



# Staff Recruitment and Selection



Manual for  
Managers and Supervisors

## *Table of Contents*

<b>INTRODUCTION.....</b>	<b>4</b>
<b>GLOSSARY.....</b>	<b>5-7</b>
<b>GOALS OF THE RECRUITMENT AND SELECTION PROCESS.....</b>	<b>8</b>
<b>HR AND OIE RECRUITMENT AND SELECTION PROCESS FLOW CHART.....</b>	<b>9-10</b>
<b>STAFF RECRUITMENT PROCESS .....</b>	<b>11-16</b>
<b>INTRA-DEPARTMENTAL JOB POSTINGS PROCESS.....</b>	<b>17-18</b>
<b>OPEN INTERVIEW SESSIONS BEST PRACTICES AND GUIDELINES.....</b>	<b>19-20</b>
<b>REFERENCE CHECKS BEST PRACTICES AND GUIDELINES.....</b>	<b>21</b>
<b>TRANSFERS BEST PRACTICES AND GUIDELINES.....</b>	<b>22</b>
 <b><u>EDUCATION/TRAINING RESOURCES</u></b>	
Reduction in Force (RIF).....	23
Taleo Mini-Guide for Hiring Managers & Search Committee Chairs.....	24-37
Taleo Mini-Guide for Search Committee Members.....	38-46
Creating a Broad & Diverse Candidate Pool.....	47-49
Evaluating Candidate Credentials.....	50-51
Interviewing.....	52-65
Appropriate and Inappropriate Interview Questions.....	66-67
Conducting Reference Checks.....	68
Extending an Offer of Employment.....	69-70
Closing the Search.....	71
EEO/AA Myths and Realities.....	72-73

## *Table of Contents Continued*

<b><u>Appendix A (Check Lists/Forms)</u></b> .....	74
Staff Recruitment Checklist.....	75
Intra-Departmental Job Posting Checklist.....	76
Intra-Departmental Job Posting.....	77
Open Interview Candidate Evaluation Form.....	78
Interview Planning Checklist.....	79
Interview Questions Worksheet Template.....	80
Resume Evaluation Worksheet.....	81
Candidate Interview Evaluation Sheet.....	82
Candidate Evaluation Form.....	83
Reference Check Release Form.....	84
Reference Check Questions.....	85-86
<b><u>Appendix B (Sample Letters)</u></b> .....	87
Offer Letter Overview.....	88
Sample Regrets Letter – Candidates <u>Not</u> Interviewed.....	89
Sample Regrets Letter – Candidates Interviewed.....	90
Management/Professional Sample Offer Letter.....	91
Administrative/Professional Sample Offer Letter.....	92
Operations/Technical Sample Offer Letter.....	93
Clerical/Service Sample Offer Letter.....	94
Transfer/Non-Exempt Sample Offer Letter.....	95
Non-Exempt to Exempt Transfer Sample Offer Letter.....	96
Clerical Service Sample Offer Letter with MVR Statement.....	97

## Introduction

Indiana University-Purdue University Fort Wayne (IPFW) is northeast Indiana's premier educational institution with a strong commitment to providing educational excellence to our students and our community. Our faculty and staff are our most valuable resource and are critical in helping to achieve equal access and opportunity in education and employment. IPFW is dedicated to ensuring its employment processes are fair and open to all who wish to participate.

Those who are responsible for making the hiring decisions at IPFW are entrusted with ensuring that equal access and opportunity engages our employment process. This Recruitment and Selection Procedures Manual contains the guidelines and expectations by which IPFW hiring managers and supervisors are to conduct their recruitment and selection for staff vacancies.

Our employment goal is to attract, select, retain and promote the best possible candidate for every position. Thank you for your commitment to ensuring equity for all and for helping us to fulfill our mission of academic excellence in learning, discovery, and engagement.



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### Office Information:

#### **HUMAN RESOURCES**

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#### **OFFICE OF INSTITUTIONAL EQUITY**

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**Ability**

Aptitude or competence, the skill or proficiency needed to perform certain tasks.

**Accessibility**

The extent to which an employer's facilities, programs, and services are readily approachable and useable by individuals with disabilities, including areas such as the Human Resource Office, the worksite, Web sites, and public areas.

**Accommodation**

A change in workplace methods, procedures, equipment, schedules, or physical arrangement that facilitates the performance of job tasks by workers with special needs.

**Adverse Impact**

Practices or policies that result in the selection of members of a protected class at a rate lower than that of other groups.

**Affirmative Action (AA)**

Actions, policies, and procedures undertaken by a contractor in recruiting, hiring, promotions and all other personnel actions that are designed to achieve equal employment opportunity and eliminate the present effects of past discrimination. Affirmative action requires: (1) thorough, systematic efforts to prevent discrimination from occurring or to detect and eliminate it as promptly as possible; and (2) recruitment and outreach measures.

**Affirmative Action Plan (AAP)**

A written set of specific, results oriented procedures to be followed by all applicable federal contractors. The plan is intended to remedy the effects of past discrimination against or underutilization of women, minorities, individuals with disabilities, and veterans. The effectiveness of the plan is measured by the results it actually achieves rather than by the results intended, and by the good faith efforts undertaken by the contractor to increase the pool of qualified women, minorities, individuals with disabilities, and veterans in all parts of the organization.

**Applicant**

A person who seeks work at a certain employer's facilities who meets certain prescribed minimum standards, as defined by the employer.

**Availability**

The availability of minorities or women for a job group is the percentage of minorities or women among persons in the relevant labor area and/or internal feeder pools having the requisite qualifications to perform the positions included in the job group. The term is broad enough to include any factor that is in fact relevant to determining the availability of individuals for the jobs in the job group. Availability figures are used in determining whether underutilization exists, and, where a goal is established, in determining the level of the goal.

**Business Necessity**

Specific job related requirement which is considered by the employer to be fundamental to the mission of the business.

**Candidate**

An individual who is deemed to meet the requirements for a specific vacancy, either by applying or by accepting a nomination.

**Compliance**

Meeting the requirements and obligations of affirmative action imposed by Executive Order 11246, Section 503 of the Rehabilitation Act of 1973, Section 4212 of the Vietnam Era Veterans' Readjustment Assistance Act of 1974, and their implementing regulations.

**Disability**

A physical or mental impairment that substantially limits one or more of a person's major life activities.

**Discrimination**

Illegally differentiating between people on the basis of group membership rather than individual merit.

**Disparate Impact**

A disproportionate adverse effect on a particular disadvantaged group.

**Disparate Treatment**

Occurs when protected class members are treated differently from others, whether or not there is discriminatory intent.

**Equal Employment Opportunity**

Proclaims the right of each person to apply and be evaluated for employment opportunities without regard to race, color, sex, disability, age, veteran status, religion, ancestry, or national origin. It guarantees everyone the right to be considered solely on the basis of his/her ability to perform the duties of the job in question, with or without reasonable accommodation(s).

**Essential Functions**

Duties that are basic or fundamental to a position. Under the Americans with Disabilities Act, reasonable accommodation must be made in order to allow a qualified individual with a disability to perform the essential functions of a position.

**Exempt**

An exempt employee is an employee exempt from the overtime provisions of the Fair Labor Standards Act.

**Minorities**

Men and women of those minority groups for whom EEO6 reporting is required; that is, American Indian or Alaska Native, Black or African American, Asian, Native Hawaiian or Other Pacific Islander, Hispanic or Latino, and Multiracial. The term may refer to these groups in the aggregate or to an individual group.

**Non-Exempt**

A non-exempt employee is an employee who is subject to the overtime provisions of the Fair Labor Standards Act.

**Protected Class**

Group of people protected from discrimination under government regulations and laws. The specific groups are defined as women, American Indians or Alaska Natives, Asians, Blacks or African Americans, Hispanics or Latinos, Native Hawaiians or Other Pacific Islanders, people of Multiracial race/ethnicity, people over 40, individuals with disabilities, and special disabled veterans, newly separated veterans, Vietnam era veterans, and other protected veterans.

**Reasonable Accommodation**

Used in connection with individuals with disabilities: Modification or adjustment to a job, the work environment, or the way a job is usually done that enable a qualified individual with a disability to enjoy an equal employment opportunity.

Reasonable accommodations should be such that they do not create an undue hardship and may involve such actions as adjusting the physical environment, equipment, schedules, or procedures.

Used in connection with religion: Requirement that an employer grant an employee accommodations for religious reasons. These accommodations may be adjustments to hours or days worked or other similar actions which will make it possible for an employee to fulfill his/her religious obligations.

**Undue Hardship**

An action that requires significant difficulty or expense in relation to the size of the employer, the resources available, and the nature of the operation.

**Vietnam Era Veteran**

A person who: 1) served on active duty for a period of more than 180 days, any part of which occurred between August 5, 1964, and May 7, 1975, and was discharged or released with other than a dishonorable discharge; 2) was discharged or released from active duty for a service connected disability if any part of such active duty was performed between August 5, 1964, and May 7, 1975; or 3) served on active duty for more than 180 days and served in the Republic of Vietnam between February 28, 1961, and May 7, 1975.



## *Goals of the Recruitment and Selection Process*

Selecting candidates to interview, creating interview questions and determining which person you want to hire can be challenging. The time you invest upfront in creating a well planned recruitment and selection process is essential to your success.

### **Recruitment**

- To provide an equal opportunity for potential candidates to apply for vacancies.
- To attract highly qualified individuals.
- To emphasize active recruitment of diverse and talented candidates from traditionally underrepresented groups, i.e. individuals with disabilities, minority group members, women, and veterans.

### **Selection**

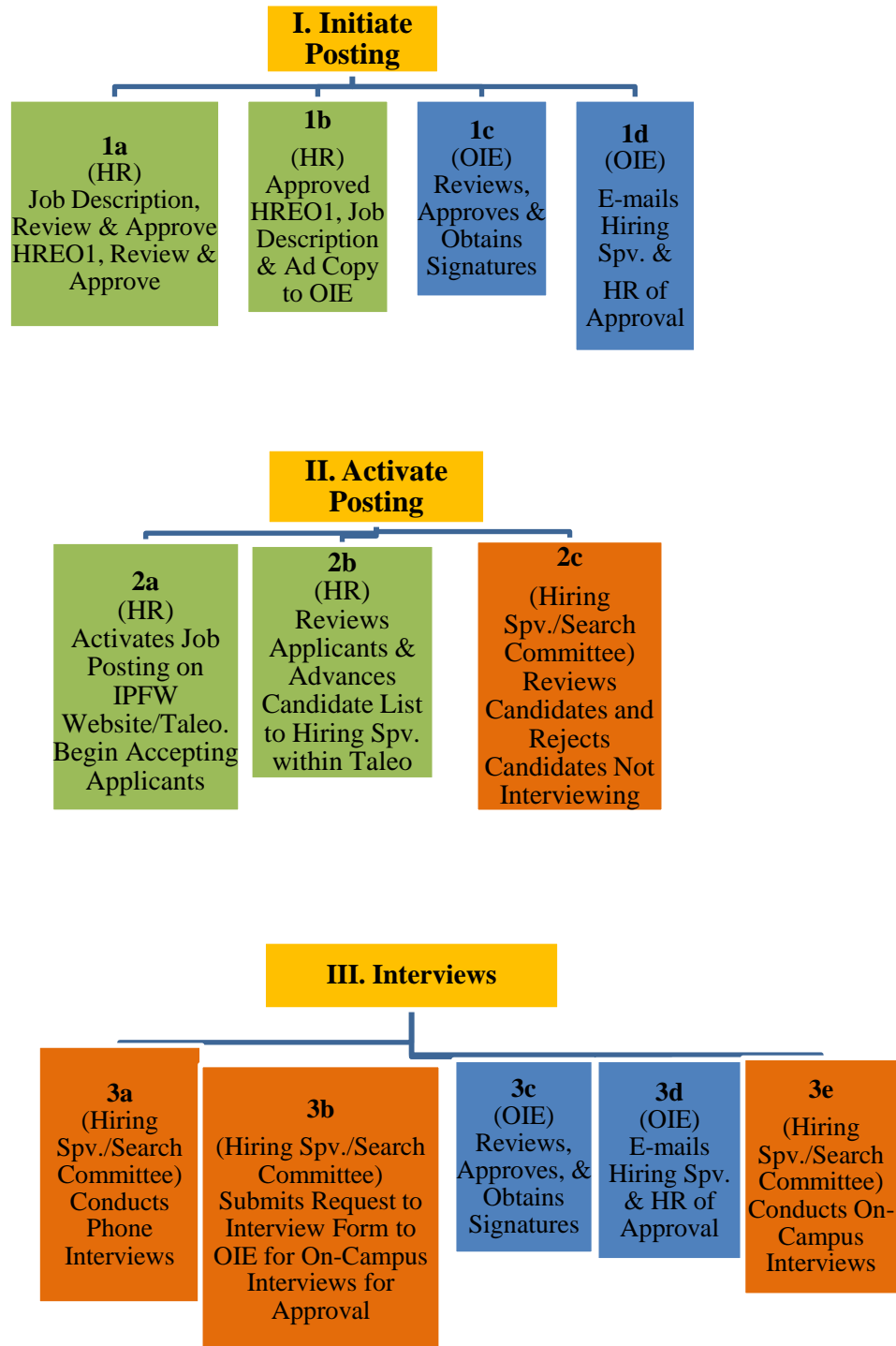
- To engage in hiring activities that will result in eliminating the underutilization of women and minorities in particular departments.
- To systematically collect information about each applicant's ability to meet the requirements of the advertised position.
- To select a candidate that will be successful in performing the tasks and meeting the responsibilities of the position.



# Staff Recruitment Process – Exempt and Non-Exempt Positions

## HR and OIE Recruitment and Selection Process Flow Chart

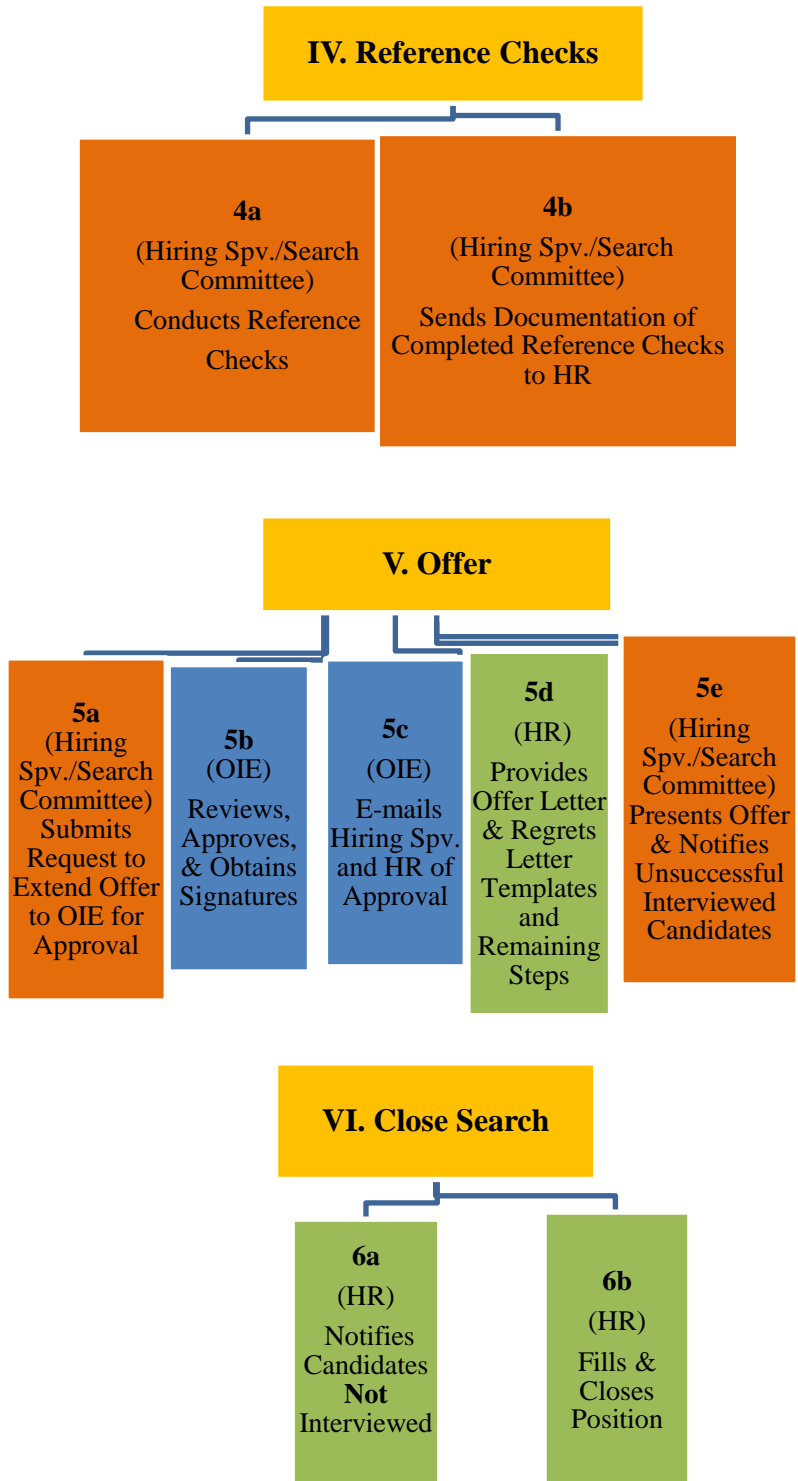
(HR) Human Resources – (OIE) Office of Institutional Equity – Hiring Supervisor/Search Committee



# Staff Recruitment Process – Exempt and Non-Exempt Positions Continued

## HR and OIE Recruitment and Selection Process Flow Chart Continued

(HR) Human Resources – (OIE) Office of Institutional Equity – Hiring Supervisor/Search Committee



# *Staff Recruitment Process – Exempt and Non-Exempt Positions Continued*

## **Recruitment and Selection Process for All Staff Positions**

This document is designed to guide hiring supervisors and search committees (if applicable) through the recruitment and selection process. This document is to be used as a helpful tool and is not required to be submitted for review. Note: All EEO forms are available on the Office of Institutional Equity, <http://new.ipfw.edu/equity/> and Human Resources <http://new.ipfw.edu/hr/> websites. This document supersedes the Chancellor's Memorandum No. 1-96/97, 11/18/96.

### **Step I. Position Description** (Flow Chart – Initiate Posting)

- A. The hiring supervisor will review and update the Position Description (Form 10) to ensure proper classification of the position through the Compensation and Classification Administrator.
- B. The Position Description template (Form 10) is available on the Human Resources website at <http://new.ipfw.edu/hr/>.
- C. The Position Description (Form 10) must be finalized, approved, and signed prior to the position being posted.
- D. The hiring supervisor in consultation with the Dean/Department Head and Vice Chancellor will decide whether a search committee will be utilized.
- E. The Office of Institutional Equity (OIE) and/or Human Resources can assist in creating the search committee. It is recommended that diversity be considered a valuable component to a search committee.

