrorism Preparedness Response Act of 2002, except where excluded by law because the principal investigator does not, at any time, exceed the Select Agent regulatory threshold quantities specified under the applicable regulations
4. Positions with unrestricted access to residence hall private rooms
5. Information technology positions responsible for the oversight and management of ASU computer systems and data accessibility that may expose ASU to significant liability. Other positions designated by a dean or vice president as security or safety-sensitive by notifying and justifying to the associate vice president of OHR that the position’s responsibilities may expose the university to significant liability. The associate vice president may consult with knowledgeable subject experts as appropriate to the circumstances of the position’s duties for which the designation is proposed.
6. Finalists who indicate a prior felony conviction on their consent and disclosure background check form
7. Positions that handle financial transactions as a job responsibility. These responsibilities include but are not limited to: approval authority within the accounting system, collection or handling cash or checks, writing or approving checks, having access to a direct money stream, being an authorized ASU purchasing cardholder or manager, or being a fiduciary to ASU. Exempted from this fingerprinting requirement are hired for only a specific event held only once or twice a year and not for cash and check handling on a continuing basis
8. Employees of the ASU Police Department. Pre-employment screening of these individuals shall be conducted in accordance with ASU PD hiring protocols.

ASU Fingerprint checks: [ASU Background checks](#) | [Background check FAQ’s](#)
Background and fingerprint check results and resolving issues
HireRight will process the background check within 72 hours, and the results will be sent to the Recruiter via email.

a. If the check is approved, the recruiter will manually complete the background results details form an automatic acknowledgment email will be sent to the Hiring manager to move forward with the hire.

b. If there are any issues with the background check results, the recruiter will complete the adverse action procedure and contact the hiring manager with the final results.
   - If the issue is not resolved, the recruiter will complete background check result form and change HR status to declined-BGC does not meet policy. This is sent to OHR and hiring manager only.

ACD 126 Background check policy: Current ASU employees and rehires
The hiring authority or a designee shall check references and verify the educational credentials, employment histories and past performance of a finalist before he or she extends a final offer of employment.

When a current ASU employee transfers to another ASU position or a former ASU employee is rehired within 60 days from his or her last day of employment, a criminal background check is not required of the new position unless the employee has not had a criminal background check during his or her previous employment with ASU. If the position is security or safety-sensitive, per ARS 15-1649, the employee shall submit a full set of fingerprints to the university for the purpose of obtaining a state and federal criminal records check pursuant to §41-1750 and Public Law 92-544.

Examples for background check
1. If an employee is rehired after 61 days, a new BGC must be completed prior to 61 days. No BGC is required.
2. If an employee transfers to another non-security-sensitive position and has already had a BGC, a BGC is not required.
3. If an employee transfers to another non-security-sensitive position and has never had a BGC, a BGC is required. Note: Background checks started in 2007.

Examples for fingerprint
1. If an employee is transferring to another security-sensitive position in the same department, a new set of fingerprints are not necessary.
2. If an employee is transferring to another security-sensitive position in a different department, a new set of fingerprints must be completed.
3. If an employee is taking an additional job in the same department, a new set of fingerprints is not necessary.
4. If an employee is taking an additional job in a different department, a new set of fingerprints must be completed.
Step 9 – Extending the final offer
To officially welcome your new employee to ASU the candidate 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 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 into merged fields inside the offer letter template.
- The salary information in the merged fields are pulled from the approved offer form.
- The Hiring manager can customize areas, called blurbs, inside the offer letter.
- The letter is created and sent by the Hiring manager, and accepted electronically by the candidate with offer acceptance form.

The Hiring manager must complete four steps in the final offer process:

1. Create the final offer letter document
2. Post document to the Candidate Portal
3. Send the candidate a communication to let him/her know the offer is available to review and take action
4. Change the HR Status to Final Offer.

Note: You should complete all four steps during one working session. Any changes to offer letters already saved must be recreated.

Note: If corrections are needed to the Offer letter, the Offer Form must be edited and approved again in order to reflect the changes on the Offer Letter.

