I. PREPARATION FOR THE RECRUITMENT PROCESS

A. EXISTING POSITIONS

1. Review a copy of the most recently classified position description to determine if it adequately describes the open position.

2. Update the position description if necessary by completing a Position Description. Forward the document to University Human Resource Services (UHRS) through a Maintain Position E-Doc.

The position description is used to prepare interview questions that are related to the skills and knowledge necessary to successfully perform in the position.

B. NEW POSITIONS

1. Use the Position Description to create a position description.
   a. A position description should describe the essential duties of the position, knowledge and skills required to successfully perform in the position, and the minimum experience, training and/or education necessary to be considered for employment into the position.
   b. It will also be used to prepare interview questions that are related to the skills and knowledge necessary to successfully perform in the position.

2. Submit the Position Description to UHRS for review, assignment of classification, and salary approval via the Create Position E-Do.

3. After UHRS has approved the new position, the recruitment process may be initiated.

II. THE RECRUITMENT PROCESS

A. RECRUITMENT-SELECTION PLAN CHECKLIST

A Recruitment-Selection Plan Checklist, should be used for all selections. This ensures that all steps in the recruitment and selection process are completed, from position review through completion of the paperwork necessary to put the employee on the payroll.

B. UNDERUTILIZED POSITION OR ADVERTISING POSITIONS

1. Affirmative Action/Equal Opportunity Employment Underutilized (Review underutilized position exception)

When appropriate, positions identified as underutilized by the Office of Affirmative Action may be advertised by the department to a broader geographic region. A special effort should be made to direct advertising efforts toward professional journals of organizations and other recruitment sources serving minority and women's constituencies. The Office of Affirmative Action should be contacted for help in locating recruitment resources that will reach protected class groups they can be reached at 855-7559 or e-mail: affirm@indiana.edu.
2. Limited-term Positions
   a. Positions that are established for a limited duration should be so noted when advertised.

3. Policies
   a. Service Maintenance
   b. Support Staff
   c. Professional Staff
   d. If there are any questions regarding the policies call Employment at (812) 855-2172 or e-mail iupers@indiana.edu.

4. Internal Promotion/Transfer Opportunities
   a. A department may fill a vacancy by promoting or transferring an employee within the occupational unit by posting the position only within the occupational unit.
   b. All qualified employees must be given an opportunity to apply. This is facilitated by:
      Posted internally a minimum of 5 working days.
      i. Posting a notice in a place accessible to all employees in the unit, including those in off-site locations. It is acceptable to e-mail notices if all employees have access to e-mail.
      ii. Allowing an adequate amount of time for employees to respond.
      iii. Making the notice available in alternate formats when requested.

5. Campus-wide Listing
   a. Professional (PA), Support Staff (SS) and Service Maintenance (SM) positions are typically advertised for two weeks or longer. They must be posted at a minimum of one week in the Jobs@Indiana University Bloomington Bulletin. Bulletins are available in paper format and online at https://webdb.iu.edu/humanresources/secure/app-new/browse_jobs.cfm.
   b. The Employment Office in UHRS acts as a resource to departments in developing effective position announcements.
   c. To advertise an open position in the bulletin, complete the Position Posting Request Form and submit online no later than Thursday, noon for inclusion in the following Sunday's bulletin. Requests that do not comply with position announcement requirements may be returned to the hiring department with suggestions for modifications. The following information must be included:
      i. A brief description of the work performed.
      ii. Necessary special skills and tools or equipment operated.
      iii. Required minimum qualifications, education, and experience. Note: Preferred qualifications may be listed, however, the initial screening by UHRS will consider only minimum qualifications. Preferred qualifications may be used in making the final selection.
   d. Prior to filling, UHRS will inform the hiring department of any eligible individuals on RIF status, their qualifications, and the steps required under the RIF policy. For more information on the steps see individual policies under each position type.
e. UHRS will notify the hiring department if the position is identified as underutilized, requiring that affirmative action recruitment procedures be used.

f. The posting will be made available in alternate formats upon request.

6. External Local Advertising
   a. UHRS posts positions listed with the Herald-Times. The cost of such postings may be paid for either by UHRS or the department dependent on the posting.
   b. All advertising for appointed positions placed by the department with other sources must utilize the standardized ad template (PDF). Associated expenses are the responsibility of the department.