### **Step II. Recruitment Request** (Flow Chart – Initiate Posting)

- A. The hiring supervisor will complete the Recruitment Request form (HREO1).
- B. The Recruitment Request (HREO1) is available on both the Office of Institutional Equity and Human Resources websites at <http://new.ipfw.edu/equity/> or <http://new.ipfw.edu/hr/>
- C. The Recruitment Request form (HREO1) must be finalized, approved, and signed prior to the position being posted.

### **Step III. Advertisements** (Flow Chart – Initiate Posting)

- A. If an advertisement is to be placed outside the IPFW website the hiring supervisor and search committee (if applicable) will prepare the advertisement and Purchasing Requisition (Form 12).
- B. The Purchasing Requisition (Form 12) is available on the Accounting Services website at <http://new.ipfw.edu/offices/purchasing/forms/> in the Forms section under Purchasing.
- C. A designated buyer in the Purchasing Department should be consulted about procedures, costs, and publication deadlines.

## *Staff Recruitment Process – Exempt Positions and Non-Exempt Continued*

- D. Advertisements should clearly state the requirements of the position, preferred credentials, website to apply, [www.ipfw.jobs/jobs](http://www.ipfw.jobs/jobs), the IPFW Logo which states that “IPFW is an Equal Opportunity/Equal Access/Affirmative Action Employer fully committed to achieving a diverse workforce” and the CCRC statement “A check of criminal conviction records is required for employment in this position”. The Motor Vehicle Record (MVR) statement may also need to be included depending on position.
- E. All advertisements are to be reviewed and approved by Human Resources and the Office of Institutional Equity prior to being published.
- F. Advertisements also may not be published before the Chancellor has signed the Recruitment Request form (HREO1) and the position is posted on the IPFW website.

### **Step IV. Posting the Position** (Flow Chart – Initiate Posting/Activate Posting)

- A. The hiring supervisor will submit the Recruitment Request form (HREO1), the Position Description (Form 10), the Purchasing Requisitions (Form 12) (if applicable), and the advertisement to the Compensation and Classification Administrator.
- B. The Compensation and Classification Administrator will approve the forms and forward to the Employment Administrator.
- C. The Employment Administrator will assign a Taleo requisition number to the forms and send all forms with cover page to the Office of Institutional Equity, Associate Vice Chancellor (if applicable), Vice Chancellor, and Chancellor (if applicable per position) for signatures.
- D. The hiring supervisor or search committee chair may schedule a time to meet with the Office of Institutional Equity (OIE) in order to discuss the search.
- E. An electronic copy of the approved and signed forms will be returned to the hiring supervisor and Employment Administrator from the Office of Institutional Equity via e-mail.
- F. Once the forms have been approved and signed by the necessary individuals, the Employment Administrator will post the job on the IPFW website and notify the hiring supervisor that the job is posted.
- G. A job posting must be posted a minimum of five (5) business days.

## *Staff Recruitment Process – Exempt Positions and Non-Exempt Continued*

### **Step V. Reviewing Candidates** (Flow Chart – Activate Posting)

- A. The Employment Administrator will review all candidates for qualifications and make the viable candidates available for review under the “Manager Review” tab in Taleo (Refer to Taleo Mini-Guides under Educational/Training Resources).

### **Step VI. Telephone Interviews** (Flow Chart – Activate Posting/Interviews)

- A. The hiring supervisor and search committee members (if applicable) will review the candidates, narrow the search down (typically an average of 5-6 candidates) and schedule telephone interviews.
- B. The hiring supervisor or designee will reject the candidates in Taleo that are not being interviewed.
- C. To ensure all candidates are treated equally in the employment process, telephone interviews must be conducted for both internal (current IPFW employees) and external candidates. Any candidate presently in RIF status must be included in the telephone interviews per the RIF policy (Refer to Reduction in Force (RIF) statement under Educational/Training Resources).

### **Step VII. On-Campus Interviews** (Flow Chart – Interviews)

- A. The hiring supervisor and search committee (if applicable) will select the top candidates for on-campus interviews (typically an average of 2-3 candidates, additional candidates may be selected if there is no expense).
- B. The Request to Interview form (EEOR-2 or EEORN-2) must be completed and submitted to the Office of Institutional Equity (OIE). The Request to Interview form (EEOR-2 or EEORN-2) is available on the Office of Institutional Equity, <http://new.ipfw.edu/equity/> and Human Resources <http://new.ipfw.edu/hr/> websites.
- C. The Request to Interview form (EEOR-2 or EEORN-2) is completed in alphabetical order, last name first. All appropriate signatures should be obtained on the EEOR-2 or EEORN-2 form, the selected candidate’s resumes should be attached to the EEOR-2 or EEORN-2 form and then the form should be forwarded to the Office of Institutional Equity (OIE).
- D. An Applicant List will be generated by OIE based on the information in Taleo on the candidates not selected for interviews and rejected in Taleo by the hiring manager or designee.
- E. Both the Request to Interview (EEOR-2 or EEORN-2) and the Applicant List will be reviewed and forwarded by OIE to the Vice Chancellor and Chancellor (if applicable per position) for approval and signature.

## *Staff Recruitment Process – Exempt Positions and Non-Exempt Continued*

- F. The Vice Chancellor and Chancellor (if applicable per position) must approve and sign the form prior to any candidate being contacted for an on-campus interview.
- G. An electronic copy of the approved and signed forms will be returned to the hiring supervisor and Employment Administrator from the Office of Institutional Equity via e-mail.
- H. The hiring supervisor and search committee (if applicable) will schedule on-campus interviews with candidates. Request that candidates provide three (3) professional references (if not already obtained), transcripts and any other items relevant to the position.

### **Step VIII. Reimbursement of Candidates for Travel to Interview** (Flow Chart – Interviews)

- A. Requests for reimbursements must be approved by the Vice Chancellor prior to authorizing reimbursement for the candidate.
- B. Reimbursement forms must be completed, approved, and submitted to Accounting a minimum of ten (10) days prior to candidate's travel.
- C. The Approval for Reimbursement of Expenses Form (17C) along with instructions is available on the Accounting Services website <http://www.acct.ipfw.edu/Forms/index.htm#travel> in the Forms section under Travel Management.
- D. Refer to your Business Manager for assistance and questions regarding reimbursements.

### **Step IX. References** (Flow Chart – Reference Checks)

- A. The hiring supervisor and search committee (if applicable) will select the top candidate and then conduct reference verifications.
- B. The candidate will be notified by the hiring supervisor that references will be conducted.
- C. The hiring supervisor and search committee (if applicable) will conduct reference verifications (see Reference Checks Best Practices & Guidelines and Reference Check Questions in this manual) and document responses.
- D. A minimum of Two (2) reference verifications are to be obtained.
- E. Reference checks must be completed and submitted to the Employment Administrator prior to any offer of employment being presented.

## *Staff Recruitment Process – Exempt Positions and Non-Exempt Continued*

### **Step X. Offer of Employment** (Flow Chart – Offer)

- A. The Request to Extend Offer (EEOR-3 or EEORN-3) is available on the Office of Institutional Equity, <http://new.ipfw.edu/equity/> and Human Resources, <http://new.ipfw.edu/hr/> websites.
- B. The Request to Extend Offer (EEOR-3 or EEORN-3) must be completed and submitted to the Office of Institutional Equity, which will be reviewed and forwarded by OIE to the Vice Chancellor and Chancellor (if applicable per position) for approval and signature.
- C. The Vice Chancellor and Chancellor (if applicable per position) must approve and sign the form prior to any candidate being contacted with an offer of employment.
- D. An electronic copy of the approved and signed forms will be returned to the hiring supervisor and Employment Administrator from the Office of Institutional Equity via e-mail.
- E. The hiring supervisor will contact the selected candidate and present the offer verbally. All offers of employment are contingent upon a satisfactory background check.
- F. Once the selected candidate has accepted the verbal offer, the hiring supervisor will contact the Employment Administrator to notify of verbal acceptance of the offer and to obtain the correct offer letter template.
  - 1. An offer letter is a legal document and should only include specific information about the conditions of the offer of employment. If moving allowances or any other specifics are being offered, approved language is available on the Accounting Services website; refer to your Business Manager for questions and assistance.
- G. If there are concerns about the candidate's legal status to work in the United States, all questions should be directed to the Payroll Manager & Immigration Specialist.
- H. All offer letters are to be reviewed by the Employment Administrator prior to being presented to the selected candidate to ensure appropriate content.
- I. The hiring supervisor will mail or present in person the written offer letter to the selected candidate.
- J. Once the selected candidate has signed the written offer letter, the hiring supervisor and selected candidate may keep a copy; forward the original signed offer letter to the Employment Administrator along with original reference letters, official transcripts, resume, etc. obtained during the on-campus interview.



## *Staff Recruitment Process – Exempt Positions and Non-Exempt Continued*

### **Step XI. Final Steps** (Flow Chart – Close Search)

- A. The hiring supervisor and search committee (if applicable) will notify all unsuccessful interviewed (phone and on-campus interviews) candidates verbally and/or in writing. Regret letter templates are available on the Human Resources website, <http://new.ipfw.edu/hr/> and Appendix B of the Staff Recruitment and Selection Manual.
- B. All unsuccessful candidates that were not interviewed will be notified through the Taleo system by the Employment Administrator.
- C. All materials related to the search including application materials received from unsuccessful candidates, related interview notes, references, correspondence conducted during the search, etc. must be retained by the hiring supervisor/department for three (3) years.

# *Intra-Department Job Posting Process*

## **Recruitment Process for Intra-Department Postings**

### **Step I. Office of Institutional Equity (OIE)**

The hiring supervisor should first verify with Human Resources if this is a position that can be recruited via Intra-Department Posting or if the position requires the involvement of OIE. The Nondiscrimination Policy Statement found in the Purdue University Fostering Respect, Creating Community handbook is to be considered while recruiting and selecting candidates for any position.

### **Step II. Position Description**

The hiring supervisor begins the recruitment process by submitting the Recruitment Requisition form (HREO1), the Intra-Departmental Job Posting form (example of form located under Appendix B of the Staff Recruitment and Selection Manual), and a signed copy of the Position Description (Form 10) to the Compensation and Classification Administrator. The Compensation and Classification Administrator reviews, finalizes, and forwards the forms to the Employment Administrator.

### **Step III. Posting the Position**

The Employment Administrator will contact the hiring supervisor to confirm receipt of forms. The hiring supervisor communicates the position opening to respective department employees by e-mailing the Intra-Departmental Job Posting to employee's e-mail addresses and posting on the departmental bulletin board. The Intra-Departmental Job Posting will need to be posted a minimum of five (5) business days. The Intra-Departmental Job Posting must follow the format provided and include the following:

- A. Experience requirements
- B. Degree requirements
- C. Person to whom resumes must be submitted
- D. Deadline for resumes

## *Intra-Department Job Posting Process Continued*

### **Step IV. Reviewing/Interviewing Candidates**

The hiring supervisor will receive the resumes directly from the interested department employees. Once the deadline for resumes has passed, the hiring supervisor will remove the Intra-Departmental Job Posting; document the date of removal. The hiring supervisor will review the resumes and evaluate the candidates qualifications based on the position requirements and select candidates to interview.

### **Step V. Offer of Employment**

The hiring supervisor selects the candidate to be hired and contacts the Employment Administrator and/or Business Manager to discuss offer rate. The hiring supervisor makes a verbal offer to the selected candidate and notifies the Employment Administrator. The Employment Administrator will assist the hiring supervisor with the proper offer letter template. Once the offer letter template is updated with the appropriate information it must be submitted to the Employment Administrator for review and approval prior to being presented to the selected candidate. The hiring supervisor will present the written offer letter to the selected candidate. Once the written offer letter has been signed, the hiring supervisor can keep a copy and forward the original to the Employment Administrator.

### **Step VI. Final Steps**

The hiring supervisor will notify all unsuccessful candidates verbally and/or in writing. All materials related to the search including application materials received from unsuccessful candidates, related interview notes, references, correspondence conducted during the search, etc. must be retained by the hiring supervisors/department for three (3) years.

## **Best Practices/Guidelines**

The purpose of the Open Interview Session is to give the department or campus, faculty, staff, and students the opportunity to meet the final candidates; ask questions of the candidates; and collect additional information about the candidate's job related knowledge, skills, and abilities that would be helpful in deciding whether he/she is likely to succeed in the job.

By the time job candidates reach the Open Interview Session, they have already passed a careful evaluation of their education, experience, and qualifications; completed the phone interview and on-campus interview with the Hiring Supervisor and Search Committee (if applicable); and are considered to possess the qualifications to perform the job.

The guidelines below will assist you in conducting a productive Open Interview Session:

- Ensure that the candidate is fully aware of what the Open Interview Session entails and provide adequate advance notice so the candidate can prepare appropriately.
- The Hiring Supervisor and Search Committee (if applicable) should decide who should participate in the Open Interview Session. Remember that participants of the Open Interview Session are representing IPFW to the candidates.
- The Hiring Supervisor and Search Committee (if applicable) must facilitate the Open Interview Session.
- Structure the Open Interview Session as much as possible.
- If possible, have the participants RSVP to be aware of who will be attending the session.
- It is recommended that a current candidate for the open position should not attend the Open Interview Session.
- It is recommended that the Hiring Supervisor and Search Committee (if applicable) determine an appropriate statement/action to address any current candidate for the open position if in attendance of the Open Interview Session.
- Use the evaluation sheet for attendees to complete and submit at the end of each Open Interview Session.
- Ensure that the environment is comfortable and non-threatening.
- Introduce the candidate at the beginning of the Open Interview Session, share pertinent background information about the candidate and the position for which he/she is being considered.
- State the purpose of the Open Interview Session: to offer the opportunity to faculty, staff and students to meet the final candidates; to offer the opportunity to the candidate to meet faculty, staff, and students, and to gather relevant information in order to make a selection decision.

## *Open Interview Sessions Continued*

- Explain the format of the Open Interview Session and announce that the Hiring Supervisor and Search Committee (if applicable) reserve the right to request that the candidate not answer any questions that they feel are inappropriate or potentially illegal. Be prepared to be an advocate for the candidate deflecting any inappropriate or potentially illegal questions being asked during the Open Interview Session. It is important to remember that all interview questions must be job related.
- Open Interview Sessions are intentionally unstructured so that faculty, staff, and students can become better acquainted with the candidate. It is in these situations, however, where care must be taken to avoid asking questions or making comments — either directly or indirectly — that relate to race, the derivation of one's name, ethnic origin, religion, marital status, parental status, disability, sexual orientation, age, political affiliations, or other personal matters.
- Take notes! It is recommended that the Hiring Supervisor or Search Committee (if applicable) record the questions being asked and the candidate's answers to the questions.
- At the end of the Open Interview Session, it is important to ensure that no questions have been overlooked. Also encourage the candidate to expand on or clarify his/her training and experience.
- Inform the candidate of the schedule for filling the position, and how and when the Hiring Supervisor will communicate his/her employment decision.

Simple courtesy and the spirit of equal opportunity demands that all candidates be treated equally during their Open Interview Session and campus visit. When feasible, similar events should be scheduled, sessions with the same University personnel should be arranged, and an equal amount of time should be allotted for each candidate.

### **Best Practices/Guidelines**

- Per Purdue Policy, Background Checks (IV.14.6), reference checks should always be conducted on the final candidate being considered for an open staff position.
- If the final candidate is current staff or faculty one of the reference checks conducted should be with the current staff or faculty's immediate supervisor.
- Prior to any reference check being conducted the candidate should be notified that reference checks are going to be conducted and their current employer or supervisor will be one of reference checks completed. (Refer to Reference Check Release form under Appendix A, if needed)
- If the candidate states that they do not want their current supervisor contacted for a reference the hiring supervisor and search committee (if applicable) should inform the candidate that the reference from a current supervisor is an important part of the selection process and is preferred, however, this will be documented and be taken under consideration while making the final decision and the current supervisor will not be contacted.
- The hiring supervisor and search committee (if applicable) will conduct reference checks and document responses. (Refer to Reference Check Questions form under Appendix A)
- Three (3) reference checks are preferred, a minimum of two (2) reference checks are to be obtained.
- Reference checks must be completed and submitted to the Employment Administrator prior to any offer of employment being presented to the candidate.

## Best Practices/Guidelines

### (Transfers/Internal Candidates within the department, on-campus, and within the Purdue System)

IPFW's greatest resource is the staff and faculty. Opportunities for growth and/or promotion are encouraged and therefore transfer/internal candidate opportunities are made available to the staff and faculty. Internal candidates (current staff and faculty of IPFW/Purdue) interested in an open position must apply on-line at [www.ipfw.jobs/jobs](http://www.ipfw.jobs/jobs) when the position is posted on the IPFW website to be taken under consideration for the open position.

When considering current staff or faculty for an open position certain practices/guidelines should be taken into consideration, the practices/guidelines below will assist in this process:

- Any staff or faculty interested in an open position must apply on-line at [www.ipfw.jobs/jobs](http://www.ipfw.jobs/jobs) when the position is posted on the IPFW website to indicate a formal interest in the position.
- Reference checks should always be conducted on all final candidate(s) being considered for an open position. If the final candidate(s) is staff or faculty one of the references conducted should be with their immediate supervisor.
- Prior to any reference checks being conducted the candidate should be notified that reference checks will be conducted and their current supervisor will be one of references completed.
- If the candidate states that they do not want their current supervisor contacted for a reference the hiring supervisor and search committee (if applicable) should inform the candidate that the reference from a current supervisor is an important part of the selection process and is preferred, however, this will be documented and be taken under consideration while making the final decision and the current supervisor will not be contacted.
- If the candidate selected for the position is staff or faculty it is their responsibility to notify their current supervisor of the acceptance of the position.
- It is expected that the selected candidate provide a minimum of a two-week notice to their current supervisor/department.
- Once the current supervisor has been notified of the acceptance of the position it is recommended the two supervisors/departments (current and future) communicate and finalize a mutually beneficial transfer date.
- If additional dates/hours are needed to train the replacement of the staff or faculty the two supervisors/departments should negotiate this and determine an appropriate plan of action according to business need, schedule, etc.

Simple courtesy and the spirit of promoting and retaining qualified staff and faculty should be at the fore front of every action taken with regards to transfers/internal candidates.



### **Reduction In Force (RIF)**

#### **Statement**

Appropriate staffing is critical to the University's mission of learning, discovery, and engagement. When faced with changing economic and programmatic imperatives, Purdue University may need to adjust its workforce. The University will administer layoff actions in an equitable and consistent manner.

#### **Definition**

A reduction in a staff member's number of work hours of CUL and/or the cessation of the staff member's work due to change in the University's needs or resources. Generally, such a change will be due to a lack of work, a lack of funds, or the reorganization of a unit.

#### **Placement Assistance**

An employee in layoff/RIF status will be given priority consideration for placement into positions for which he or she qualifies. Placement assistance will be given in a manner consistent with the following:

- A staff member who receives a written layoff/RIF notice and is interested in other University employment must contact Human Resource.
- Such individuals will be referred for positions for which they express an interest and for which they meet the minimum qualifications. It will be the employee's responsibility to view the posting and submit an application/resume through Taleo. Supervisors must interview any candidate referred to them who is in layoff/RIF status. For any candidate in layoff/RIF status that the supervisor chooses not to hire, the supervisor will document the direct job-related reason(s) supporting this decision and include them with the hiring completion documentation.
- A staff member on RIF status will receive priority consideration from the date of the employee's written layoff/RIF notice to the date of the employee's separation.
- For the complete Reduction In Force (RIF) policy information go to [http://www.purdue.edu/policies/pages/human\\_resources/human\\_res.html](http://www.purdue.edu/policies/pages/human_resources/human_res.html) the Reduction in Force policy (IV.14.2) is listed under Terms of Employment and Tenure.