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 five days from posting to the portal. This expiration date 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 to Final Offer Accepted or Declined-Final Offer.

Step 10 – Onboarding the hire
Creating the new hire form
Once the candidate has accepted the final offer and the HR status has been updated to I9 required or not required, the hiring manager will create the new hire form.
**Effective date** – The starting date the employee will be in a paid position and needs to be the beginning of a pay period for the faculty associate. This date should match the start date on the offer letter.

**Pay period begin date** – will be the same as the effective date

**Number of pay periods left in semester** – the number of paychecks the employee will receive for the position.

Once the New Hire Form is completed and saved, the Hiring manager will change the candidate’s HR Status to Ready for Hire. This will automatically trigger the integration to PeopleSoft for the creation of a new person and PTR creation. During the integration process, the candidate will be automatically run through a search/match process. The key data elements from BrassRing will be compared to data in PeopleSoft as the system attempts to find if the candidate has a previous payroll record. Once the PTR is successfully saved, Kenexa BrassRing will automatically update the HR Status to **hired** and send an email to the Hiring manager. The candidate should complete the New Hire Packet and sign their I-9 with Human Resources Employee Service Center or an ASU certified designee. At that time, the candidate also must display acceptable identification so that processing is not delayed. When the candidate is in **hired** status, the hiring department can request computer access for the new hire and follow through with job assignment duties or training.

**Future Hires** - If you are wanting the Faculty Associate to have future access before the starting date, you will need to add the Future Sub-affiliation code in Campus Community.

<table>
<thead>
<tr>
<th>Sub-affiliation Code</th>
<th>Long Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>POIA</td>
<td>Future Academic Professional Hire</td>
</tr>
<tr>
<td>POIB</td>
<td>Future Administrative Staff Hire</td>
</tr>
<tr>
<td>POIC</td>
<td>Future Classified Staff Hire</td>
</tr>
<tr>
<td>POID</td>
<td>Future Faculty Nontenure-Track Hire</td>
</tr>
<tr>
<td>POIF</td>
<td>Future Faculty Tenure-Track Hire</td>
</tr>
<tr>
<td>POIS</td>
<td>Future University Staff Hire</td>
</tr>
</tbody>
</table>

**Hire after the pay period begin date** – Continue the hire in Kenexa and select the correct effective date and select the correct pay period begin date even if the pay period has passed. The department will need to complete a Payroll Action Request to payout the retro pay.

**Incorrect hire date** -
If the PTR was **created** but has **not processed** into Job data:
- Email data management and request to archive PTR without processing. Include PTR and employee ID numbers.
- After the PTR has been archived update offer letter and new hire form and instruct employees to accept corrected offer letter. No change is made to hiring status in BrassRing.
- Email JIRA.KenexaSupport@asu.edu after the new offer letter is accepted and request a status change to generate a new hire PTR with the corrected date
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If the PTR was created and has already processed into job data:

**Earlier hire date:**
- If requisition is closed, email JIRA.KenexaSupport@asu.edu request to re-open. Include Kenexa requisition number and candidate name.
- If requisition is open, update offer letter and new hire form and instruct the employee to accept corrected offer letter. No change is made to the hiring status in BrassRing.
- Submit a DMX and include a copy of the offer letter to complete the Job Data.

**Later hire date:**
- If requisition is closed, email JIRA.KenexaSupport@asu.edu request to re-open. Include Kenexa requisition number and candidate name.
- If requisition is open, update offer letter and new hire form and instruct the employee to accept corrected offer letter. No change is made to the hiring status in BrassRing.
- If the new hire date falls within a different pay period:
  - Submit a PTR to terminate as of the incorrect hire date.
  - Email JIRA.KenexaSupport@asu.edu and request a status change to generate a new hire PTR with the corrected date.
- If the new hire date is within the same pay period, Submit a DMX and include a copy of the offer letter to complete the Job Data.