7. Department Web page listings
   a. A department Web page listing is considered external advertising. All external advertising must carry the tag line "Indiana University is an Affirmative Action/Equal Employment institution."
   b. Professional and Support Staff position announcements must also state, "Apply online at http://www.jobs.indiana.edu."

8. Internet advertising
   a. UHRS provides access to some online recruiting sites such as CareerBuilder.com, HigherEdJobs.com, and HeraldTimesJobs.com. Ads are placed by UHRS; departments are responsible for advertising costs.
   b. Departments are typically responsible for placement and associated costs of advertising on other job boards, such as Monster.com.
      i. Advertising must be approved by UHRS prior to placement.
      ii. Advertisements must carry the tag line "Indiana University is an Affirmative Action/Equal Opportunity institution" and "Apply online at www.jobs.indiana.edu."

9. Private Employment Agencies
   a. All listings of positions with private employment agencies require the prior approval of UHRS and the vice-president.

III. THE SELECTION PROCESS

A. AFFIRMATIVE ACTION REPORTING
Optional information that applicants provide with their online application materials are automatically gathered and used for affirmative action reporting purposes.

B. ACCOMMODATION DURING THE SELECTION PROCESS
1. Special accommodations for persons with disabilities may be required. While some examples are listed below, the accommodations specialist (fepperso@indiana.edu) in UHRS should be contacted for additional information and assistance in determining when an accommodation must be made.
a. Substituting a written test for an oral test or written instructions for oral ones, or vice versa, for persons with impaired speaking or hearing skills.

b. Administering tests in large print, in Braille, by a reader, or by computer for persons who have visual or other reading disabilities.

c. Allowing persons with visual or learning disabilities who have limited use of their hands to record answers by tape recorder, dictation, or computer.

d. Providing extra time to complete a test for persons with certain learning disabilities or impaired writing skills.

e. Assuring that a test or interview site is accessible to persons who have mobility disabilities.

f. Providing an interpreter for a person who is deaf or has a hearing impairment.

g. An accommodation for testing of a skill required by the position may not be necessary. Contact the accommodations specialist (feppero@indiana.edu) in UHRS for assistance in making this determination.

C. SEARCH AND SCREEN COMMITTEES

1. Departments may appoint a search and screen committee to review applicant materials, conduct interviews, and assist as an advisory body to the appointing administrative officers in making selections to fill vacant or newly created positions.

2. Special care should be taken to ensure fairness in the composition of the search and screen committee as well as in the selection process.

3. Names of individuals serving on the committee are to be included on the Recruitment-Selection Plan Checklist.

D. TESTING

1. The 1991 amendments to the Civil Rights legislation impose strict standards on testing. Departments are encouraged NOT to conduct testing as part of the selection process unless prepared to meet the content validity and affected class comparison validity tests now applicable under the law.

2. Work samples may be requested and may replace the need for testing.

3. Unless the ability to read and write English is a requirement of the position, it may be necessary to provide tests in the applicant's native language in order to fairly evaluate level of knowledge or skill.

E. SCREENING APPLICANTS

1. UHRS will screen the applications/resumes of candidates who apply online to determine if their qualifications meet the minimum qualifications listed in the posting.

2. Departments will receive only the applications and supporting documentation of candidates who meet the minimum qualifications.
3. Departments may predetermine the number of candidates who will be interviewed. If this option is exercised:
   a. Applications/resumes should be further scrutinized to identify individuals who represent the best qualified of the applicant pool.
   b. Using position-related, measurable criteria, applications/resumes should be ranked in order of most to least qualified in order to make the determination of whom to interview. Note: Meeting affirmative action goals for underutilized positions may be one of the factors considered when determining "most qualified." Contact Office of Affirmative Action with any questions 855-7559 or e-mail: affirm@indiana.edu.
   c. Departments must document how the rankings were determined and where the cutoff for interviews occurred.