## Using the New Employment System



## A Mini-Guide for Hiring Managers & Search Committee Chairs

Employment Team

Human Resources - IPFW

Rev: 9/14/08

# Using the New Employment System: A Mini-Guide

## ACCESSING THE RESUME SYSTEM:

Hiring managers/Search Committee Members will be able to access the system via the web 24 hours a day/7 days a week. You will be able to access Taleo via the internet. **Using Internet Explorer is strongly recommended.** Enter the following URL in the address bar of your browser:

<https://purdue.taleo.net>.

Once you have successfully navigated to the Web site, you should see the following:



**NOTE:** The link to the Manager WebTop is also on the Human Resources Website under "Supervisor Resources."

## LOGGING INTO THE SYSTEM:

Each hiring manager/search committee member will need a User Name and Password.

- Click on: **Manager WebTop**
- USERNAME: Purdue Career Account User ID \_\_\_\_\_
- PASSWORD: \_\_\_\_\_. Must change after initial login; **expires every 30 days.**
- Click "Sign In"

### **PASSWORD GUIDELINES:**

- It must contain between 8 and 32 characters.
- It must contain at least 1 capital letter(s)
- It must contain at least 1 numeric character(s)
- It must not contain more than 2 identical consecutive characters (AAA, iiiii, \$\$\$\$\$ ...).
- It must not contain your user name.
- It must not contain your email address.
- It must not contain your first name.
- It must not contain your last name

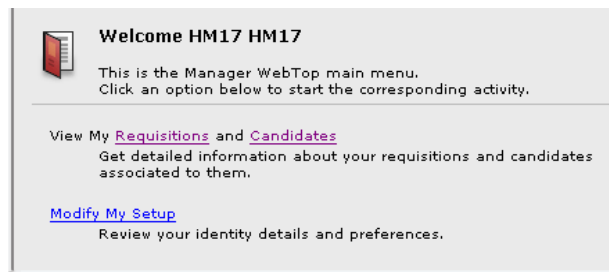
- **FORGOT YOUR PASSWORD:** If you forget your password, click on the "Forgot Your Password" link and it will be e-mailed to you. You get three tries before
- **ACCOUNT LOCKED:** Contact Human Resources

---

*NOTE: You may receive a message that says you cannot access WebTop services because your pop-up blocker is turned on. If this occurs you will need to turn off pop-up blockers. To turn pop-up blockers off, from your browser menu bar:*

- *Select: Tools...Pop-up Blocker...Always allow pop-ups from this Web site*
  - *Read the pop-up message - Click Close - You may need to hit refresh*
- 









After you have successfully logged into the system, you will receive a “Welcome Screen.”



CONGRATULATIONS... You are on your way....

### ICONS YOU SHOULD GET TO KNOW

#### Taleo Icons

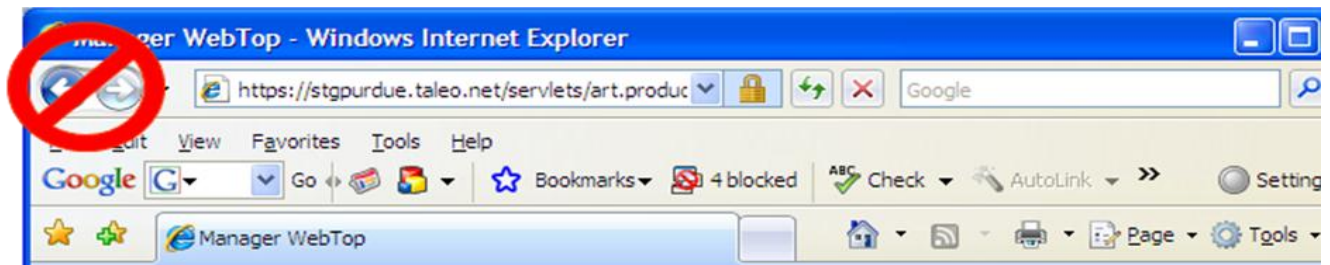
Icons	
	Attention flag – Something new has occurred
 15	Candidates column – Number link opens candidate list
	Internal employee
	ACE candidate
	Reject Button <i>(Available only to Hiring Managers &amp; Search Committee Chairs)</i>  <b>IMPORTANT NOTE:</b> When a final hiring decision has been made on a position, Hiring Managers/Search Committee Chairs <b>must</b> complete this action for <u>all</u> candidates not selected for the position and notify HR with final position disposition.
	Comment Icon – Allow you to make a comment in candidate file
	Print Button – (Candidate lists/System Resumes)
	Sort Triangle – Sorts in Ascending & Descending Order

# Managing Requisitions & Candidates

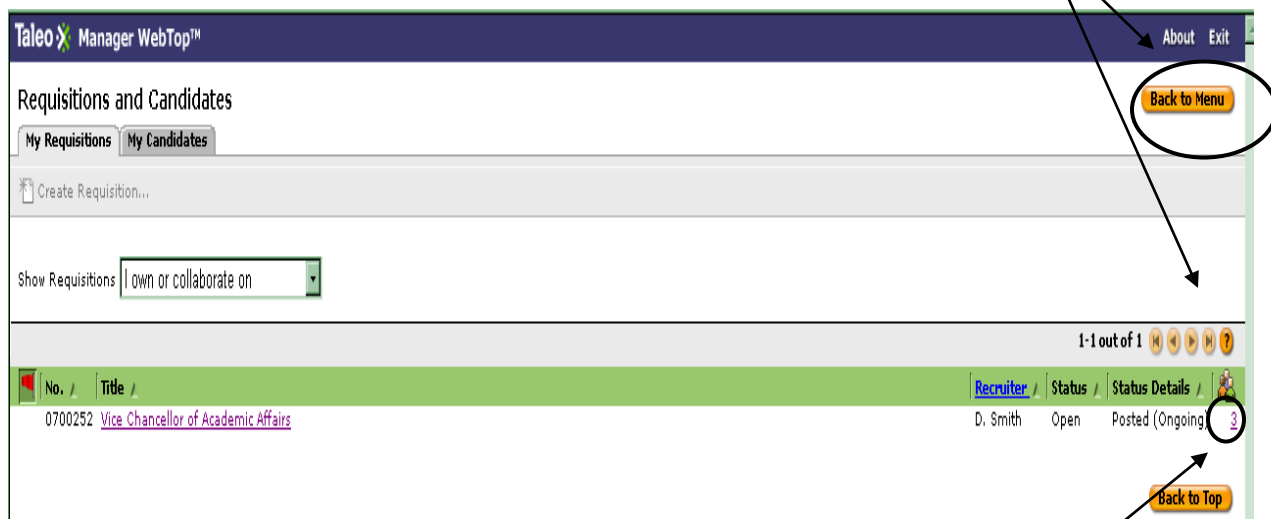
### VIEWING POSITIONS:


**Click on Requisitions:** A new screen will appear that lists all the requisitions you are assigned as either a hiring manager or a search committee member.

**!! - IMPORTANT NOTE:** Do NOT use your browser buttons to navigate the system. You will encounter error messages. Use the navigation buttons provided by the system.



Use the Bright Orange navigation buttons provided by the system.



- You will be able to see how many applicants are tracked to your position by the number indicated underneath candidate icon in the candidate column .

### VIEWING YOUR CANDIDATE LIST:



- **CLICK** on the number hyperlink underneath the candidate column and a new screen will appear with a list of your candidates. This screen is a snapshot of your candidates.
- Take note of the column headings, symbols and information displayed in your candidate list
- Notice the “ACE” icon. ★
- Notice the “Asset” column.
- You can sort columns by clicking on the sort triangle (*Look closely – it’s almost invisible!*).
  - Each column allows you to sort (Sorts are in true “ascending/descending order.”)

### !!IMPORTANT NOTES!!

- **FILTERS:** Until you become comfortable with setting filters and navigating the system, and are confident that you are seeing all candidates attached to your requisition, we suggest that you set your “Show” filter to “ALL each time you access the system.”
  - **NOTE:** The system will show 20 (twenty) applicants per page. Use your navigation buttons to move through your applicant list.

Annotations on the screenshot:

- **Show “Filters”:** There are many sort filters available. The system automatically defaults to “In Selection Process = true.”
- **Ace Alert -** (points to the star icon)
- **Sort triangle-ascending & descending** (points to the small triangle in the Assets column header)

Candidate	Assets	Review	Education Level	Program	Institution	Residence
McClellan, George (14640)	Manager To Be	0/3	0 %			US>Indiana
McClellan, Test (14601)	Review Reviewed					
Manager To Be	3/3	0 %				US>Indiana
Review Reviewed						
Manager To Be	2/3	0 %				US>Indiana
Review Reviewed						



## Educational/Training Resources

### REFRESH, REFRESH, REFRESH:

- If you change your filter, remember to REFRESH
- If you think you should have more information, see if you need to select REFRESH
- If you see the REFRESH button highlighted – hit REFRESH
- If in doubt, set your Show filter to “All” or “Not Specified” – Both are the first items on the Show filter selection list”

The screenshot shows the Taleo Manager WebTop interface for requisition 0700138. The 'Show' filter is set to 'Ace Candidate' and the 'Refresh' button is highlighted with a callout box. The candidate list is displayed with columns for Candidate, Step, Sel. Status, Assets, Program, Institution, and Residence.

Candidate	Step	Sel. Status	Assets	Program	Institution	Residence
01 Purdue, Dean (11800)	Manager Review	Rejected	0/8		US>IN>Columbus	
01 Purdue, Ronnie (11820)	Manager Review	Rejected	0/8		US>IN>Evansville	
01 Purdue, Liz (11840)	Manager Review	Rejected	0/8	0 %	Bachelor's Degree (±16 years)	US>IN>Carmel
02 Purdue, Davis	Manager Review	Rejected	0/8	0 %	Bachelor's Degree	US>IN>Carmel



### SEARCH COMMITTEE TIP

Print a candidate list. A list can help you track and manage candidates. To print a list, select the printer icon and print your list.

The screenshot shows the Taleo Manager WebTop interface for requisition 0700252. The 'Show' filter is set to 'All' and the printer icon is highlighted with a callout box. The candidate list is displayed with columns for Candidate, Step, Sel. Status, Assets, Result, Education Level, Program, Institution, and Residence.

Candidate	Step	Sel. Status	Assets	Result	Education Level	Program	Institution	Residence
McClellan, George (14640)	Manager Review	To Be Reviewed	0/3	0 %			US>Indiana	
McClellan, Test (14601)	Manager Review	To Be Reviewed	3/3	0 %			US>Indiana	
Smith, Dimple (14580)	Manager Review	To Be Reviewed	2/3	0 %			US>Indiana	

### VIEWING CANDIDATE RECORDS

To view a candidate record, click on the candidate name, and a new screen will appear.

- **Select a candidate from your list. Notice the available information tabs (Four):**
  - **Prescreening** – Contains the candidate’s response to questions
  - **Resume** – If attached, will contain original attachment & a HTML version
    - **TIP:** To print a HTML resume, open the resume, right click and select “print”
  - **Profile** – General information on candidate interests
  - **Tracking** – All comments and actions related to the candidate

From this screen you will be able to view the candidate’s answer to pre-screening questions, their resume information, and the candidate profile information.

**Taleo Manager WebTop™** About Exit

3 of 3 in list [Navigation icons] [close ?]

**Smith, Dimples (14580)** Candidate Name

Application 0700252 - Vice Chancellor of Academic Affairs

[More Actions]

Prescreening Resume Profile Tracking

Information provided by the candidate on September 24, 2007.

Disqualification [Reason] Vice Chancellor of Academic Affairs

Action buttons: Reject an applicant, add a comment or print candidate information.

Notice the “More Actions” Drop Down Menu. Forms for AP Positions are available here!!

Candidate Information Tabs: Click on the tabs and familiarize yourself with the contents.

Click the plus sign next to the candidate’s name and expand the tab. Helps you keep track of what last happened with the candidate.

**Taleo Manager WebTop™** Abo

1 of 15 in list [Navigation icons]

**01 Purdue, Dean (11800)**

Application 0700138 - FW (Training) Senior Accountant (Req Management Demo) - L11

Step Manager Review Medium Matched to Job Recruiter D. Smith

Status Rejected [Red X] Source Not Specified Hiring Manager H. HM06

Application Date Sep 13, 2007 Application Type External

[More Actions]

Prescreening Resume Profile Tracking

Information provided by the recruiter on September 13, 2007.

**Attached Files**


Name	Converted File	Date	Size	Comment
<a href="#">Resume Purdue.doc</a>	<a href="#">Resume Purdue.html</a>	9/7/07	30 KB	This file includes a resume from which basic candidate information has been extracted.

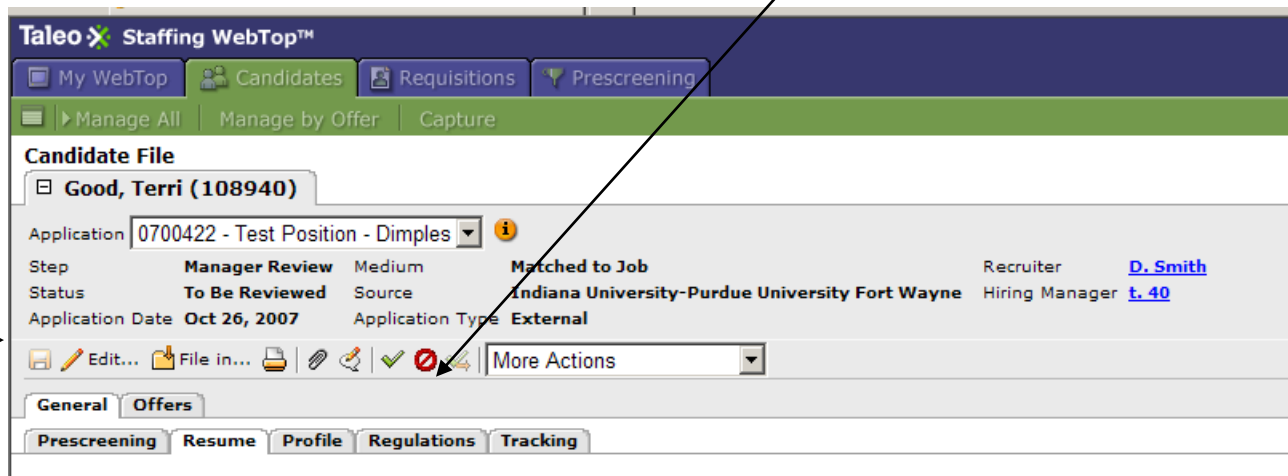
### EXERCISE 1

#### REJECTING A CANDIDATE

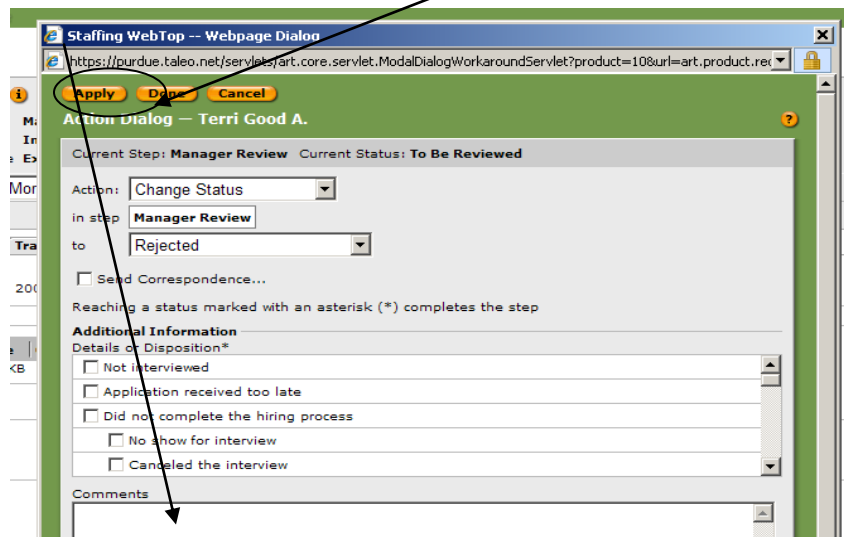
There are two ways to reject candidates. You can reject candidates individually as you go through their file, or you can select more than one when you have more than one you want to reject.

#### FOR SINGLE REJECTS:

1. While in the candidate file, click on the reject button  ( A pop-up box will appear).



2. Select the reason for rejection and select **“DONE”** - ALWAYS SELECT DONE



**DOUBLE CHECK:** Review the tracking tab or the candidate list to see the updated information (Should change “To Be Reviewed” should change to “Rejected”)


## EXERCISE 1 – (continued)

### REJECTING A CANDIDATE EXERCISE (continued)

#### MASS REJECTS:

1. Go back to your candidate list.
2. Put a check mark by those candidates you want to reject:

The screenshot shows the Taleo Staffing WebTop interface. The 'Candidates' section is active, displaying a list of candidates for requisition 0700422. The table includes columns for Candidate, Ineligible, RIF, Complete, Updated, Step, Sel. Status, Sel. Step/Status Date, Grade, Assets, and Education Level. Three candidates are listed: Goodwin, Teresa (24520), Smith, Dimples (41720), and Smith, Dimples (41720). The checkboxes for the first three candidates are highlighted with a red circle. A red arrow points to the 'Reject' button (a red circle with a diagonal line) in the top right corner of the interface.

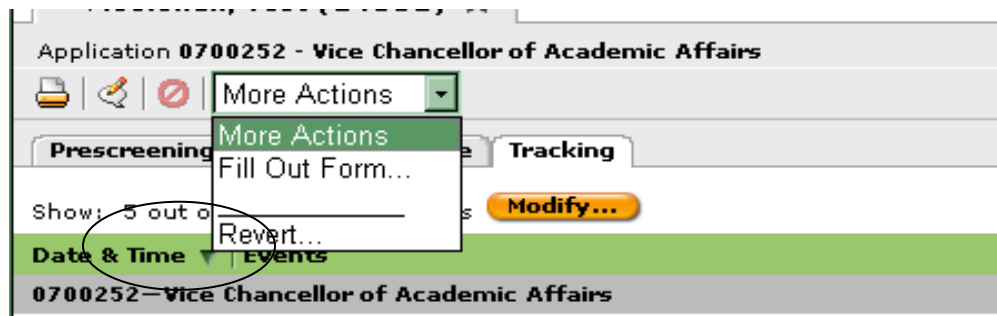
3. Click on the reject button  (A pop-up box will appear)
4. Select the reason why you want to reject the candidates
5. Select “Done” - Always select Done

The screenshot shows the 'Manager WebTop - Web Page Dialog' box. The dialog is titled 'Action Dialog - Test McClellan S.' and shows the 'Current Step: Manager Review' and 'Current Status: To Be Reviewed'. The 'Action' dropdown is set to 'Change Status', and the 'to' dropdown is set to 'Rejected'. The 'Additional Information' section includes checkboxes for 'Application received too late', 'Did not complete the hiring process', 'No show for interview', 'Canceled the interview', and 'Interview ended at the request of candidate'. The 'Comments' field is empty. The 'Apply', 'Done', and 'Cancel' buttons are at the bottom.