Troubleshoot any errors in the new hire form process
Error messages can be researched via ServiceNow Knowledge Base or contact JIRA.KenexaSupport@asu.edu for assistance

Closing a requisition
To close a requisition, all of the candidates associated with the requisition must be in a final HR Status.
- A requisition that is closed with hire or without hire should be put in closed status. This step will uncheck the position number and make it available in PeopleSoft to edit.
- A requisition that is cancelled will close the REQ but leave the position number checked and available to use in Kenexa to create a new REQ.
- Email reminders will be sent to hiring managers when applicants on their requisitions are left in open disposition status for longer than 40 days. The email will encourage them to disposition the applicant to the appropriate status.

Record keeping requirements
Records can be retained within the BrassRing Kenexa system. If not, departments must retain a position file for three years from the date of hire.

The position file must contain the following documentation:
- Advertisements and any other job posting notices placed by the department for the position.
- Supplemental material requested by the department. Include samples of work, philosophical statements.
- All correspondence with applicants, candidates selected for interview, candidates offered employment and references.
- Documentation of the search committee findings, including interview and reference-check notes, committee deliberation notes, job-related reasons for not interviewing an applicant and job-related reasons for the hire/non-hire of each interview candidate.
Note: From time-to-time, the Office of Equity and Inclusion may ask the hiring department to make the position files available for review.

E-Link information
The e-Link feature can be used to send correspondence to Hiring managers, interview team members, recruiters, other team members or applicants.

The e-Link contains a link to a document securely stored within Kenexa. It stays that way throughout the whole process. It is a safe way to keep your correspondence from getting into the wrong hands. The link to the form expires within a set period of time.

When to send an e-Link:

- To ask a member of the search committee or interview team to review a resume.
- To have another Hiring manager complete a form and keep the original Hiring manager informed.
- To send the applicant the personal data form or reference request form.

Appendices
A – Kenexa set-up to view candidate information
The faculty associates applicants are asked a series of questions to help provide additional information for the department to determine business process.

- Are you a current ASU staff employee?
- Are you a current ASU faculty employee?
- Are you a current student/grad employee?
- Have you previously worked for ASU?
- Please indicate which course or courses you would like to teach? Refer to the instructions to apply on the posting.

The department is able to view the applicant answers on My Open Reqs by changing the display.

B – Working environment
The Americans with Disabilities Act requires ASU to identify the working environment for all positions.

Working Environment criteria are:

- The core or critical duties of a position that, in effect, define the job.
- Determining whether a requested accommodation for a disability is appropriate.
- Determine whether an applicant can perform or an employee is performing the job, with or without accommodations.

Examples of essential functions, which may be appropriate are listed below.
• Activities are performed in an environmentally controlled classroom setting subject to extended periods of standing, lecturing, facilitating classroom activities
• Frequently required to stand for varying lengths of time and walk moderate distances to perform work
• Occasional bending, reaching, lifting, pushing and pulling up to 25 pounds
• Occasional activities require the ability to quickly change priorities which may include and/or are subject to resolution of conflicts
• Clearly communicate to perform essential functions
• Regular use of standard office equipment including, but not limited to: computer workstation/laptop (keyboard, monitor, mouse), printer, copier, telephone and associated computer/technology peripherals

C – Reviewing applicants
Did the applicant provided all materials required in the instructions to apply? If not, options:

1. Reject applicants, and all applicants, that have incomplete applications.
2. Contact all applicants with incomplete applications and give them an opportunity to complete the application by a specified date. Once you receive their documents, you may send them to OHR DL.ORG.HR.Staffing for attachment to applicant’s talent record.

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

Required Qualifications
Bachelor’s degree in a related field or any equivalent combination of education or experience from which comparable knowledge, skills and abilities have been achieved. Related fields - English, communications, journalism or a related field.

Equivalency
Four years of experience relevant to the position in which English, communications, journalism or related disciplines may be applied; OR Associate’s degree in English, communications, journalism or a related field and two years relevant applied experience.

Desired Qualifications – Experience
Maintaining databases and developing reports, scheduling meetings Monitoring budget expenditures using MS Office applications.

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 a 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
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application.