F. INTERVIEWING APPLICANTS
1. All questions posed to candidates must be related to the skills and knowledge required to successfully perform in the position. This may be accomplished by preparing the interview questions prior to the interview.
2. Interviews should be structured to ensure that all candidates are providing the same or similar information.
3. The interviewer should have a clear idea of what constitutes a correct or most acceptable response. Note: When there are multiple interviewers, all interviewers should have a common understanding of the purpose of each question and its anticipated correct or most acceptable answer.
4. When preparing interview questions, consult the following:
   a. Position Description. This document clearly outlines position duties and responsibilities.
   b. Performance Management Tool (if used). This document outlines expectations for satisfactory performance.
   c. Workforce. The current incumbent and co-workers may provide information not indicated on paper sources.
   d. University Human Resource Services. Information about appropriate interviewing questions and techniques is available from this department contact our office at 855-2172 or view online information at www.indiana.edu/~uhrs/employment/best.html.
5. Construct and conduct the interview to get the best information.
   a. Pose open-ended questions that require a narrative response.
   b. Prepare follow-up questions that will elicit additional information. If the candidate's response goes in a new direction or if the candidate only highlights experience, probe for more information.
   c. Focus questions on how similar work has been performed in the past. "Tell me about a time when you... how did you..." A candidate's past performance is frequently the best predictor of future performance.
d. Be wary of asking questions about the future since responses are often highly speculative. If you want to learn about a candidate's drive and ambition, ask questions that reflect on career movement during the past five years or in school/college organizations, etc.

e. Stay in control of the interview. If the candidate digresses from the topic, politely say "That's very good information, however, I'd like to focus on . . .".

f. Know the good answer to each question before you ask it. While it is often easy to recognize an incorrect or poor response, it is more difficult to identify a right or good answer.

g. Do not ask questions that are not position related. Questions about family, hobbies, and books the candidate likes to read, etc. can lead to accusations of illegal discrimination. Ask yourself or your committee, "How does this question relate to the position?" If it does not relate, eliminate the question.

h. Allow sufficient time for the interview. More time may be needed for technical and complex positions.

i. Schedule the interview in a quiet, private place. If possible, arrange the room so there are no barriers between you and the candidate.

j. Take notes. It is helpful to prepare an interview form listing each question you will ask and providing space for notes. If there are multiple interviewers, each person should use the same form. Write down the applicant's response as it is given and inform the applicant that you are doing this in order to have the most reliable information available to make your decision. At the end of the interview, you can consult the form to summarize information received and clarify, if needed.

k. Allow for follow-up. Interviews are frequently stressful for both the candidate and the interviewer(s) and it is possible some necessary information will not be covered. Invite the candidate to provide additional information and inform him/her that you may seek additional information as well.

6. Guidelines for interviewing persons with disabilities. In addition to the guidelines listed below, contact the university accommodations specialist (fepperson@indiana.edu) in UHRS for assistance.

a. All inquiries must focus on the performance of the essential functions of the position. Even if an applicant has a visible disability or has volunteered information about a disability, it is inappropriate and possibly illegal to ask questions about:

   i. The nature of the disability;
   
   ii. The severity of the disability;
   
   iii. Any prognosis or expectations regarding the condition or disability; or
   
   iv. Whether the individual will need treatment or special leave because of the disability.

b. Questions about the essential and marginal functions may be asked. Note: Inability to perform marginal functions is not an acceptable reason for disqualifying an applicant.

c. An interviewer can describe or demonstrate the essential functions and tasks of the position or provide a detailed Position Description and ask whether the applicant has the ability to perform these functions with or without a reasonable accommodation.
d. An applicant may be asked to describe or demonstrate performance of an essential position function only if all applicants are asked to describe or demonstrate the function, regardless of disability. Exception: An applicant with an obvious disability who has identified him/herself as having a disability that appears to prevent performance of a position function may be asked to describe or demonstrate how this function would be performed, even if other applicants are not asked to do so. For example, an applicant with one arm who is applying for a position as a carpenter may be asked to demonstrate how he/she would hammer a nail.

e. An interviewer may provide information about the regular work hours, leave policies and any special attendance needs of the position and ask an applicant if he/she can meet these requirements.

f. The interview site/location may be changed to ensure accessibility to a person with a mobility disability.

G. WORK SAMPLES
a. Examples of work produced by candidates can be requested for review. These may be in the form of actual products, photographs, or performance examples (in-basket experiences).

b. The request for these items must be consistent with the process in place within the department and should be requested only from final candidates, i.e. those selected for an interview. For example, when hiring a writer, the hiring manager could request writing samples from all candidates being interviewed or only from those called back for a second interview.

H. CREDENTIAL VERIFICATION AND REFERENCE CHECKS
1. The hiring manager may review personnel files of candidates currently in the employ of the university. An appointment must be made with the records unit of UHRS contact (812) 855-1286 or e-mail recben@indiana.edu.