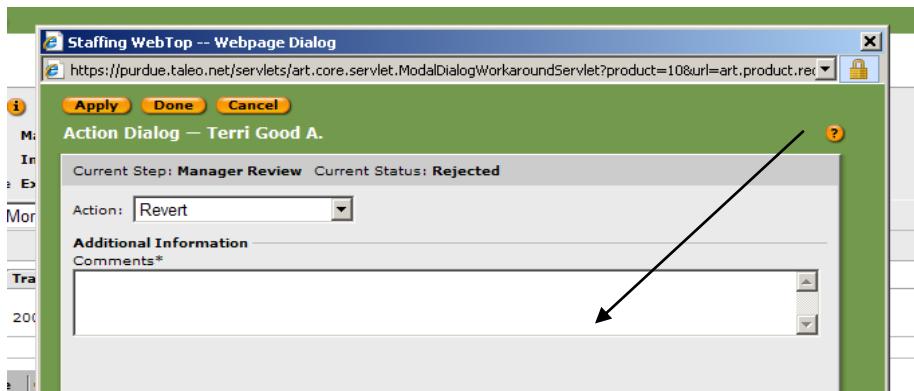
### EXERCISE 2

#### OOPS! – UN-REJECTING CANDIDATES

1. Go back to your candidate list and select the candidate you rejected
2. Select “Revert” from the drop down menu



3. You will get another pop-up box.
4. Indicate the reason you want to revert the person in the “Comments” box

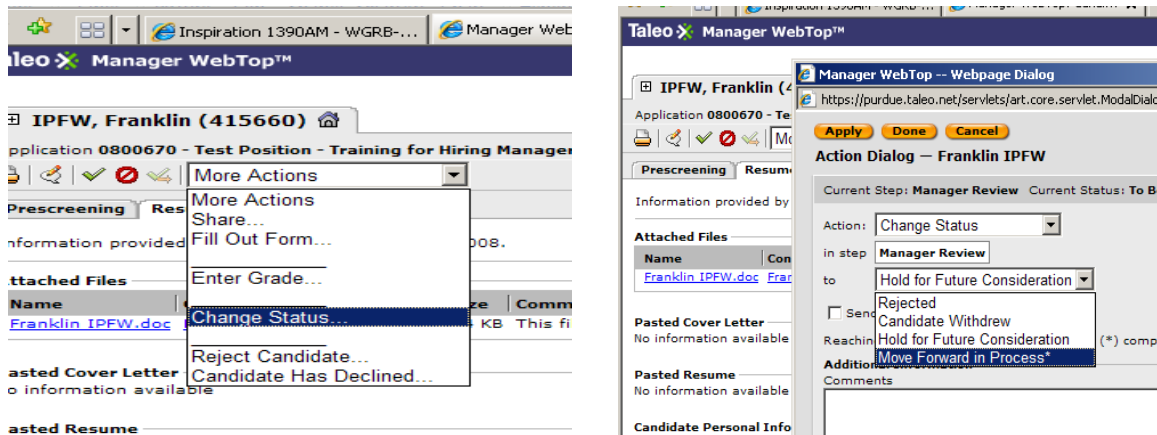


5. **Select Done – Always select Done**
6. Go back to the tracking tab and notice the change in status

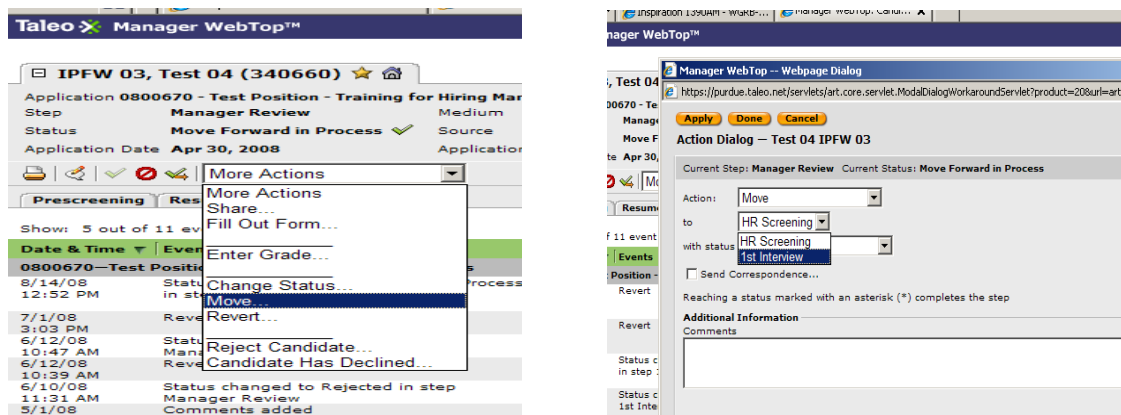
## Educational/Training Resources

### Moving an applicant through the selection process

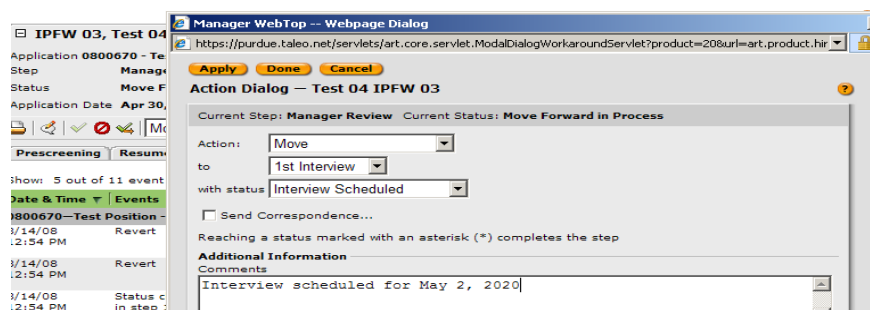
#### 1. Select: More Actions → Change Status → Move Forward in Process



#### 2. Select: Move → HR Screening or 1<sup>st</sup> Interview →



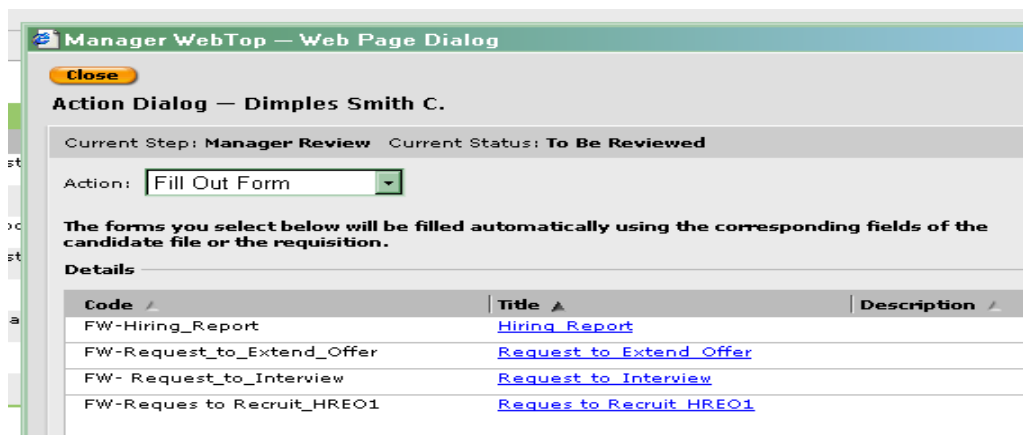
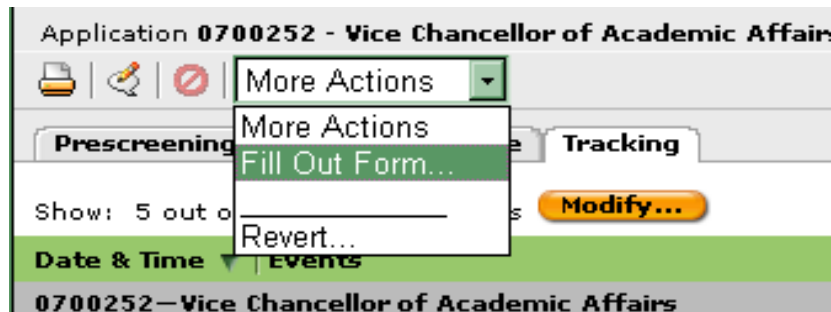
If 1<sup>st</sup> Interview selected – Record interview date and other relevant information



### RECRUITMENT FORMS

#### ADMINISTRATIVE PROFESSIONAL RECRUITMENT FORMS AT YOUR FINGER TIPS

1. You have to be in a candidate record to select a form
2. Select “Fill Out Form” from the More Actions menu
3. Select the Form - (You will need to save the form to your desktop and then complete.)

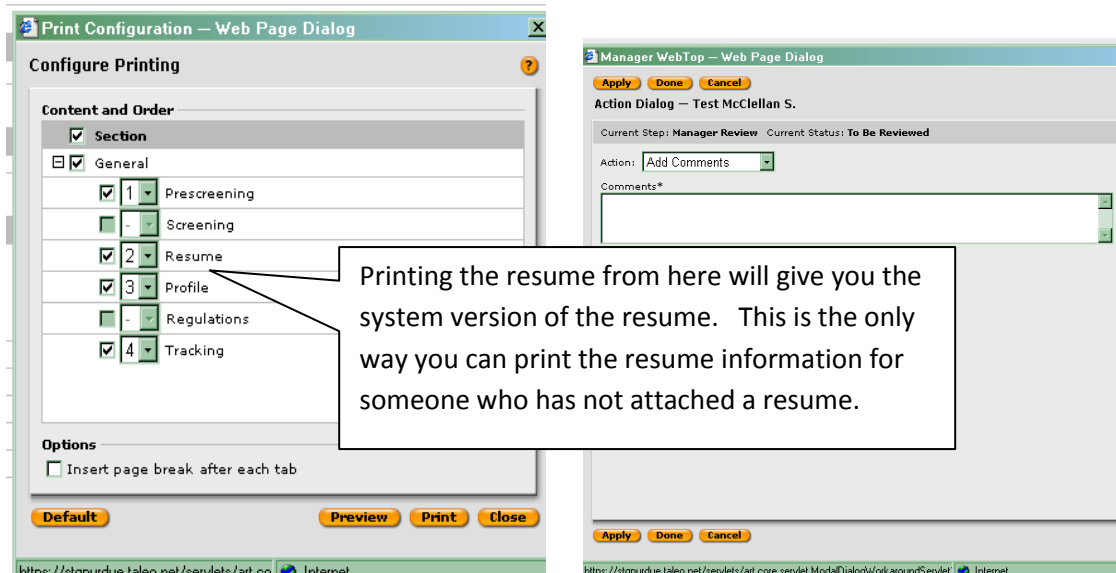




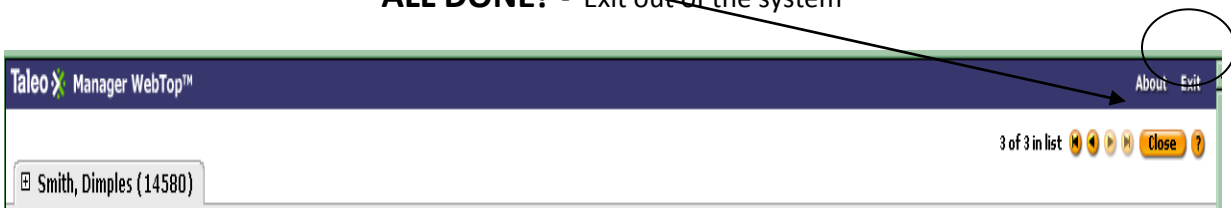
## Educational/Training Resources

### PRINTING SYSTEM RESUMES -

1. SELECT THE PRINT BUTTON: What options do you see?
2. SELECT THE COMMENT BUTTON: Add a comment to the candidate record.
3. Select **“Done”** - Always select **“Done”**
4. Go to the **“Tracking Tab”** on the candidate file – Notice your added comments
5. Close the candidate record



**ALL DONE!** - Exit out of the system



**PLEASE MAKE SURE YOU GET THE SCREEN BELOW – OR YOU ARE NOT TOTALLY SIGNED OUT.**



Your session has successfully ended.

Thank you for using this Taleo product.

OK

## Using the New Employment System



## A Mini-Guide for Search Committee Members

Employment Team

Human Resources - IPFW

Rev: 9/24/09

# Using the New Employment System: A Mini-Guide

### ACCESSING THE RESUME SYSTEM:

Hiring managers/Search Committee Members will be able to access the system via the web 24 hours a day/7 days a week. You will be able to access Taleo via the internet. **Using Internet Explorer is strongly recommended.** Enter the following URL in the address bar of your browser:

<https://purdue.taleo.net>.

Once you have successfully navigated to the Web site, you should see the following:



**NOTE:** The link to the Manager WebTop is also on the Human Resources Website under "Supervisor Resources."

### LOGGING INTO THE SYSTEM:

Each hiring manager/search committee member will need a User Name and Password.

- Click on: **Manager WebTop**
- USERNAME: Purdue Career Account User ID \_\_\_\_\_
- PASSWORD: \_\_\_\_\_. Must change after initial login; **expires every 30 days.**
- Click "Sign In"

#### **PASSWORD GUIDELINES:**

- It must contain between 8 and 32 characters.
- It must contain at least 1 capital letter(s)
- It must contain at least 1 numeric character(s)
- It must not contain more than 2 identical consecutive characters (AAA, iiiii, \$\$\$\$\$\$ ...).
- It must not contain your user name.
- It must not contain your email address.
- It must not contain your first name.
- It must not contain your last name.

- **FORGOT YOUR PASSWORD:** If you forget your password, click on the "Forgot Your Password" link and it will be e-mailed to you. You get three tries before
- **ACCOUNT LOCKED:** Contact Human Resources

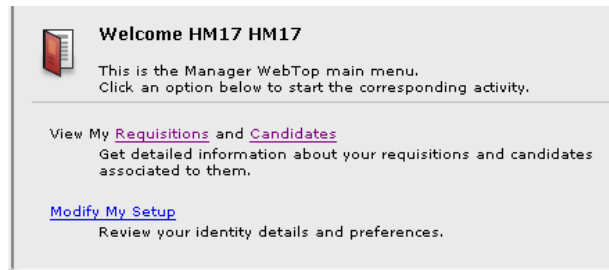
## Educational/Training Resources

*NOTE: You may receive a message that says you cannot access WebTop services because your pop-up blocker is turned on. If this occurs you will need to turn off pop-up blockers. To turn pop-up blockers off, from your browser menu bar:*

- *Select: Tools...Pop-up Blocker...Always allow pop-ups from this Web site*
- *Read the pop-up message - Click Close - You may need to hit refresh*

---







After you have successfully logged into the system, you will receive a "Welcome Screen."



CONGRATULATIONS... You are on your way....

### ICONS YOU SHOULD GET TO KNOW

#### Taleo Icons

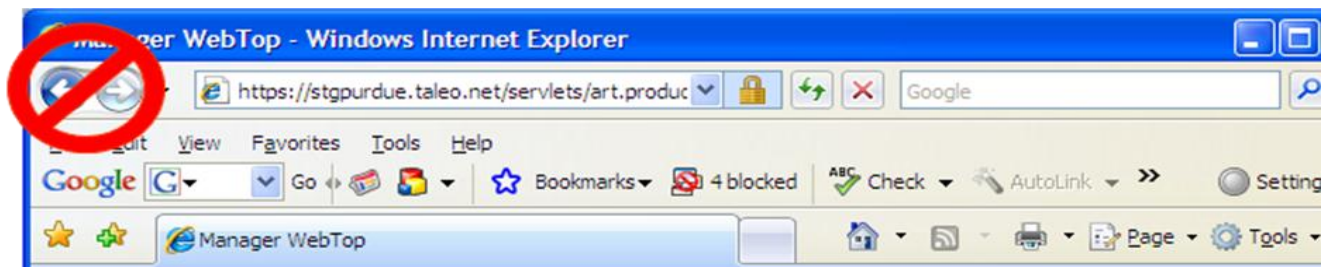
Icons	
	Candidates column – Number link opens candidate list
	Internal employee
	ACE candidate
	Comment Icon – Allow you to make a comment in candidate file
	Print Button – (Candidate lists/System Resumes)
	Sort Triangle – Sorts in Ascending & Descending Order

# Managing Requisitions & Candidates

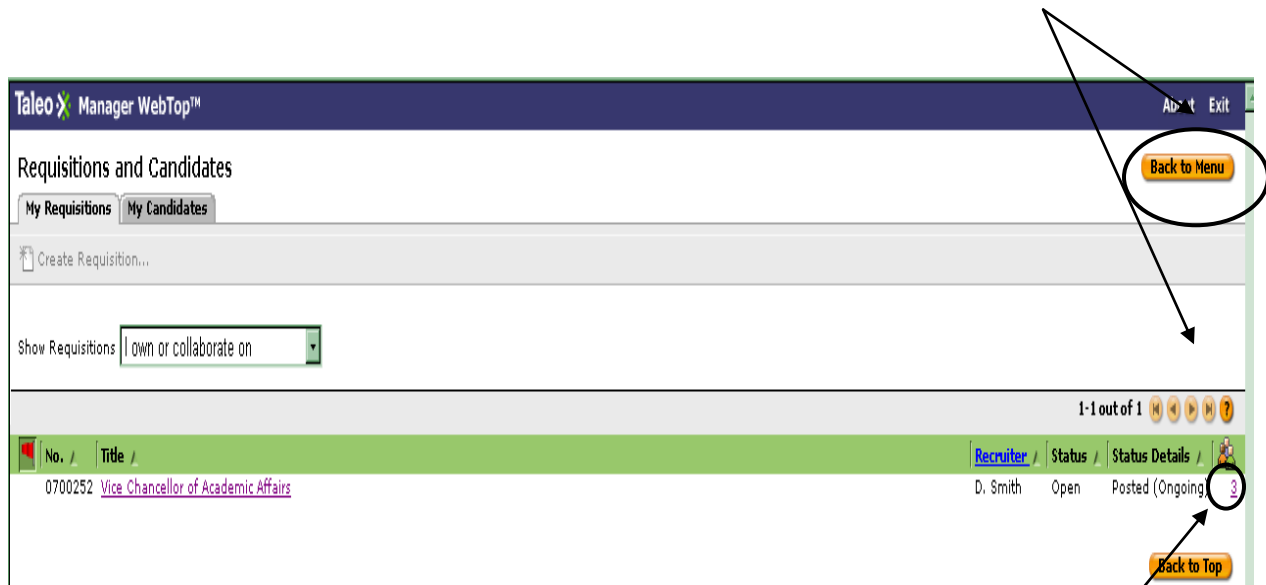
### VIEWING POSITIONS:


**\_Click on Requisitions:** A new screen will appear that lists all the requisitions you are assigned as either a hiring manager or a search committee member.