Has the evaluator changed the rules of the process — e.g., the application material required or the required or 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.

D – Qualification interpretation

Experience
• Years of experience is based on full-time — 40 hours per week.
• Volunteer experience must indicate hours or week to be counted toward meeting experience requirements.
• Titles without an explanation of duties are unacceptable in determining whether an applicant has specific experience. Example: The title of director does not indicate someone has supervisory experience.

ASU’s equivalency phrase
Any equivalent combination of education 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 disciplines 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 does not indicate whether the applicant meets
• The equivalency interpretation unless credit hours earned are provided or an earned degree is identified.
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Degrees, certifications and trainings

- Must be complete at the time of application for a position if a degree is a required qualification
- If applicant has multiple bachelor’s degrees, it is only equivalent to one bachelor’s degree and/or four years of experience.
- Certifications and trainings can be considered equivalent up to six months’ total experience. Whether they have four certificates or just one, 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 the 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.

E–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. Persons, who interview applicants, participate in the interview process or check references must be aware of and follow these guidelines on information that should not be sought from applicants or references. Remember to ask only job-related questions during interviews and reference checks.

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

Age and date of birth
Federal law prohibits discrimination on the basis of age. Restriction of employment is permissible only when age is a BFOQ.
Note: Finalists for a position must disclose date of birth to confirm identity for purposes of completing the ASU required background check.

Arrest or 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. If the answer is yes, ask for the immigration status — J1, F1 OPT and H1B. You cannot ask applicants 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 and Inclusion for assistance before agreeing to or declining the request.
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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 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 and Inclusion or the Office of the University Provost 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 or birth name, any previous name, lineage, ancestry, national origin or descent. Names should only be used to identify applicants.

Note: Finalists for a position must disclose maiden or birth name or any other previous name to confirm identity for purposes of completing the ASU required background check.

Organizations
It is permissible to ask about professional organizational memberships provided the applicant is made aware of his or 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 or 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.

Note: Finalist or finalists for a position must disclose her or 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.

F – Procedural Checklist for Faculty Associates by the Recruiter

Review Post Requisitions
1. Job code 89480, KNX: Please make sure they are using the correct job code available in Kenexa or Brassring
2. Ghost requisition: If you selected Yes, do not post on website for an additional hire with different position attributes.
3. Job title: should be posted without using KNX in the job posting
   a. Working Title
4. Posted hourly or salary range: lists verbiage regarding not to post, ensure the ghost requisition field is select Yes, department must enter the original requisition and position number.
5. Minimum qualifications: Updated with departments requirements
6. Instructions to apply: Additional instructions for applicant to list in cover letter to indicate which courses.
7. Rolling deadline: Example: 06-July-2019 is the initial closed date. Applications will be accepted until the job is closed. Hiring team is notified that the REQ will fall off the web at the end of the semester. Only posted for one semester.

Review Offer Form
1. Review offer form HRIS job title: Faculty associates and current job information, internal candidate’s primary job is staff, cannot be hired as a Faculty Associate and must now be hired as instructional professional
   a. Multiple Part-time Information
   b. ASU Employment Matrix
2. Review offer form HRIS Job Title: Faculty associates and current job information, internal candidate with current faculty position is limit of 0.40 FTE during a given semester.
Troubleshooting

Troubleshoot any errors in the new hire form process ServiceNow Knowledge Base or contact JIRA.KenexaSupport@asu.edu for assistance.

Terminating current jobs

Student Worker or graduate: If the current candidate has an active student worker or graduate position, the department will either terminate or work with the correct department to process the termination before processing the faculty associate hire.

Current staff position: The candidate cannot be hired as a faculty associate, units will need to create an additional hire as an Instructional Professional position.
   Job code: 892846 Instructional Professional KNX
   Appointment type: Not applicable
   Reg,Temp: Variable

Faculty associate on a short work break: The department will need to coordinate with the other department and determine if the faculty associate position is returning. If the employee is not returning the position on short work break will need termination in process before the hire is processed. If the employee will be returning the department coordinate the offer letter.