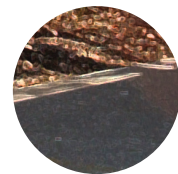


STAFF RECRUITMENT AND SELECTION

procedures manual for hiring managers and supervisors



Nondiscrimination Policy Statement

Purdue University is committed to maintaining a community which recognizes and values the inherent worth and dignity of every person; fosters tolerance, sensitivity, understanding, and mutual respect among its members; and encourages each individual to strive to reach his or her own potential. In pursuit of its goal of academic excellence, the University seeks to develop and nurture diversity. The University believes that diversity among its many members strengthens the institution, stimulates creativity, promotes the exchange of ideas, and enriches campus life.

Purdue University views, evaluates, and treats all persons in any University related activity or circumstance in which they may be involved, solely as individuals on the basis of their own personal abilities, qualifications, and other relevant characteristics.

Purdue University prohibits discrimination against any member of the University community on the basis of race, religion, color, sex, age, national origin or ancestry, marital status, parental status, sexual orientation, disability, or status as a veteran. The University will conduct its programs, services and activities consistent with applicable federal, state and local laws, regulations and orders and in conformance with the procedures and limitations as set forth in Executive Memorandum No. D-1, which provides specific contractual rights and remedies. Additionally, the University promotes the full realization of equal employment opportunity for women, minorities, persons with disabilities and veterans through its affirmative action program.

Any question of interpretation regarding this Nondiscrimination Policy Statement shall be referred to the Vice President for Ethics and Compliance for final determination.

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Introduction

Purdue University is committed to equal employment opportunity for all, regardless of race, religion, color, sex, age, national origin or ancestry, marital status, parental status, sexual orientation, disability, or status as a veteran. Federal legislation has singled out the following groups of racial/ethnic minorities for specific attention: American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and two or more races. The University recognizes that the entire academic enterprise is strengthened by enlarging its community of well-qualified individuals and providing role models for its faculty, staff, and students. Indeed, a proactive stance in support of equity and diversity broadens the institution's cultural richness and enhances its vitality and reputation.

Hiring supervisors are charged with the immediate responsibility for recruiting, supporting, assisting, mentoring, and, thus, retaining employees with a diversity of backgrounds and experiences. The Office of Institutional Equity and Human Resource Services staffs are available to assist and direct supervisors in these activities. Purdue University, as an academic institution, shares the responsibility of attracting and retaining capable and aspiring individuals, including those from traditionally underrepresented groups.

The purpose of this manual is to equip all hiring decision makers for all staff vacancies at the University with the means to ensure that every search provides each job seeker with equal access to the entire process and equal opportunity throughout the process. The following pages set forth the required procedures, practices, and requisite forms to use in effectuating Purdue University's commitment to these objectives and are to be undertaken for every staff search at all levels of the University. The ultimate goal of the selection process is to positively contribute to the University's effort to recruit, select, and retain the best candidate for each job.

Recruitment and Selection Process Goals

Recruitment

- To attract highly qualified individuals to Purdue University
- To provide an equal opportunity for potential job seekers to apply for vacancies

Selection

- To systematically collect information about each job seeker'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
- To engage in hiring activities that will result in eliminating the need for benchmarks for women and minorities in particular units
- To emphasize active recruitment of traditionally underrepresented groups (i.e., individuals with disabilities, minority group members, women, and veterans)

Glossary

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. See Appendix D for a discussion of equal employment opportunity and affirmative action.

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 lower rates of hiring or promoting or higher rates of terminating women, minorities, individuals with disabilities, and veterans than expected based on availability. 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 basic qualifications, as defined by the employer, and is considered by the employer for a particular position.

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 there are fewer minorities and women than expected in a job group, and, where a benchmark is established, in determining the level of the benchmark.

Business Necessity

Specific job-related requirement that 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, the Vietnam-Era Veterans' Readjustment Assistance Act of 1974, Jobs for Veterans Act, 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.

Employment Inquiries

Communications received by any office within Purdue from individuals expressing interest in positions that may be available. Employment inquiries are not considered applications for specific vacancies.

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.

Minorities

Men and women of those minority groups for whom EEO-6 reporting is required; that is, American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or Other Pacific Islander, and two or more races. The term may refer to these groups in the aggregate or to an individual group.

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 two or more races, people over 40, individuals with disabilities, and Disabled Veterans, Recently Separated Veterans, Other Protected Veterans, and Armed Forces Service Medal Veterans.

Qualified Individual with a Disability

An individual with a disability who satisfies the requisite skill, experience, education, and other job-related requirements of a position held or desired, and who, with or without reasonable accommodation, can perform the essential functions of the job.

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 enables 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 that 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.