2. UHRS does not verify academic background, work experience, or make other reference checks. Listing departments are encouraged to verify information provided by candidates.
   a. Do not contact an applicant's current employer without obtaining permission from the applicant.
   b. Some employers do not release information about the performance of current or past employees or limit the amount of information provided to dates of employment and position held. Do not interpret this as a reflection of the candidate's performance. Rather, it is an attempt on the part of the employer to avoid liability.
   c. Alternate ways to obtain reference information include asking the candidate to have a former supervisor call the interviewer or requesting written references from the candidate.

3. Criminal Records Check – Criminal history background checks are required for all Staff positions, after an offer of employment has been made and accepted. Information on the process is available at the Background Check Resource page, http://www.indiana.edu/~uhrs/employment/bkgndchks.htm.

4. For certain positions, UHRS will, at the department's request, perform a criminal records check of applicants.
I. FINAL SELECTION

1. Refer to specific policies regarding the factors to be used in determining applicant qualifications and making a selection. Depending on the functional group, relevant policies include PA Policy 3.2, SS Policy 10.2 and SM Policies 2.7 and 2.8.

2. Selection should be made only from applicants referred by UHRS.

3. Complete the criminal records check after the employment offer has been made and accepted. Information on the process is available at http://www.indiana.edu/~uhrs/employment/bkgndchks.htm.

4. Medical Examinations.
   a. For position categories requiring a medical examination, only the candidate selected for the position may be required to take a medical examination. A position offer may be conditioned on satisfactory results of a post-offer medical examination, provided that:
      i. The medical examination is conducted AFTER the conditional offer of employment is made;
      ii. All entering employees in the particular job category are subject to a medical examination regardless of disability; and
      iii. The result of the examination is used only in accordance with the provisions of the Americans with Disabilities Act.

5. Inquiries about a candidate's medical history or Workers' Compensation claim history are prohibited by law. Inquiry may be made of the number of days of work missed during a given time period, however, inquiries about the reason for the absence may not be made.

6. Notification to Applicants.
   a. After an offer of employment has been extended and accepted, policy requires that other applicants referred but not selected for an appointed position (PA, SS, or SM/FS) be notified.
   b. SS and SM policies impose additional requirements in notifying applicants as follows:
      i. Support Staff positions. SS policy 10.2. The hiring department must inform all applicants in writing or by e-mail when the position is filled. Notification to current SS employees must include the name of the selected applicant, the basis for the selection (such as, qualifications and seniority, and, if an IU employee is selected, the seniority date).
      ii. Service Maintenance positions. SM Policies 2.7 and 2.8. The hiring department must notify all SM employees who were considered for the position in writing that the position has been filled. The notice must include the name of the person selected, the selected person's seniority date, and the basis for selecting another applicant rather than the employee (either better qualifications or seniority). Also, when a senior employee who meets the minimum requirements is not selected for the position, the written notification must include the related qualifications of the person selected that are significantly greater. The hiring department is also required to provide the qualifications of the selected applicant to applicants interviewed for the position, if requested.
iii. View sample rejection letters for Service Maintenance, Support Staff, and General.

J. DOCUMENTATION

1. The hiring department is responsible for completing the following documentation:
   a. Complete the departmental applicant viewing screen available at https://webdb.iu.edu/humanresources/secure/app-new/dept/ssappsrchlogin.cfm (this is a secure Web site; you will need a username, password and department passcode), indicating the candidate's acceptance. In addition, identify all candidates who were interviewed.
   b. Complete the New Employee Information Form available at www.indiana.edu/~uhrs/pubs/forms/bloomington/orientation.html. This form must be completed for both new IU employees and transfers.
   c. Initiate a background check.
   d. Initiate the I-9/E-Verify procedures.
   e. Initiate an E-Doc.
   f. All positions. Maintain a copy of the completed Recruitment-Selection Plan checklist with other documentation relating to the recruiting and selection process.

2. All materials received from applicants, interview questions and notes, and results from reference and credential checks must be maintained for a period of three years. UHRS maintains electronic files of the Personal Information, Education/Experience Profile, Skill Certification, and attachments (cover letter, resume). The hiring department maintains all other information in their files.

3. Departments need to document eligibility to work for non-US citizens and maintain that documentation in their files.