**!! - IMPORTANT NOTE:** Do NOT use your browser buttons to navigate the system. You will encounter error messages. Use the navigation buttons provided by the system.



Use the Bright Orange navigation buttons provided by the system.



- You will be able to see how many applicants are tracked to your position by the number indicated underneath candidate icon in the candidate column .

### VIEWING YOUR CANDIDATE LIST:



- **CLICK** on the number hyperlink underneath the candidate column and a new screen will appear with a list of your candidates. This screen is a snapshot of your candidates.
- Take note of the column headings, symbols and information displayed in your candidate list
- Notice the “ACE” icon. ★
- Notice the “Asset” column.
- You can sort columns by clicking on the sort triangle (*Look closely – it’s almost invisible!*).
  - Each column allows you to sort (Sorts are in true “ascending/descending order.”)

### !!IMPORTANT NOTES!!

- **FILTERS:** Until you become comfortable with setting filters and navigating the system, and are confident that you are seeing all candidates attached to your requisition, we suggest that you set your “Show” filter to “ALL each time you access the system.”
  - **NOTE:** The system will show 20 (twenty) applicants per page. Use your navigation buttons to move through your applicant list.

**Show “Filters”:** There are many sort filters available. The system automatically defaults to “In Selection Process = true.”

**Ace Alert -** ★

**Sort triangle-ascending & descending**

	Candidate	Assets	Review	Education Level	Program	Institution	Residence
	McClellan, George (14640)	Manager To Be	Review Reviewed	0/3	0 %		US>Indiana
	McClellan, Test (14601)	Manager To Be	Review Reviewed	3/3	0 %		US>Indiana
	Smith, Dimples (14580)	Manager To Be	Review Reviewed	2/3	0 %		US>Indiana

### REFRESH, REFRESH, REFRESH:

- If you change your filter, remember to REFRESH
- If you think you should have more information, see if you need to select REFRESH
- If you see the REFRESH button highlighted – hit REFRESH
- If in doubt, set your Show filter to “All” or “Not Specified” – Both are the first items on the Show filter selection list”

The screenshot shows the Taleo Manager WebTop interface for requisition 0700138. The 'Show' filter is set to 'All Candidate' and the 'Refresh' button is highlighted with a callout box. The candidate list is displayed with columns for Candidate, Step, Sel. Status, Assets, Program, Institution, and Residence.

Candidate	Step	Sel. Status	Assets	Program	Institution	Residence
01 Purdue, Dean (11800)	Manager Review	Rejected	0/8		US>IN>Columbus	
01 Purdue, Ronnie (11820)	Manager Review	Rejected	0/8		US>IN>Evansville	
01 Purdue, Liz (11840)	Manager Review	Rejected	0/8	0 %	Bachelor's Degree (±16 years)	US>IN>Carmel
02 Purdue, Davis	Manager Review	Rejected	0/8	0 %	Bachelor's Degree	US>IN>Carmel



### SEARCH COMMITTEE TIP

Print a candidate list. A list can help you track and manage candidates. To print a list, select the printer icon and print your list.

The screenshot shows the Taleo Manager WebTop interface for requisition 0700252. A callout box explains that Search Committee members can print lists to help manage/track large applicant pools. The candidate list is displayed with columns for Candidate, Step, Sel. Status, Assets, Result, Education Level, Program, Institution, and Residence.

Candidate	Step	Sel. Status	Assets	Result	Education Level	Program	Institution	Residence
McClellan, George (14640)	Manager Review	To Be Reviewed	0/3	0 %			US>Indiana	
McClellan, Test (14601)	Manager Review	To Be Reviewed	3/3	0 %			US>Indiana	
Smith, Dimple (14580)	Manager Review	To Be Reviewed	2/3	0 %			US>Indiana	



### VIEWING CANDIDATE RECORDS

To view a candidate record, click on the candidate name, and a new screen will appear.

- **Select a candidate from your list. Notice the available information tabs (Four):**
  - **Prescreening** – Contains the candidate’s response to questions
  - **Resume** – If attached, will contain original attachment & a HTML version
    - **TIP:** To print a HTML resume, open the resume, right click and select “print”
  - **Profile** – General information on candidate interests
  - **Tracking** – All comments and actions related to the candidate

From this screen you will be able to view the candidate’s answer to pre-screening questions, their resume information, and the candidate profile information.

**Taleo Manager WebTop™** About Exit

3 of 3 in list [Navigation icons] [close ?]

**Smith, Dimples (14580)** Candidate Name

Application 0700252 - Vice Chancellor of Academic Affairs

[More Actions]

Prescreening Resume Profile Tracking

Information provided by the candidate on September 24, 2007.

Disqualification [Reason] Vice Chancellor of Academic Affairs

Action buttons: Reject an applicant, add a comment or print candidate information.

Notice the “More Actions” Drop Down Menu. Forms for AP Positions are available here!!

Candidate Information Tabs: Click on the tabs and familiarize yourself with the contents.

Click the plus sign next to the candidate’s name and expand the tab. Helps you keep track of what last happened with the candidate.

**Taleo Manager WebTop™** Abo

1 of 15 in list [Navigation icons]

**01 Purdue, Dean (11800)**

Application 0700138 - FW (Training) Senior Accountant (Req Management Demo) - L11

Step Manager Review Medium Matched to Job Recruiter D. Smith

Status Rejected [Red X] Source Not Specified Hiring Manager H. HM06

Application Date Sep 13, 2007 Application Type External

[More Actions]

Prescreening Resume Profile Tracking

Information provided by the recruiter on September 13, 2007.

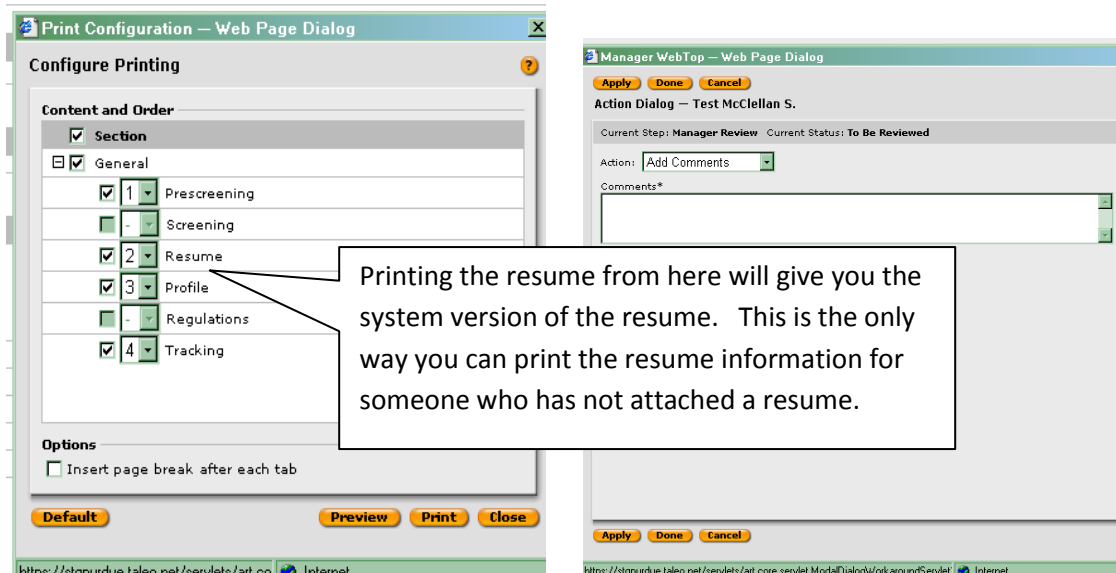
**Attached Files**

Name	Converted File	Date	Size	Comment
<a href="#">Resume_Purdue.doc</a>	<a href="#">Resume_Purdue.html</a>	9/7/07	30 KB	This file includes a resume from which basic candidate information has been extracted.

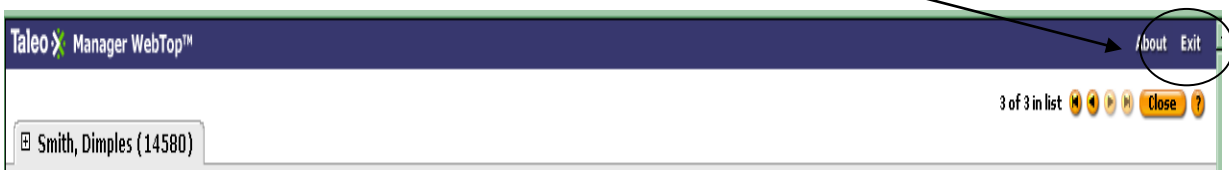
## Educational/Training Resources

### PRINTING SYSTEM RESUMES -

6. SELECT THE PRINT BUTTON: What options do you see?
7. SELECT THE COMMENT BUTTON: Add a comment to the candidate record.
8. Select **“Done”** - Always select **“Done”**
9. Go to the **“Tracking Tab”** on the candidate file – Notice your added comments
10. Close the candidate record



**ALL DONE!** - Exit out of the system



**PLEASE MAKE SURE YOU GET THE SCREEN BELOW – OR YOU ARE NOT TOTALLY SIGNED OUT.**



**Your session has successfully ended.**

Thank you for using this Taleo product.

[OK](#)

### **Creating a Broad & Diverse Candidate Pool**

One of the most important elements of the recruitment process is creating a broad and diverse pool of candidates. While certain fields may not have large numbers of women and minorities, there is no field in which they are nonexistent.

### **Advertising Strategies**

To create a broad and diverse pool of candidates, hiring supervisors and managers should consider advertising in a variety of publications and contacting a variety of professional organizations. This will not only assist in enlarging the pool of candidates, but will also convey the commitment of the department and institution to recruit women, minorities, individuals with disabilities, and veterans. Human Resources can assist hiring supervisors with this task by identifying and providing additional sources. Hiring supervisors are encouraged to utilize publications that would be most relevant to the knowledge, skills, and/or abilities related to the position.

### **Networking Strategies**

The informal, “word of mouth” approach to recruitment is one of the most successful practices for identifying candidates. In addition to advertising the vacant position in publications targeting traditional and underrepresented groups, hiring supervisors may also wish to consider any of the following ideas to assist in expanding the candidate pool.

### **Personal Contacts**

- Make direct contact with professional organizations and colleagues in the field, notifying them of your department’s open position and request names of potential qualified candidates.
- Use a personal approach in recruiting applicants. Often outstanding potential candidates do not apply for advertised positions but might be responsive to individual contact. Contact the potential candidate and invite him/her to apply.
- Contact underrepresented group members who have received professional recognition and ask for the names of promising women and minority candidates.
- Target specific underrepresented group members whose work or contributions you admire. Ask individuals for names of others they have mentored.
- Inform alumni publications at universities where women and minorities are well represented of available positions.
- Utilization analyses and availability estimates for women and minorities appear in the IPFW Affirmative Action Plan, which is prepared annually by the EO/AA Office. Contact the EO/AA Office for assistance in using this data during the search process.

### **Creating a Broad & Diverse Candidate Pool Continued**

#### **Professional Associations**

- Maintain ongoing contact with professional organizations, associations, and agencies that have a job referral service.
- Encourage staff attending professional conferences or visiting other universities to combine their visits with recruitment efforts for present and future vacancies.
- Keep national higher education associations informed of present and possible future vacancies. Several such associations contain special interest groups.
- Maintain membership, actively participate and maintain ongoing communication with minority professional associations.
- Request the names of potential candidates from women and minority caucuses within relevant professional and academic associations.
- Consider lobbying professional organizations to develop a national recruitment strategy for members of underrepresented groups.

#### **In Your Department**

- Ensure publications are representative of the department's commitment to diversity.
- Conduct departmental reviews to enhance minority perspectives that are missing and/or important to the growth of the staff.
- Consider hiring recent women and minority graduates from your own department or from departments related to your administrative area.
- Invite underrepresented group members to participate in an on campus seminar as a special guest of your department.
- Designate a staff member to work with the unit head in focusing on affirmative action efforts.
- Establish a working relationship with departments and units at institutions with substantial numbers of women and minorities.
- Request names of potential candidates from women and minorities at IPFW, as well as at institutions with strong programs in the discipline.

### **Creating a Broad & Diverse Candidate Pool Continued**

#### **Expanding Your Contacts**

- Request names of potential candidates from anyone with firsthand knowledge of women and minority candidates at IPFW as well as from institutions with strong programs in your discipline or administrative area.
- Maintain close contact with women and minority graduates of IPFW and encourage them to recommend the University for graduate training, faculty positions, and administrative opportunities.
- Consider those who have held part-time or temporary positions in your department or administrative unit.
- Publish statements on the department's commitment to equity and diversity and discussions of affirmative action issues in department newsletters or brochures sent to constituent groups and alumni.
- Maintain current listings of underrepresented alumni and their professional involvement.

### **Evaluating Candidate Credentials**

As early as the sixth working day following posting on the IPFW website, the Employment Administrator will release resumes of the minimally qualified job seekers to the hiring supervisor. However, the specific time frame for the release of resumes may be longer and vary by position. Hiring supervisors must carefully review the selection criteria and procedures for each vacancy to ensure that only job related, nondiscriminatory factors are considered in making employment decisions. All selection components must be related to the characteristics and skills necessary for successful job performance. Components include selection criteria, screening tools, interview protocols, etc. All selection and screening activity must be conducted in a manner that complies with the University Policy on Equal Employment Opportunity and Affirmative Action. (See Executive Memorandum No. D1 at [www.purdue.edu/oop/policies/pages/human\\_resources/d\\_1.html](http://www.purdue.edu/oop/policies/pages/human_resources/d_1.html))

### **The Evaluation Process**

It is vital to eliminate any stereotypical ideas based on an applicant's race, religion, color, sex, age, national origin or ancestry, marital status, parental status, sexual orientation, disability, or status as a disabled or Vietnam era veteran from the evaluation process. Candidates must be evaluated in terms of the actual job requirements.

### **Consistency in Handling Applicants**

It is important that the initial criteria set be applied to all applicants throughout the selection process and that all phases of the process be properly documented. Once the resumes and/or credentials of candidates have been received, the evaluation process begins. All candidate resumes and credentials are to be reviewed before determining whom to interview.

### **Evaluating Candidate Credentials Continued**

One strategy is to divide the resumes into three groups. This strategy helps to focus on the most qualified candidates.

#### **Group 1: Highly Qualified**

Candidates who should be given further consideration.

#### **Group 2: Qualified**

Candidates who can be considered if the applicants in Group 1 are not successful.

#### **Group 3: Minimally Qualified**

Candidates who, on paper, are not as strong as those in Groups 1 and 2. This group of candidates is composed of those who would most likely not be considered further given the strength of the candidates in Groups 1 and 2.

After sorting all resumes according to qualifications, the hiring supervisor should review the “highly qualified” resumes. The hiring supervisor should determine how many candidates to contact and then identify that number of resumes from the “highly qualified” group.

### **Interviewing**

#### **Guidelines**

By the time most job candidates reach the actual selection interview, they have already passed a careful evaluation of their education and experience and are considered to possess at least the minimum qualifications of the job. The purpose of the interview should be to collect additional information on the candidate's job related knowledge, skills, and abilities that would be helpful in deciding whether he/she is likely to succeed in the job.

The degree to which the interview is valid is the extent to which it predicts job success. A positive impression about IPFW can be solidified during candidate interviews. The guidelines below will assist you in developing an atmosphere conducive to a productive interview:

- Structure the interview as much as possible.
- Give adequate advance notice so the applicant can prepare for the interview.
- Eliminate interruptions.
- Ensure that the environment is comfortable and non-threatening.
- Greet the person and establish rapport.
- State the purpose of the interview: to gather relevant information in order to make a selection decision and answer the applicant's questions related to the job.
- Explain the format of your interview, and the interview process as a whole.
- Share pertinent background information about the job, University, and unit.
- Use open-ended questions to begin gathering information, helping make the candidate feel comfortable, and maintain his/her self-esteem.
- Take notes! All notes should be related to the job. It is recommended that interviewers record a candidate's answers to interview questions and the questions that the applicant asks, noting any relevant observations during the interview.
- Be prepared to be a resource to the candidate on topics related to employment at the University such as medical benefits, disability accommodations, vacation policies, retirement plans, and dress codes. Candidates from outside the local area may also appreciate information about the local community.
- Remember that interviewers are representing the University to the candidates chosen for on campus interviews. Think about why a candidate should choose IPFW as an employer.
- Answer questions and allow the candidate to add information.



### **Interviewing Continued**

#### **Guidelines Continued**

Simple courtesy and the spirit of equal opportunity demands that all candidates be treated equally during their interview and campus visit. When feasible, similar events should be scheduled, interviews with the same University personnel should be arranged, and an equal amount of time should be allotted for each candidate. Additionally, the same set of interview questions must be asked of each candidate.

#### **Conducting the Interview**

As an employer, you want to select the best qualified candidate for the position. Hiring supervisors have the critical responsibility to select employees on the basis of job related qualifications. Well planned pre-employment interviews can help ensure the best match for the job. A positive attitude, willingness to work in a team environment and an enthusiastic desire to work at IPFW are appropriate considerations.

For a hiring process to be effective, everyone involved must be aware that significant legal guidance exists that directs an employer's selection decisions. It is important to remember that all interview questions must be job related.

The Equal Employment Opportunity Commission (EEOC) has developed a uniform set of guidelines for employers to follow when using pre-employment selection procedures as a basis for any employment decision. They apply to all selection criteria including educational degree requirements, job experience and skills evaluations.

#### **A Legal and Meaningful Interview**

Selection criteria must be valid and may not have a disparate impact on candidates in protected classes. An employment practice has a disparate impact if it has a significant adverse impact on a protected group. For example, the employment practice creates a barrier to entry or upward mobility.

When employers seek information from job candidates, they should ask themselves: (1) Will the answers to this question, if used in making a selection, have a disparate effect in screening out candidates in protected classes? and (2) Is this information essential to judge a candidate's qualifications for this job?

### **Interviewing Continued**

#### **A Legal and Meaningful Interview Continued**

Hiring supervisors wishing to use tests during the candidate selection process must consult with the Employment Administrator before doing so. Tests used in candidate selection must be validated prior to implementation. Hiring supervisors considering using tests should be aware that test validation is a task requiring a considerable amount of effort on the part of the hiring unit.

#### **Interview Questions**

Hiring supervisors should develop questions based on each major task and responsibility in the position description and on the knowledge, skills, and abilities required by the position. Problem solving questions that allow the candidate to think creatively should be included. When possible, refrain from asking questions that elicit only a “yes” or “no” response.

Often a hiring supervisor or manager will wish to set aside a block of time for the candidate to meet informally with faculty, staff, and/or students. Such occasions are intentionally unstructured so that they may become better acquainted with the candidate. It is in precisely these situations, however, where care must be taken to avoid asking questions or making comments — either directly or indirectly — that relate to race, the derivation of one’s name, ethnic origin, religion, marital status, parental status, disability, sexual orientation, age, political affiliations, or other personal matters.

#### **Interviewing Pitfalls**

We have identified some common interviewing pitfalls and addressed common interviewing mistakes. When developing interview questions, consider the following:

- Ask only for information that will serve as a basis for the hiring decision
- Know how the information will be used to make the decision.