Process Overview

Successful Search Checklist

Completed	Task	Responsible Party(ies)
<input type="checkbox"/>	Review and update job description for vacant position.	Hiring Supervisor* and Human Resource Services Compensation
<input type="checkbox"/>	Open the requisition by submitting a signed copy of the Position Description Form and Staff Position Posting Form.	Hiring Supervisor and Human Resource Services Compensation
<input type="checkbox"/>	Employment consultant will contact hiring supervisor to finalize position and create recruitment plan. Position-specific screening questions are written, and the position is posted on the Purdue University West Lafayette Web site for a minimum of five full business days.	Employment Consultant
<input type="checkbox"/>	Implement a recruitment plan and identify recruitment resources that aid in assuring a strong and diverse applicant pool. Employment consultant approves all advertising before placement. (Advertising approval may take place multiple times during process.)	Hiring Supervisor* and Employment Consultant
<input type="checkbox"/>	Place all external advertisements.	Hiring Supervisor and Employment Consultant
<input type="checkbox"/>	Job seekers apply online for position.	Job Seeker
<input type="checkbox"/>	Develop a set of position-specific interview questions to be consistently used when interviewing all potential candidates.	Hiring Supervisor* and Employment Consultant
<input type="checkbox"/>	Employment consultant reviews résumés for minimum qualifications and releases any qualified résumés to the hiring supervisor for consideration any time after the position has been posted a minimum of five full business days. Hiring supervisor is e-mailed that résumés are available through the applicant tracking system, Taleo.	Employment Consultant
<input type="checkbox"/>	Evaluate credentials of all minimally qualified applicants based upon established written job-related criteria.	Hiring Supervisor*
<input type="checkbox"/>	Select top qualified applicants that require additional screening and contact employment consultant.	Hiring Supervisor*
<input type="checkbox"/>	Conduct phone/e-mail screenings with top candidates and forward results to the hiring supervisor.	Employment Consultant
<input type="checkbox"/>	Invite candidates for interview, conduct interviews using job-related interview questions, and document candidate responses.	Hiring Supervisor*
<input type="checkbox"/>	Select the top candidate based on established job-related criteria.	Hiring Supervisor*

Completed	Task	Responsible Party(ies)
<input type="checkbox"/>	Verify reference list with top candidate and inform him/her that his/her references will be contacted. Check references and document responses.	Hiring Supervisor*
<input type="checkbox"/>	Contact appropriate business office to discuss salary offer.	Hiring Supervisor
<input type="checkbox"/>	Make an offer.	Hiring Supervisor
<input type="checkbox"/>	Notify employment consultant when an offer has been verbally accepted.	Hiring Supervisor
<input type="checkbox"/>	Notify vendor to conduct background check, when applicable.	Employment Consultant
<input type="checkbox"/>	Confirm the offer and/or acceptance in writing with a letter.	Hiring Supervisor
<input type="checkbox"/>	Alert hiring supervisor of background check results, when applicable.	Employment Consultant
<input type="checkbox"/>	After receiving written notification of the acceptance, notify unsuccessful interviewees that they were not selected.	Hiring Supervisor
<input type="checkbox"/>	Remove the vacancy from posting and update tracking system.	Employment Consultant
<input type="checkbox"/>	Forward a Hiring Completion Form to the hiring supervisor.	Employment Clerk
<input type="checkbox"/>	Close the requisition by returning to Human Resource Services all hiring documentation used throughout the hiring process. Below is a checklist of materials to be included in the file. Records will be maintained in Human Resource Services for three years.	Hiring Supervisor

* These activities may include or be delegated to a search committee.

Hiring Documentation Checklist

Included	Documentation	Responsible Party(ies)
<input type="checkbox"/>	Recruitment Sources <ul style="list-style-type: none"> <input type="checkbox"/> List of announcements and advertisements — where and when published <input type="checkbox"/> Copy of actual announcements and advertisements 	Hiring Supervisor and Employment Consultant
<input type="checkbox"/>	Hiring Procedures <ul style="list-style-type: none"> <input type="checkbox"/> Documented job description <input type="checkbox"/> Waiver/internal search request, if applicable <input type="checkbox"/> Credential evaluation criteria <input type="checkbox"/> Hiring supervisor and search committee interview forms/questions, notes, and evaluation instruments <input type="checkbox"/> Documentation for not hiring a Reduction-in-Force (RIF) candidate <input type="checkbox"/> Reference checks conducted/forms and notes <input type="checkbox"/> Offer letter and acceptance of offer <input type="checkbox"/> Documentation of background check, if applicable <input type="checkbox"/> Documentation of employment offer(s) and rejection(s) <input type="checkbox"/> Employment contracts, if applicable <input type="checkbox"/> Notification of unsuccessful interviewees <input type="checkbox"/> Completed Hiring Completion Form 	Hiring Supervisor and Employment Consultant

Posting a Position

Job Announcement

In accordance with Purdue University's equal employment opportunity and affirmative action obligations, all regular vacancies must be listed with the Department of Human Resource Services for announcement to University staff and the public through normal job posting procedures.