### **Interviewing Continued**

#### **Interviewing Pitfalls Continued**

##### **Common Interviewing Mistakes**

- a. Failure to put the candidate at ease.
- b. Leading questions – signaling expected answers to questions or leading to preferred answer.
- c. Failure to listen actively.
- d. Dominating the interview.
- e. Failure to probe — lack of follow-up questions to clarify ideas.
- f. Failure to plan for the interview.
- g. Asking hypothetical questions — behavior based questions elicit more useful information.
- h. Personal bias used during interview.
- i. Asking yes/no questions versus open-ended questions.

##### **Personal Biases in Interviewing**

- a. Making judgments too early in the process.
- b. The halo effect – happens when one positive aspect of a candidate's background or qualifications becomes transferred to all aspects, inappropriately.
- c. The horn effect – opposite of the halo effect.
- d. Stereotyping.
- e. Personal similarity.
- f. Oversimplification.
- g. False criteria.

#### **Selection Tools**

The employer must make every effort to ensure that all employment selection tools directly relate to successful performance of the job. Evaluation criteria should be carefully chosen based on relevance to successful job performance. However, if these desired qualifications are not really required for this position and disproportionately screen out candidates in protected classes, they may be discriminatory. Similarly, subjective procedures may discriminate if they adversely affect a protected class of candidates.

### **Interviewing Continued**

#### **Closing the Interview**

At the end of the interview, it is important to ensure that no questions have been overlooked, and encourage the candidate to suggest anything that might expand on or clarify his or her training and experience.

It is advisable to inform the candidate of the schedule for filling the position, and how and when the hiring supervisor will communicate his/her employment decision.

If any questions arise during the interview process, hiring supervisors may contact the Employment Administrator.

#### **Candidates with Disabilities**

The Americans with Disabilities Act (ADA) requires the University to provide reasonable accommodation to qualified individuals with disabilities who are employees or candidates for employment except when such accommodation would cause an undue hardship. The undue hardship standard is very high and rarely met at IPFW.

The ADA also establishes rules about “disability related inquiries” which consist of a question or a series of questions that is likely to solicit information about a disability. The ADA limits an employer’s ability to make disability related inquiries at three stages.

First, the ADA prohibits all disability related inquiries before an offer of employment even if they are related to the job. Next, after a candidate is given a conditional job offer but before he/she starts work, an employer may make disability related inquiries and conduct medical examinations regardless of whether they are related to the job as long as the employer does so for all entering employees in the same job category. Finally, after employment begins an employer may make disability related inquiries and require medical examinations only if they are job related and consistent with business necessity.

***For assistance arranging a reasonable accommodations for a candidate or employee, please contact Human Resources at 481-6840.***

### **Interviewing Continued**

#### **Interviewing Candidates with Disabilities**

In light of the ADA, an individual may wonder what questions may and may not be asked when interviewing a candidate with a disability. In addition, committees are often unsure of “disability etiquette” when interacting with employees with disabilities.

These guidelines are provided to help committees in the interviewing process and to enhance communication skills of committees when interacting with prospective employees with disabilities.

#### **When Interviewing a Candidate with Any Disability**

Before an offer of employment is made, do **not** ask a candidate questions regarding:

- the existence of a disability,
- the nature of a disability,
- the severity of a disability,
- the condition causing the disability,
- any prognosis or expectation regarding the condition or disability, or
- whether the individual will need treatment or special leave because of the disability.

#### **When Interviewing a Candidate Who Uses a Wheelchair**

- Do not lean on the wheelchair.
- Do not be embarrassed to use such phrases as “Let’s walk over to the auditorium.”
- Do not push the wheelchair unless asked to do so.
- Make sure you get on the same eye level with the applicant if the conversation lasts more than a couple of minutes.
- Keep accessibility in mind. (Is that chair in the middle of your office a barrier to a wheelchair user? If so, move it aside.)

### **Interviewing Continued**

#### **When Interviewing a Candidate Who Has a Visual Impairment**

- Do not be embarrassed to use such phrases as “Do you see what I mean?”
- Do not shout.
- Do not touch an applicant’s cane. Do not touch a guide dog when it is in harness. In fact, resist the temptation to pet a guide dog.
- Identify yourself and others present immediately; cue a handshake verbally or physically.
- Use verbal cues; be descriptive in giving directions. (“The table is about five steps to your left.”)
- Verbalize chair location or place the person’s hand on the back of the chair, but do not place the person in the chair.
- Keep doors either opened or closed; a half-opened door is a serious hazard.
- Offer assistance in travel; let the applicant grasp your left arm, usually just above the elbow.

#### **When Interviewing a Candidate Who Is Deaf or Hard of Hearing**

- Do not shout.
- Use a physical signal to get the candidate’s attention.
- Enunciate clearly. If the candidate is lip reading, keep your mouth clear of obstructions and place yourself where there is ample lighting. Keep in mind that an accomplished lip reader will be able to clearly understand 30 to 35 percent of what you are saying.
- If you do not understand what the candidate is telling you, do not pretend you did. Ask the candidate to repeat the sentence(s).
- If requested, use a sign language interpreter. Keep in mind that the interpreter’s job is to translate, not to get involved in the interview in any other way. Therefore, always speak directly to the candidate.
- Plan well in advance, beginning when the candidate’s campus visit is confirmed, for an interpreter or real time captioner.

### **Interviewing Continued**

**Reminder ... Even though a candidate discloses the need for an accommodation, before an offer of employment, an employer still may not inquire as to:**

- the nature of a disability,
- the severity of a disability,
- the condition causing the disability,
- any prognosis or expectation regarding the condition or disability, or
- whether the individual will need treatment or special leave because of the disability.

**For further assistance in the area of disabilities, contact Human Resources at 481-6840.**

### **Sample Interview Questions**

The questions that follow in this section can be used in evaluating various performance factors. All questions need not be asked. However, each candidate should be asked the same initial set of questions. In the case of multiple interviewers, the hiring supervisor should decide who will be evaluating which factor(s). Each interviewer is then assigned three to four questions from the respective factor list(s) to ask of every candidate. These sample questions are not an exhaustive list of performance factors. Other factors that may be considered include decision making, performance management, integrity, adaptability, and collaboration.

### **Background Review**

#### **Application/Resume**

The following questions are designed to confirm the information on the candidate's resume. Verify the address and phone numbers with information provided by Human Resources. If there are changes, advise the candidate to update his or her resume on the IPFW website/Taleo system.

### **Interviewing Continued**

#### **Educational Background**

- What is the highest level of education you have received?
- List any other education or training relevant to the (position title) position.

#### **Employment Background**

- Who is your present or most recent employer?
- What are/were your major responsibilities at (present/most recent job)?
- Ask questions to discuss/determine skills and level of expertise related to (position title).
- What do/did you like best about that position? What do/did you like least?
- Why are you planning to/did you leave that position?

#### **NOTE:**

All new staff, faculty, LTL, and temporary hires are subject to a confidential criminal background records check. Employees who are successful candidates for any position for which they wish to transfer where a background records check is required may also be subject to a confidential background records check. (Background check guidelines are available at: <http://www.hr.ipfw.edu/> under Supervisor Resources).

#### **Initiative**

Following is a list of sample questions designed to gather information about an individual's ability to identify tasks that need to be done without specifically being told to do them.

- How have you found ways to make your job easier or more rewarding?
- Have you ever recognized a problem before your boss or others in the organization? How did you handle it?
- We have all had occasions when we were working on something that just “slipped through the cracks.” Can you give me some examples of when this happened to you? Cause? Result?
- In your past experience, have you noticed any process or task that was being done unsafely (incorrectly)? How did you discover it or come to notice it?
- Give me some examples of doing more than required in your job?
- Can you think of some projects or ideas (not necessarily your own) that were carried out successfully primarily because of your efforts?
- What new ideas or suggestions have you come up with at work?



### **Interviewing Continued**

#### **Stress Tolerance**

Following is a list of questions designed to provide information relating to an individual's stability of performance under pressure. These questions are not designed to rate a person's stress level. They are designed to give the interviewer an idea of how the applicant has reacted to past stressful situations.

- What pressures do you feel in your job? How do you deal with them?
- Describe the highest pressure situations you have been under in your job recently. How did you cope with them?
- Tell me how you maintain constant performance while under time and workload pressures.
- Describe the last time a person at work (customer, coworker, boss) became irritated or lost his/her temper. What did they do? How did you respond? What was the outcome?
- Tell me about some situations in which you became frustrated or impatient when dealing with (customers, coworkers, boss). What did you do?
- Give me an example of when your ideas were strongly opposed by a coworker or supervisor. What was the situation? What was your reaction? What was the result?

#### **Planning and Organization**

Following is a list of questions designed to gather information relating to an individual's ability to schedule work and handle multiple tasks.

- How do you organize your workday?
- How often is your time schedule upset by unforeseen circumstances? What do you do when that happens? Tell me about a specific time.
- Describe a typical day ... a typical week. (Interviewer, listen for planning.)
- How do you establish priorities in scheduling your time? Give examples.
- What is your procedure for keeping track of items requiring your attention?
- We have all had times when we just could not get everything done on time. Tell me about a time that this happened to you. What did you do?
- Tell me how you establish a course of action to accomplish specific long and short-term goals.
- Tell me about a time when you had to postpone a project or meeting? How did you handle the situation?
- How do you catch up on an accumulated backlog of work after a vacation or conference?

### **Interviewing Continued**

#### **Technical and/or Position Specific**

Following is a list of questions designed to gather information relating to an individual's past work experience, duties, and working conditions which are similar to those of the position for which the individual is being considered.

- What training have you received in \_\_\_\_\_?
- Describe your experience with the following tools and equipment: (Interviewer, list job related tool.)
- Walk me through the procedures you would follow to \_\_\_\_\_.
- What equipment have you been trained to operate? When/where did you receive that training?
- What equipment did you operate in your job at \_\_\_\_\_?
- Describe your experience performing the following tasks. (Interviewer, list job related tasks.)
- What job experiences have you had that would help you in this position?
- How do you follow the prescribed standards of safety when performing (task)?
- Being a \_\_\_\_\_ certainly requires a lot of technical knowledge. How did you go about getting it? How long did it take you?

#### **Teamwork**

Following is a list of questions designed to gather information relating to a person's ability to work and get along with others.

- We have all had to work with someone who is very difficult to get along with. Give me an example of when this happened to you. Why was that person difficult? How did you handle the person? What was the result?
- When dealing with individuals or groups, how do you determine when you are pushing too hard? How do you determine when you should back off? Give an example.
- How do you go about developing rapport (relationships) with individuals at work?
- Give me some examples of when one of your ideas was opposed in a discussion. How did you react?
- Tell me, specifically, what you have done to show you are a team player at \_\_\_\_\_.
- We all have ways of showing consideration for others. What are some things you've done to show concern or consideration for a coworker?
- How do you keep your employees informed as to what is going on in the organization?
- What methods do you use to keep informed as to what is going on in your area?

### **Interviewing Continued**

#### **Leadership**

Following is a list of questions designed to gather information relating to an individual's utilization of appropriate interpersonal styles and methods in guiding individuals or a group toward task accomplishment.

- Tell me about a time you had to take a firm stand with a coworker. What was the situation? What was difficult about the coworker? What was the firm stand you had to take?
- Describe how you instruct someone to do something new. What were you training them to do? Walk me through how you did it.
- Tell me about a time you had to win approval from your coworkers for a new idea or plan of action.
- Tell me about a new idea or way of doing something that you came up with which was agreed to by the boss. What did you do to get it to the right person? What did you do to get the boss to agree? Be specific.
- Describe any supervisory or leadership training, schooling, or work experience you have had and its relevance to this position.
- What leadership skills and experience do you have that would qualify you as an effective leader? Be specific.

#### **Work Standard**

Following is a list of questions designed to gather information relating to an individual's personal standard of performance.

- What are your standards of success in your job? What have you done to meet these standards?
- What do you consider the most important contribution your department has made to this organization? What was your role?
- What factors, other than pay, do you consider most important in evaluating yourself or your success?
- When judging the performance of others, what factors or characteristics are most important to you?
- Describe a time you worked the hardest and felt the greatest sense of achievement.
- Tell me about a time when you weren't very pleased with your work performance. Why were you upset with your performance? What did you do to turn around your performance?

### **Interviewing Continued**

#### **Job Motivation**

These questions are designed to help identify an applicant's motivation to do the type of work the position requires. The intent is to see if the types of things they enjoy doing will be available in this position. For example, if a person said he enjoyed his last job because he liked to work outside and with people doing different things, a desk job in accounting would probably not provide high satisfaction.

- What do you like best (least) about your job as a \_\_\_\_\_ ?
- What were/are your reasons for leaving?
- Give me some examples of experiences in your job that were satisfying?  
Dissatisfying? Why?
- What gave you the greatest feeling of achievement in your job? Why?
- All jobs have their frustrations and problems. Describe specific job conditions, tasks, or assignments that have been dissatisfying to you. Why?
- Give me some examples of past work experience that you have found personally satisfying.
- What are some recent responsibilities you have taken on? Why did you assume these responsibilities?
- Tell me about a time when the duties and responsibilities in a specific position overlapped with duties and responsibilities that brought you personal satisfaction.
- Why do you want to be a (title of position)? Why did you choose this (career, type of work)?

#### **Communication Skills**

Following is a list of questions designed to gather information on an individual's communication skills. Included are observations to make during the interview. Questions should be customized to fit your position. Normally, only two or three questions would be used.

- We've all had occasions when we misinterpreted something that someone told us (like a due date, complicated instructions, etc.).
  - Give me a specific example of when this happened to you.
  - What was the situation?
  - Why was there a misinterpretation?
  - What was the outcome?
- What kind of reports/proposals have you written? Give me some examples?
- Give an example of when you told someone to do something, and they did it wrong.
  - What was the outcome?

### **Interviewing Continued**

- What reports that you are currently preparing (or recently prepared) are the most challenging and why?
- What kinds of presentations have you made? Can you give me some examples? How many presentations do you make a year?
- Give me an example from your past work experience when you had to rely on information given to you verbally to get the job done.
- What different approaches do you use in talking with different people? How do you know you are getting your point across?
- What is the worst communication problem you have experienced? How did you handle it?

### **Interviewer's Observations**

- Consider if the applicant is able to express himself/herself effectively and in a well organized manner.
- Observe the applicant's nonverbal communication
- Consider whether the applicant's grammar, sentence structure, etc. are appropriate to the requirements of the position.
- Confirm the applicant provided a specific, complete answer to the questions presented.

## *Educational/Training Resources*

### **Interviewing Continued**

#### **Appropriate and Inappropriate Interview Questions**

The following are examples of appropriate and inappropriate interview questions by subject matter. During the interview process or during casual conversation, care should be taken not to ask questions that may elicit inappropriate information. All candidates must be asked the same questions.

<u>SUBJECT</u>	<u>APPROPRIATE</u>	<u>INAPPROPRIATE</u>
Address	How long have you lived in this area?	List of previous addresses, how long at each address.
Age	NONE	Questions about age, request Birth Certificates.
Arrest Record	Indiana law permits questions on pending charges if related to job (i.e. security).	Questions about pending charges for jobs other than those mentioned.
Family	NONE	Number and ages of children, child bearing/rearing queries.
Citizenship	May ask questions about legal authorization to work in specific position.	May not ask if person is U.S. Citizen
Convictions	May ask if any record of criminal conviction and/or Offenses exist.	Questions about convictions unless the information bears job performance.
Education	Inquiries about degree or equivalent experience.	Questions about education that are not related to job performance.
Disability	May ask applicant's ability to do job-related functions.	Question(s) that are likely to solicit information about a disability.
Marital or Parental	Whether applicant can meet schedule or job requirements.	Any inquiry about marital status, children, pregnancy, or child care plans.
National Origin	May ask all applicants if legally authorized to work in this specific position.	May not ask if a U.S. Citizen

## *Educational/Training Resources*

### **Interviewing Continued**

#### **Appropriate and Inappropriate Interview Questions (Continued)**

<u>SUBJECT</u>	<u>APPROPRIATE</u>	<u>INAPPROPRIATE</u>
Personal Finances	NONE	Inquiries regarding credit record, owning a home, or garnishment record.
Political Affiliation	NONE	Inquiries about membership in a political party.
Organizations	Inquiries about professional organizations related to the position.	Inquiries about professional organizations suggesting race, sex, religion, national origin, disability or sexual orientation.
Race, Color or Sexual Orientation	NONE	Comments about complexion color, skin, height, weight, sexual orientation.
Religion	Describe the work schedule and ask whether applicant can work that schedule.	Inquiries about religious preferences, affiliation, or denominations.
Work Experience	Applicant's previous employment experience.	Inquiries regarding protected group members.
Medical Conditions	NONE	How many sick days have you used? Are you pregnant? Are you under the care of a doctor?

### **Conducting Reference Checks**

#### **Candidate Notification**

Candidates for staff positions agree to reference checks when completing the online application process. Hiring supervisors should explain to candidates that one of the steps in the review process is contacting employment references. Ask candidates to bring a list of at least three business references on the day of interview. *Under no circumstance should references be contacted until permission has been provided by the candidate to do so.* A candidate's current position could be jeopardized if his/her supervisor is unaware of the candidate's job search. Also, it is more appropriate to conduct a reference check once a finalist has been identified.

#### **Reference Questions**

Questions used for checking references should be work related such as dates of employment, job titles and duties, length of service in each position, promotions, demotions, attendance, salary, reason for termination, and other information for which the responder may have documentation. Subjective information or information that could be considered discriminatory should not be part of the discussion; if this type of information is offered, ignore it.

#### **Documentation**

Because information gathered through reference checks is confidential, it should be communicated only to those who have a business need to know (See Reference Check Questions in this manual under Appendix A). The hiring supervisor must obtain a minimum of two successful reference checks for the candidate to whom he/she plans to extend an offer. If possible, contact with the current or most recent supervisor should be made. If a current or most recent supervisor is not listed as a reference, the hiring supervisor should contact the candidate and inform him/her that a reference check from a current or previous supervisor is necessary. Each reference check should be appropriately documented. Many companies today will only confirm employment dates and positions held. For this reason, when conducting reference checks, ask the applicant for the name and number of a supervisor and contact that person directly. Explain to the supervisor that, as the hiring decision maker, you need a work reference and may not be able to hire the individual if you cannot obtain one.

#### **Reminder**

Remember that a candidate has a legal right to see reference information, including but not limited to the hiring supervisor's reference check documentation, if he/she suspects a problem and pursues a legal remedy.



### **Extending an Offer of Employment**

The hiring supervisor should contact the selected candidate by telephone or in person to extend a verbal offer of employment. Information such as salary, benefits, hours of work, specific job title, starting date, and any other appropriate conditions about employment should be conveyed at that time. When the employee has verbally accepted the position, the hiring supervisor will follow up with a written offer letter. (See Offer Letter examples/templates in this manual under Appendix B).

### **Essential Components of All Offer Letters**

When extending offers of employment for a staff position, a written offer letter is necessary and should include the following points:

- Official position title and working title, if appropriate.
- Effective date of employment.
- Percentage of time of appointment.
- Term and type of appointment if appropriate (academic year, fiscal year, grant funded, etc.)
- Salary rate presented as a monthly amount for exempt positions and an hourly rate for non-exempt positions.
- Contingencies:
  - All offer letters must include a statement that the offer is contingent upon the approval of the Chancellor.
  - A statement that the offer letter is not intended to create a contract of employment.
  - All offer letters must include the statement that the offer of employment is contingent upon a satisfactory background check. For the complete Guidelines for Criminal Conviction Background Records go to the Human Resources website at <http://new.ipfw.edu/hr/>, click on Supervisor Resources and then click on Background Check Guidelines.
- Moving expense reimbursement (if offered).
- Benefits package information (when applicable).
- References to policy documents, including the Faculty and Staff Handbook.
- Information about required I-9 documentation.
- Include the following: “It is the policy of IPFW to provide reasonable accommodations for employees and applicants with disabilities. If you need accommodations, please contact us.”
- Request for formal acceptance of the offer, by signing the offer letter.
- The Employment Administrator is able to assist in the writing of the offer letter. If you have any questions as to the relevance or legality of a statement in an offer letter, please check with Human Resources **before** signing and mailing as the letter is considered a legal document.
- All offer letters must be submitted to the Employment Administrator for review and approval prior to being presented to the selected candidate.

### **Extending an Offer of Employment Continued**

#### **Benefits**

It is important to discuss the employment benefits associated with the position and answer any pertinent questions from the candidate. Benefits, particularly retirement benefits, vary based on classification/situation.

Please discuss with the Employment Administrator or Benefits Administrator before discussing benefits with a candidate.

Benefits offered can be found online at: <http://www.purdue.edu/hr/Benefits/newEmployees.html>

### **Closing the Search**

#### **Closing the Search**

After the successful candidate has accepted the offer of employment, the hiring supervisor should contact the Employment Administrator with the hiring details. The Employment Administrator will then update the files noting that the successful candidate has accepted the position. The entire new hire dossier must be forwarded to the Employment Administrator.

#### **Notification of Unsuccessful Candidates**

Following the acceptance of the offer by the top candidate, the hiring supervisor will need to notify the other candidates that were interviewed of their status. It is the responsibility of the hiring supervisor to contact all candidates who were interviewed by the department to inform them of the hiring decision. (See sample Regrets/Rejection Letters in this manual under Appendix B).

#### **Compliance**

Failure to comply with current employment procedures may result in written notification of violation from the Director of Human Resources to the appropriate hiring supervisor and business office. Units or departments that fail to follow the Reaffirmation of University Policy on Equal Employment Opportunity and Affirmative Action (see Executive Memorandum No. D1 at [www.purdue.edu/oop/policies/pages/human\\_resources/d\\_1.html](http://www.purdue.edu/oop/policies/pages/human_resources/d_1.html)) may be subject to Special Monitoring Procedures.

#### **Interview Documentation**

All interview notes and reference check materials should be maintained in the Hiring Department. These documents are confidential to the employment search and are required to be stored for a period of three (3) years. The documentation is utilized in the event of an audit and provides legal justification for the hiring decisions that were made.

### **EEO/AA Myths and Realities**

#### **Questions and Answers that Address Myths and Realities about the Legal**

##### **Basis of Equal Employment Opportunity and Affirmative Action**

#### **What are affirmative action and equal employment opportunity, and are they the same?**

The ideas underlying affirmative action and equal employment opportunity (EEO) are similar with respect to selection, employment, and promotion, but affirmative action and EEO embody different concepts. EEO means that all individuals must be treated equally in the hiring process, training, and promotion. Each person has the right to be evaluated on his/her qualifications without discrimination based on stereotypic conceptions of what members of minority groups or any other protected class are like. Classifications protected under federal EEO laws are those of race, color, ancestry, national origin, sex, religion, age, veteran status, or disability. State and local governments may have identified additional EEO protected classifications as well. Affirmative action goes further than EEO. It means affirming that organizations and individuals in organizations will proactively and aggressively seek to overcome the effects of past discrimination against groups, such as women and minorities, people with disabilities, and veterans by making a positive and continuous effort in their recruitment, employment, retention, and promotion. Affirmative action also means that organizations must actively seek to remove any barriers that artificially limit the professional and personal development of individuals who are members of protected classes. Affirmative action applies to all job categories and levels.

#### **Does affirmative action mean that we are applying different standards?**

Affirmative action was never meant to encourage the hiring of any candidate who is less than qualified. One standard should be applied to all candidates. Assuming that there is a double standard implies that minorities, women, people with disabilities, and veterans are less qualified. It is important that job-related criteria be used during the search process and that all candidates are screened according to those criteria. It is important to note that the term “best qualified” is often very subjective, particularly in the absence of job-related criteria. One person’s best is someone else’s average. Often, people are differently qualified to do the job and bring different but equally important assets. Candidates are often described as “best qualified” based on years of experience. That measure of qualification is often not valid, and also works against women and minorities who are frequently newer in their fields, but who may be equally or better qualified than candidates who have more years of experience. Qualifications also are often measured by the candidate’s degree-granting institution. This emphasis on the top-tier schools (a very subjective description) also tends to work adversely against women and minorities. By themselves, years of experience or degree-granting institutions do not always provide enough information to predict the potential of a candidate.

### **EEO/AA Myths and Realities Continued**

#### **Is affirmative action a form of reverse discrimination?**

The concept of affirmative action includes the idea that there has been historical discrimination against members of minority groups, women, people with disabilities, and veterans and that every individual must be treated equally so that a position should be awarded to the most qualified candidate. Effective recruitment will ensure the greatest likelihood of producing a diverse pool of candidates.

#### **Do we have a quota of women and minorities that the University or its units must hire?**

The University and its units have hiring benchmarks, not quotas. The use of benchmarks is designed to achieve greater inclusion of individuals who were previously excluded or granted limited access. Ideally, the percentage of women and minorities working in a department, school, or unit at the University should be similar to the percentage of women and minorities available for such positions. Hiring benchmarks are established for each department, unit, school, or division, as appropriate, in accordance with the U.S. Department of Labor regulations. Affirmative action means reaching out and giving all candidates fair consideration throughout the process. Quotas, as opposed to benchmarks, are assigned by courts to correct a pattern of discriminatory employment practices when an employer has been found by a court to have discriminated against a protected group.

#### **Is it true that once we hire a minority or woman, we cannot ever fire him/her?**

According to the principles of affirmative action, the standards for achievement, job requirements, and job expectations must be applied fairly to all individuals. The terms of employment are the same for everyone. The same standards and the same degree of discretion should be accorded all employees.

*\*Adapted from the University of Wisconsin-Madison Search Handbook and Purdue University Staff Recruitment & Selection Procedures Manual.*

## Appendix A

The following recruitment tools are included in this section:

- **Staff Recruitment Checklist**
- **Intra-Departmental Posting Checklist**
- **Intra-Departmental Job Posting Form**
- **Interview Planning Checklist**
- **Resume Evaluation Worksheet**
- **Candidate Interview Evaluation Sheet**
- **Candidate Evaluation Form**
- **Reference Check Release Form**
- **Reference Check Worksheet**

### **Required Forms:**

The following forms are required for **all** searches:

- IPFW Position Description (Form 10)
- Recruitment Requisition (HREO1)
- Request to Interview (EEOR-2A)
- Applicant List (Generated by OIE through Taleo)
- Request to Extend Offer (EEOR-3)

### **Required Forms for Advertising and Travel Reimbursement.**

These forms include:

- Purchase Requisition (Form 12) (If advertising)
- Request for Approval For Reimbursement of Expenses (17C) (If reimbursing candidate for interview traveling)

### **Required Recruitment Forms for Intra-Departmental Postings.**

These forms include:

- IPFW Position Description (Form 10)
- Recruitment Requisition (HREO1)
- Intra-Departmental Job Posting Form

NOTE: All forms necessary for the recruitment process can be found on the Human Resources and Office of Institutional Equity web sites at: <http://new.ipfw.edu/hr/> and <http://new.ipfw.edu/equity/>

### Staff Recruitment Checklist

- ☐ Review Position Description (Form 10) with Compensation and Classification Administrator
- ☐ Complete Recruitment Request form (HREO1) with Compensation and Classification Administrator
- ☐ *If advertising*, Complete Purchase Requisition (Form 12) and attach advertisement; confer with Employment Administrator for assistance with an Ad Copy
- ☐ Develop interview questions
- ☐ Review candidates available for review under Manager Review tab in Taleo
- ☐ Schedule and conduct initial telephone interviews
- ☐ Reject candidates in Taleo not selected for telephone interviews
- ☐ Notify Employment Administrator of progress
- ☐ Complete Request to Interview Form (EEOR-2 or EEORN-2), forward to OIE and wait for approval from OIE
- ☐ Schedule candidates for on-campus interviews; reject candidates in Taleo not selected for on-campus interviews
- ☐ Notify Employment Administrator of progress
- ☐ Complete Reimbursement requests (Form 17C) if candidate traveled for interview
- ☐ Complete reference verifications on selected candidate, forward copies to Employment Administrator
- ☐ Complete Request to Extend Offer Form (EEOR-3 or EEORN-3), forward to OIE and wait for approval from OIE
- ☐ Extend Verbal Offer to selected candidate; notify Employment Administrator of acceptance of Verbal Offer and to receive final steps. Offer Letters must be reviewed by Employment Administrator prior to being presented to the candidate.
- ☐ Complete and present Written Offer Letter to selected candidate; submit signed original Written Offer Letter to the Employment Administrator, keep copy for department file, selected candidate may also have a copy
- ☐ Notify all unsuccessful interviewed (phone and on-campus interviews) candidates verbally and/or in writing of decision
- ☐ Retain all materials related to the search including application materials from unsuccessful candidates, related notes, references, and correspondence of the Search Committee in the department for three (3) years

### Intra-Departmental Job Posting Checklist

- ☐ Verify with Human Resources if this is a position that can be recruited via Intra-Department Posting or if the position requires the involvement of OIE.
- ☐ Review Position Description (Form 10) with Compensation and Classification Administrator
- ☐ Complete Recruitment Request form (HREO1) and Intra-Departmental Job Posting Form and submit to the Compensation and Classification Administrator
- ☐ Completed HREO1 form forwarded to Employment Administrator and department notified of receipt
- ☐ Hiring Supervisor communicates Intra-Departmental Job Posting to department via e-mail and departmental bulletin boards
- ☐ Remove posting after minimum five (5) business day requirement is complete; document the date of removal
- ☐ Develop interview questions
- ☐ Review candidates that submit resume to the supervisor/hiring manager
- ☐ Schedule and conduct interviews
- ☐ Notify Employment Administrator of progress
- ☐ Complete and extend Verbal Offer to chosen candidate
- ☐ Notify Employment Administrator of acceptance of Verbal Offer and request assistance with Written Offer Letter. Offer Letters must be reviewed and approved by HR prior to being presented to candidate
- ☐ Complete and extend Written Offer Letter
- ☐ Submit signed original Written Offer Letter to the Employment Administrator, keep copy for department file.
- ☐ Notify all unsuccessful candidates verbally and/or in writing of decision
- ☐ Retain all materials related to the search including application materials from unsuccessful candidates, related notes, references, correspondence, etc. for three (3) years



## Appendix A



### INTRA-DEPARTMENTAL JOB POSTING

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TO: **All XXXXXX Employees**

FROM:

RE:

DATE:

---

Applications are being accepted for the position of **XXXX** in **XXXXX**. This will involve an internal search within the **XXXXXXXXX** unit only. I encourage everyone who is interested to apply. Please submit resumes **to** \_\_\_\_\_ (\_\_\_\_\_, @ipfw.edu) by **Weekday, Month 00, 2010**. Position details are:

#### **POSITION TITLE**

WORK HOURS:

RESPONSIBILITIES:

- 
- 

QUALIFICATIONS

- 
-

## Appendix A



### Candidate Evaluation Form For Open Interview Sessions

**NOTE: The Candidate Name and Position should be filled in prior to distribution to participants involved in the Open Interview Session:**

CANDIDATE NAME: \_\_\_\_\_ POSITION: \_\_\_\_\_

Please rate the individual on the following criteria:

0 = no demonstration of knowledge/experience

1 = limited knowledge/experience

2 = average knowledge/experience

3 = above average knowledge/experience

4 = outstanding knowledge/experience

**NOTE: Required and Desired skills should be extracted from the Job Description and listed on the Candidate Evaluation Form prior to distribution to participants involved in the Open Interview Session:**

#### Rating

Required Skills

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Desired Skills

_____	_____
_____	_____
_____	_____

#### Narrative:

(Back of form may be used if needed to complete this section.)

1. I view the candidate's greatest strengths to be the following:
2. I view the candidate's greatest weaknesses to be the following:

Additional Comments:

\_\_\_\_\_ I recommend this candidate without reservation.

\_\_\_\_\_ I recommend this candidate with some reservation.

\_\_\_\_\_ I do not recommend this candidate.

Evaluator's Name: \_\_\_\_\_ Date: \_\_\_\_\_

### Interview Planning Checklist

- ☐ Review the job description and identify the key duties and requirements of the position
- ☐ Identify the knowledge, skills, abilities and work experience desired in a candidate
- ☐ Evaluate the candidate's qualifications against bona fide job requirements
- ☐ Schedule adequate time for the interview, including preparing, conducting, and reviewing
- ☐ Review the resume prior to and keep copy on-hand during the interview
- ☐ Do not evaluate an candidate's ability based on their appearance
- ☐ Greet the candidate by name. Provide a brief introduction and explain the purpose of the interview to engage the candidate. If you will be taking notes, let the candidate know
- ☐ Make a list of questions you want each candidate to answer. Interviewing is more listening than talking. Having a list of questions will help in keeping the interview on track. Interview questions should challenge the candidate and be designed to gather information related to their ability to perform the job. *(For guidance on developing interview questions, contact the Employment Administrator.)*
- ☐ Prior to the interview, ask the candidate to bring three (3) business reference on the day of the interview
- ☐ At the close of the interview, ask if the candidate has any questions. Be sure to address any questions asked
- ☐ Document the interview immediately, do not wait. When interviewing a number of candidates it is easy to become uncertain of which candidate provided what response
- ☐ Inform the candidate of the next step in the interview process and when you anticipate a final decision
- ☐ Inform the candidate that all candidates will be notified in writing or verbally of decision once rendered

**Reminder:** Interview questions must be job related. Certain questions should never be asked? These include questions on:

- |       |                        |                  |
|-------|------------------------|------------------|
| ✗Age  | ✗Family/Marital Status | ✗Gender          |
| ✗Race | ✗Religion              | ✗National Origin |

## Appendix A



### Interview Questions Worksheet

Candidate Name \_\_\_\_\_ Interview Date/Time \_\_\_\_\_

Position Interviewing For \_\_\_\_\_

- ☐ Phone Interview – List Contact Phone Number \_\_\_\_\_  
(OR) (Select a Box)
- ☐ In-Person/On-Campus Interview

(To create a standard questionnaire for candidates scheduled to be interviewed, select interview questions and list below.) (All interviewed candidates should be asked the same interview questions.)

1. The position is part time and the hours are Monday-Thursday, do you have any problems working these hours?

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2. The starting wage for this position is \$XX.XX, do you have any problems with this starting wage? \_\_\_\_

---

3. Tell us a little bit about yourself? \_\_\_\_\_

---

4. What do you know about IPFW? \_\_\_\_\_

---

5.

## Appendix A

### RESUME EVALUATION WORKSHEET

CANDIDATE NAME: \_\_\_\_\_ POSITION: \_\_\_\_\_

#### Required

	Exceeds	Meets	Not Evident
A. Degree/ Education _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Knowledge/Skills/Abilities <i>(Indicate type of knowledge/skills/abilities required)</i> _____ _____	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
C. Experience <i>(Number of years and type of experience that is required)</i> _____ _____	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

#### Preferred

A. Knowledge/Skills/Abilities <i>(Indicate type of knowledge/skills/abilities.)</i> _____ _____	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>
B. Experience <i>(Indicate type of experience preferred)</i> _____ _____	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>

#### Comments/Recommendation:

☐ Highly Qualified                      ☐ Qualified                      ☐ Minimally Qualified

Recommendation: \_\_\_\_\_  
\_\_\_\_\_

Evaluator: \_\_\_\_\_ Date: \_\_\_\_\_

## Appendix A



### Candidate Interview Evaluation Sheet

**CANDIDATE NAME:** \_\_\_\_\_ **POSITION:** \_\_\_\_\_

**1. Degree and/or background necessary to do the job**

1. Poor fit
2. Weak fit
3. Could do the job
4. Strong
5. Very strong fit

Rating \_\_\_\_\_

**2. Sufficient specific experience and knowledge to do the job**

1. Very weak
2. Weak, but could do job with extensive training
3. Normal knowledge, would require normal training
4. Has better than average knowledge
5. Has very good knowledge

Rating \_\_\_\_\_

**3. Manageability (e.g., ability to take direction or feedback, team player, etc.)**

1. Not a good match
2. Can't tell
3. Probably would work out well
4. Seems to be a good match
5. Seems to be a perfect match

Rating \_\_\_\_\_

**4. Personality and attitude compatible with the other people with or for whom the person will have to work**

1. Would not be compatible
2. Poor match
3. Is an OK match
4. Seems to be a good match
5. Seems to be a perfect match

Rating \_\_\_\_\_

**5. Willingness, energy level, and sense of professionalism to do the job well**

1. Lacking in this area
2. Can't tell
3. Has enough to do the job
4. Seems to be a good match
5. Seems to be a perfect match

Rating \_\_\_\_\_

**6. Interest and career objectives consistent with the job**

1. Not a good match at all
2. Lacking in some areas, strong in others
3. Is an OK match
4. Seems to be a good match
5. Seems to be an ideal match

Rating \_\_\_\_\_

**Overall Rating** \_\_\_\_\_

**Evaluator:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## Appendix A



### Candidate Evaluation Form

CANDIDATE NAME: \_\_\_\_\_ POSITION: \_\_\_\_\_

Please rate the individual on the following criteria:

0 = no demonstration of knowledge/experience

1 = limited knowledge/experience

2 = average knowledge/experience

3 = above average knowledge/experience

4 = outstanding knowledge/experience

**NOTE:** These skills should list the same skills listed on the Resume Evaluation Form:  
Rating

Required Skills

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Desired Skills

_____	_____
_____	_____
_____	_____

Narrative:

I view the candidate's greatest strengths to be the following:

I view the candidate's greatest weaknesses to be the following:

Additional Comments:

\_\_\_\_\_ I recommend this candidate without reservation.

\_\_\_\_\_ I recommend this candidate with some reservation.

\_\_\_\_\_ I do not recommend this candidate.

Evaluator's Name: \_\_\_\_\_ Date: \_\_\_\_\_



### Reference Check Release Form

I authorize Indiana University-Purdue University Fort Wayne (IPFW) to conduct a reference check with my present and/or previous employer(s). This also serves as authorization for my present and/or previous employer(s) to provide reference information to IPFW as it is requested.

The information I have provided to IPFW including, but not limited to, the information on my resume is true and complete to the best of my knowledge. Providing false or misleading information or failing to provide material information at any time during the employment process may result in the University withdrawing my application from consideration or terminating my employment.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print your name: \_\_\_\_\_

*Indiana University Purdue University Fort Wayne is an equal access/equal opportunity/affirmative action employer fully committed to achieving a diverse workforce.*

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## Appendix A



### Reference Check Questions

**Applicant Name** \_\_\_\_\_ **Employment Dates** \_\_\_\_\_

**Person Contacted** \_\_\_\_\_ **Title** \_\_\_\_\_

**Company** \_\_\_\_\_

1. What duties were performed while employed? \_\_\_\_\_

\_\_\_\_\_

2. How would you describe his/her work? (performance, progress) \_\_\_\_\_

\_\_\_\_\_

3. How would you compare his/her performance with those of co-workers? \_\_\_\_\_

\_\_\_\_\_

4. Why did she/he leave your company? \_\_\_\_\_

\_\_\_\_\_

5. Would you re-employ? If no, why not? \_\_\_\_\_

\_\_\_\_\_

6. What are his/her strong points? \_\_\_\_\_

\_\_\_\_\_

### Reference Check Questions Continued

7. What are his/her limitations? \_\_\_\_\_

\_\_\_\_\_

8. How did he/she get along with others? \_\_\_\_\_

\_\_\_\_\_

9. Could you comment on his/her:

a. attendance \_\_\_\_\_

b. ability to assume responsibility \_\_\_\_\_

c. degree of supervision needed \_\_\_\_\_

d. dependability \_\_\_\_\_

e. potential for advancement \_\_\_\_\_

f. overall attitude \_\_\_\_\_

10. Is there anything else of significance you feel we should know? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Person Conducting Reference Check

\_\_\_\_\_  
Date

## *Appendix B*

The following recruitment tools are included in this section:

- Offer Letter Overview
- Sample Regrets Letter – Candidates Not Interviewed
- Sample Regrets Letter – Candidates Interviewed
- Sample Offer Letters
  - Administrative/Professional
  - Management/Professional
  - Operations/Technical
  - Clerical/Service
  - Lateral Transfer Offer Letter
  - Non-Exempt to Exempt Transfer Offer Letter
  - Offer Letter with Motor Vehicle Record (MVR) Statement

### Offer Letter Overview

When extending offers of employment for a staff position, departments are required to create a written offer letter that includes the following items:

- Title of position
- Department Title
- Effective start date of employment in new position
- Term of appointment/new position (Academic Year or Fiscal Year)
- FTE (Full Time, Part Time, or Temporary)
- For Exempt positions a Salary (presented as a monthly amount)
- For Non-Exempt positions a Wage (presented as a hourly rate)
- Benefits package information (if applicable)
- Moving expense reimbursement (if offered)
- A statement that the offer letter is not intended to create a contract of employment
- Contingencies:
  - *A statement that the offer is subject to the approval of the Chancellor (Exempt positions only)*
  - *A statement that the offer is contingent upon a satisfactory background check*
  - *A statement that the offer is contingent upon a satisfactory Motor Vehicle Records (MVR) check (if applicable)*
- A statement regarding grant-funded positions (if applicable)
- Other requirements such as licensing or certifications, etc. (if applicable)
- A statement that Employment with the University is subject to the requirements of the Immigration Reform and Control Act (I-9 Form)
- Reasonable accommodation statement
- Acceptance of offer statement with expected return of offer letter date

**Offer Letter Templates can be found on the IPFW Human Resources website.**

**To verify the correct offer letter template is being used and  
all the overview offer letter requirements are being met  
contact the Employment Administrator in Human Resources for assistance.**

**All offer letters must be submitted to the Employment Administrator for review and approval prior to  
being presented to the selected candidate.**

### Sample Regrets Letter

*(This letter informs candidates that were not interviewed that another candidate was selected.)*

<DATE>

<NAME>

<ADDRESS>

<CITY, STATE, ZIP>

Dear <CANDIDATE NAME>:

We appreciate your interest in the <POSITION TITLE> position we had available at Indiana University-Purdue University Fort Wayne (IPFW).

We have completed the interview process and the quality of applicants made the decision difficult. Your credentials were given careful consideration, however, another candidate whose qualifications more closely match the needs of the position has been chosen.

Again, thank you for your interest in IPFW and this position. We wish you success in your career search.

Sincerely,

<HIRING SUPERVISOR NAME>

<HIRING SUPERVISOR TITLE>

### Sample Regrets Letter

*(This letter informs candidates that were interviewed that another candidate was selected.)*

<DATE>

<CANDIDATE NAME>

<ADDRESS>

<CITY, STATE, ZIP>

Dear <CANDIDATE NAME>:

We appreciate the time you took to interview with us for the position of <NAME OF POSITION>.

We have completed the interview process and the quality of applicants made the decision difficult. Your credentials were given careful consideration, however, another candidate whose qualifications more closely match the needs of the position has been chosen.

It was a pleasure meeting with you. Again, thank you for your interest in IPFW; we wish you the best in your career search.

Sincerely,

<HIRING SUPERVISOR NAME>

<HIRING SUPERVISOR TITLE>

## Appendix B

### Sample Offer Letter (Management/Professional)

<DATE>  
<NAME>  
<STREET ADDRESS>  
<CITY STATE ZIP>

Dear <NAME>:

On behalf of Indiana University-Purdue University Fort Wayne (IPFW) and subject to the approval of the Chancellor, I am pleased to offer you the position of <POSITION TITLE> in <DEPARTMENT TITLE>. The effective start date for you in this position will be <START DATE>.

The pay for this <Academic or Fiscal Year>, <Full Time or Part Time> position is <\$Monthly Amount> monthly; to be paid monthly by direct deposit. In addition to your salary, you are eligible for benefits associated with your position. The University provides a 403(b) defined contribution retirement plan administered by Fidelity Investments, and you will be eligible for University-funded contributions immediately. Upon hire, the University will contribute an amount equal to 10 percent of your budgeted salary to the 403(b) plan, and you will be required to contribute 4 percent of your budgeted salary to Purdue's 401(a) defined contribution plan. Voluntary savings options are also available upon hire. Human Resources will contact you about the Purdue benefit plan and schedule your orientation meeting. Detailed benefit information is available at [www.hr.ipfw.edu/benefits](http://www.hr.ipfw.edu/benefits).

**Moving expenses will be reimbursed up to an amount of [DOLLAR AMOUNT].**

This offer is not intended to create a contract of employment and is contingent upon a satisfactory background check. **This position is a <grant-funded> <non-recurring> position and is contingent on the continuation and availability of funding support.** Employment with the University is subject to the requirements of the Immigration Reform and Control Act (IRCA) which requires employers to verify an employee's right to work in the United States. Prior to your first day of work, you must complete Section 1 of the U.S. Citizenship and Immigration Services' Form I-9, Employment Eligibility Verification. To access the electronic form, visit the IPFW Human Resources site at [www.ipfw.edu/hr](http://www.ipfw.edu/hr). Click the link titled, "Electronic I-9 for new hires/rehires," login and complete Section 1 of the Form I-9. You will then be provided a list of acceptable documents. The required documents must be presented to Human Resources on or before your first day of employment.

It is the policy of IPFW to provide reasonable accommodations for employees and applicants with disabilities. If you need accommodations, please contact us. Please indicate your acceptance of this position by signing below and returning this letter by <RETURN DATE>. If I can answer any questions for you, please call me at <TELEPHONE NUMBER>.

Sincerely,

<HIRING SUPERVISOR NAME>  
<HIRING SUPERVISOR TITLE>

Accepted: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Appendix B

### Sample Offer Letter (Administrative/Professional)

<DATE>  
<NAME>  
<STREET ADDRESS>  
<CITY STATE ZIP>

Dear <NAME>:

On behalf of Indiana University-Purdue University Fort Wayne (IPFW) and subject to the approval of the Chancellor, I am pleased to offer you the position of <POSITION TITLE> in <DEPARTMENT TITLE>. The effective start date for you in this position will be <START DATE>.

The pay for this <Academic or Fiscal Year>, <Full Time or Part Time> position is <\$Monthly Amount> monthly; to be paid by direct deposit. In addition to your salary, you are eligible for benefits associated with your position. The University provides a 403(b) defined contribution retirement plan administered by Fidelity Investments, and you will be eligible for University-funded contributions after completing three continuous years of service in an eligible position. Upon hire, you will be required to contribute 4 percent of your budgeted pay to Purdue's 401(a) defined contribution retirement plan. Once you complete your three-year waiting period, the University will begin contributing an amount equal to 10 percent of your budgeted salary to the 403(b) defined contribution plan. Voluntary savings options are also available upon hire. Human Resources will contact you about the Purdue benefit plan and schedule your orientation meeting. Detailed benefit information is available at [www.hr.ipfw.edu/benefits](http://www.hr.ipfw.edu/benefits).

**Moving expenses will be reimbursed up to an amount of {DOLLAR AMOUNT}.**

This offer is not intended to create a contract of employment and is contingent upon a satisfactory background check. **This position is a <grant-funded> <non-recurring> position and is contingent on the continuation and availability of funding support.** Employment with the University is subject to the requirements of the Immigration Reform and Control Act (IRCA) which requires employers to verify an employee's right to work in the United States. Prior to your first day of work, you must complete Section 1 of the U.S. Citizenship and Immigration Services' Form I-9, Employment Eligibility Verification. To access the electronic form, visit the IPFW Human Resources site at [www.ipfw.edu/hr](http://www.ipfw.edu/hr). Click the link titled, "Electronic I-9 for new hires/rehires," login and complete Section 1 of the Form I-9. You will then be provided a list of acceptable documents. The required documents must be presented to Human Resources on or before your first day of employment.

It is the policy of IPFW to provide reasonable accommodations for employees and applicants with disabilities. If you need accommodations, please contact us. Please indicate your acceptance of this position by signing below and returning this letter by <DATE>. If I can answer any questions for you, please call me at <TELEPHONE NUMBER>.

Sincerely,

<HIRING SUPERVISOR NAME>  
<HIRING SUPERVISOR TITLE>

Accepted: \_\_\_\_\_

Signature

\_\_\_\_\_  
Date



## Appendix B

### Sample Offer Letter (Operations/Technical)

<DATE>  
<NAME>  
<STREET ADDRESS>  
<CITY STATE ZIP>

Dear <NAME>:

On behalf of Indiana University-Purdue University Fort Wayne, I am pleased to offer the position of <POSITION TITLE> in <DEPARTMENT TITLE>.

The effective start date for you in this position will be <START DATE>. The hourly rate of pay for this <Academic or Fiscal Year>, <FULL-TIME or PART-TIME> position will be <HOURLY AMOUNT>, to be paid bi-weekly by direct deposit. Your position classification, administrative non-exempt, means that you will be eligible to receive overtime compensation. In addition to your pay, you are eligible for a comprehensive benefit package that includes a retirement plan with the Public Employees' Retirement Fund (PERF). Human Resources will contact you about the Purdue benefit plan and schedule your orientation meeting. Detailed benefit information is available at [www.hr.ipfw.edu/benefits](http://www.hr.ipfw.edu/benefits).

This offer is not intended to create a contract of employment and is contingent upon a satisfactory background check. **This position is a <grant-funded> <non-recurring> position and is contingent on the continuation and availability of funding support.** Employment with the University is subject to the requirements of the Immigration Reform and Control Act (IRCA) which requires employers to verify an employee's right to work in the United States. Prior to your first day of work, you must complete Section 1 of the U.S. Citizenship and Immigration Services' Form I-9, Employment Eligibility Verification. To access the electronic form, visit the IPFW Human Resources site at [www.ipfw.edu/hr](http://www.ipfw.edu/hr). Click the link titled, "Electronic I-9 for new hires/rehires," login and complete Section 1 of the Form I-9. You will then be provided a list of acceptable documents. The required documents must be presented to Human Resources on or before your first day of employment.

It is the policy of IPFW to provide reasonable accommodations for employees and applicants with disabilities. If you need accommodations, please contact us.

Please indicate your acceptance of this position by signing below and returning this letter to me by <RETURN DATE>. If I can answer any questions for you, please call me at <TELEPHONE NUMBER>.

Sincerely,

<HIRING SUPERVISOR NAME>  
<HIRING SUPERVISOR TITLE>

Accepted: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Appendix B

### Sample Offer Letter (Clerical or Service)

<DATE>  
<NAME>  
<STREET ADDRESS>  
<CITY, STATE, ZIP>

Dear <NAME>:

On behalf of Indiana University Purdue University Fort Wayne (IPFW), I am pleased to offer you the position of <POSITION TITLE> in <DEPARTMENT NAME>.

The effective start date for you in this position will be <START DATE>. The hourly rate of pay in this <Academic or Fiscal Year>, <FULL-TIME OR PART-TIME> position will be <HOURLY RATE> per hour, to be paid bi-weekly by direct deposit.

In addition to your pay, you are eligible for a comprehensive benefit package that includes a retirement plan with the Public Employees' Retirement Fund (PERF). Human Resources will contact you about the Purdue benefit plan and schedule your orientation meeting. Detailed benefit information is available at [www.hr.ipfw.edu/benefits](http://www.hr.ipfw.edu/benefits).

This offer is not intended to create a contract of employment and is contingent upon a satisfactory background check. **This position is a <grant-funded> <non-recurring> position and is contingent on the continuation and availability of funding support.** Employment with the University is subject to the requirements of the Immigration Reform and Control Act (IRCA) which requires employers to verify an employee's right to work in the United States. Prior to your first day of work, you must complete Section 1 of the U.S. Citizenship and Immigration Services' Form I-9, Employment Eligibility Verification. To access the electronic form, visit the IPFW Human Resources site at [www.ipfw.edu/hr](http://www.ipfw.edu/hr). Click the link titled, "Electronic I-9 for new hires/rehires," login and complete Section 1 of the Form I-9. You will then be provided a list of acceptable documents. The required documents must be presented to Human Resources on or before your first day of employment.

It is the policy of IPFW to provide reasonable accommodations for employees and applicants with disabilities. If you need accommodations, please contact us.

Please indicate your acceptance of this position by signing below and returning the original to me by <RETURN DATE>. If I can answer any questions for you, please call me at <TELEPHONE NUMBER>.

Sincerely,

<HIRING SUPERVISOR NAME>  
<HIRING SUPERVISOR TITLE>

Accepted: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Appendix B

### Sample Offer Letter (Transfer-Hourly/Non-Exempt)

<DATE>

<NAME>

<STREET ADDRESS>

<CITY, STATE, ZIP>

Dear <NAME>:

On behalf of Indiana University-Purdue University Fort Wayne (IPFW), I am pleased to offer you the position of <POSITION TITLE> in <DEPARTMENT NAME>.

The effective start date for your transfer into this position will be <START DATE>. Your hourly rate of pay in this <ACADEMIC OR FISCAL YEAR>, <FULL TIME or PART TIME> position will be <HOURLY RATE> per hour, to be paid bi-weekly by direct deposit.

This offer is not intended to create a contract of employment and is contingent upon a satisfactory background check. **This position is a <GRANT-FUNDED> <NON-RECURRING> position and is contingent on the continuation and availability of funding support.**

It is the policy of IPFW to provide reasonable accommodations for employees and applicants with disabilities. If you need accommodations, please contact us.

Please indicate your acceptance of this position by signing below and returning the original to me by <RETURN DATE>. If I can answer any questions for you, please call me at <TELEPHONE NUMBER>.

Sincerely,

<HIRING SUPERVISOR NAME>

<HIRING SUPERVISOR TITLE>

Accepted: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Appendix B

### Sample Offer Letter (Non-Exempt to Exempt Transfer)

<DATE>

<NAME>

<STREET ADDRESS>

<CITY STATE ZIP>

Dear <NAME>:

On behalf of Indiana University-Purdue University Fort Wayne (IPFW), I am pleased to offer you the position of <POSITION TITLE> in <DEPARTMENT TITLE>.

The effective start date for your transfer into this position will be <START DATE>. The monthly pay for this <ACADEMIC OR FISCAL YEAR>, <FULL TIME OR PART TIME> position is <MONTHLY AMOUNT>; to be paid monthly by direct deposit.

Your transfer into this position also carries a change in benefits. Human Resources will contact you about the Purdue benefit plan regarding these changes.

This offer is not intended to create a contract of employment and is contingent upon a satisfactory background check. **This position is a <GRANT-FUNDED> <NON-RECURRING> position and is contingent on the continuation and availability of funding support.**

It is the policy of IPFW to provide reasonable accommodations for employees and applicants with disabilities. If you need accommodations, please contact us.

Please indicate your acceptance of this position by signing below and returning this letter by <RETURN DATE>. If I can answer any questions for you, please call me at <TELEPHONE NUMBER>.

Sincerely,

<HIRING SUPERVISOR NAME>

<HIRING SUPERVISOR TITLE>

Accepted: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## Appendix B

### Sample Offer Letter (Clerical/Service Offer Letter with MVR Statement)

<DATE>

<NAME>

<STREET ADDRESS>

<CITY, STATE, ZIP>

Dear <NAME>:

On behalf of Indiana University-Purdue University Fort Wayne (IPFW), I am pleased to offer you the position of <POSITION TITLE> in <DEPARTMENT NAME>.

The effective start date for you in this position will be determined by the results of the Motor Vehicle Record (MVR) verification and is tentatively set for <START DATE>. The hourly rate of pay in this <Academic or Fiscal Year>, <FULL-TIME OR PART-TIME> position will be <HOURLY RATE> per hour, to be paid bi-weekly by direct deposit.

In addition to your pay, you are eligible for a comprehensive benefit package that includes a retirement plan with the Public Employees' Retirement Fund (PERF). Human Resources will contact you about the Purdue benefit plan and schedule your orientation meeting. Detailed benefit information is available at [www.hr.ipfw.edu/benefits](http://www.hr.ipfw.edu/benefits).

This offer is not intended to create a contract of employment and is contingent upon an acceptable background check and Motor Vehicle Record (MVR) verification per the Use of Vehicles for University Business policy (I.2.1). **This position is a <grant-funded> <non-recurring> position and is contingent on the continuation and availability of funding support.** Employment with the University is subject to the requirements of the Immigration Reform and Control Act (IRCA) which requires employers to verify an employee's right to work in the United States. Prior to your first day of work, you must complete Section 1 of the U.S. Citizenship and Immigration Services' Form I-9, Employment Eligibility Verification. To access the electronic form, visit the IPFW Human Resources site at [www.ipfw.edu/hr](http://www.ipfw.edu/hr). Click the link titled, "Electronic I-9 for new hires/rehires," login and complete Section 1 of the Form I-9. You will then be provided a list of acceptable documents. The required documents must be presented to Human Resources on or before your first day of employment.

It is the policy of IPFW to provide reasonable accommodations for employees and applicants with disabilities. If you need accommodations, please contact us.

Please indicate your acceptance of this position by signing below and returning the original to me by <RETURN DATE>. If I can answer any questions for you, please call me at <TELEPHONE NUMBER>.

Sincerely,

<HIRING SUPERVISOR NAME>

<HIRING SUPERVISOR TITLE>

Accepted: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Date