When a regular vacancy occurs or a regular new position is established, the unit head and/or supervisor must make this known to his/her regular staff members by the most effective means. An announcement concerning the open position should include job title, job level and minimum skills, experience, and educational requirements.

Job Posting

Upon posting a position, hiring supervisors and managers must consult with the dean/vice president's office to determine what goals have been established for the appropriate unit. The scope of recruitment efforts is encouraged to go beyond the unit and University postings.

It is each unit's responsibility to ensure that the Reaffirmation of University Policy on Equal Employment Opportunity and Affirmative Action (see Executive Memorandum No. D-1 at www.purdue.edu/policies/pages/human_resources/d_1.html) and the Affirmative Action Plan (www.purdue.edu/ethics/oie/plans.shtml) are followed. All advertising, including any form of announcement whether by e-mail, letter, the Web, list service, journal, etc., must be approved prior to publication by Human Resource Services.

All regular administrative/professional and clerical/service positions require posting through Human Resource Services by completing a Staff Position Posting Form and a Position Description Form in both electronic and hard copy and forwarding the forms to the Compensation unit in Human Resource Services.

Position Description and Staff Position Posting Forms

When a regular administrative/professional or clerical/service staff vacancy occurs, or a new position is created, a description of the position and the minimum qualifications must be submitted to the Human Resource Services Compensation area or the unit-specific Human Resources team. An electronic version of the job description, along with a signed hard copy is necessary for review by Compensation. The current job description should be reviewed, and if any revisions are made, approval must be obtained from the director or department head, as appropriate. The hiring supervisor must obtain budget approval and prepare the Staff Position Posting Form and Position Description Form that include a comprehensive list of all the knowledge, skills, and abilities that are required for the position. ***A well-constructed job description will yield the best results when searching for applicants.***

Once the Position Description and Staff Position Posting forms have been received by Human Resource Services, the Compensation area will review all new or updated job descriptions to identify and/or confirm the position's classification and exemption status. Compensation staff will then forward the information to the appropriate employment consultant for posting.

When the employment team has received all necessary paperwork, they will verify that the appropriate signatures have been obtained for posting purposes. Required signatures include the posting authorization signature and the fiscal authorization signature on the Staff Position Posting Form. The employment consultant will then contact the hiring supervisor to discuss necessary information, such as the minimum qualifications, salary, and recruitment plan. Positions will be posted generally within 24 hours of the time that the hiring supervisor and employment consultant finalize the details of the job posting.

The Web-based Position Description and Staff Position Posting forms are located at www.purdue.edu/hr/Resources/ps-forms.htm.

Executive, Administrative, and Managerial Positions

Searches for executive, administrative, and managerial positions, which include executives, academic administrators, student affairs administrators, business and financial managers, plant and facilities administrators, and residential life administrators are to be national in nature. Recruitment plans for these positions are to include methods that reach a national audience.

Waiver Procedures

In order to achieve equal access and equal employment opportunity, it is generally necessary to post all positions. There are a few concretely defined circumstances under which a waiver of posting may be permitted. Instances in which waivers may be permitted include:

- A current Purdue employee whose position is being eliminated due to a reduction-in-force.
- The unit has secured a candidate with “special distinction” (i.e., rare expertise in a specialized field, internationally renowned).
- This position will exist only if this individual with unique education, training, and experience is interested and available.
- The terms of the grant or contract require the appointment of the defined individual.
- As part of the recruitment in another unit on campus, the candidate is a qualified “dual-career” spouse or partner.

In such instances, appropriate documentation must be submitted to the employment manager for approval of a waiver of posting. Required documentation includes the following:

- Position Description and Staff Position Posting forms,
- a memo from the unit justifying the candidate’s selection and stating the reasoning as to why the position should not be posted and a search conducted, and
- a copy of the candidate’s résumé.

The Search Committee

Some staff hiring at Purdue is conducted through the use of a Search Committee. Positions for which a search committee may be formed include Executive, Administrative, and Managerial openings, as well as any position in which the hiring supervisor or unit head deems the use of search committee as essential to the success of the search.

It is important for every member of the Search Committee to thoroughly understand the requirements of the position to be filled, the needs of the department or unit, University policies regarding equal employment opportunity, and the mission of the University in order to assure the prospect of a successful search.

It is entirely possible for the Search Committee to be the only personal contact many applicants and candidates will have with the University. Therefore, the Search Committee is provided with an excellent opportunity to enhance the reputation and image of Purdue University. Always bear in mind that while a Search Committee is evaluating a candidate, the candidate is also evaluating the Search Committee, the department or unit it represents, and, ultimately, the University.

Forming the Search Committee

The Search Committee should have members who have legitimate and direct interests in the selection process. Criteria used in selecting the Search Committee members often include the following:

- knowledge of the substantive area
- demonstrated ability in promoting a deliberative process
- knowledge of the campus and its surrounding communities
- strong interpersonal and recruitment skills

The members of the Search Committee should possess sensitivity to affirmative action issues. When possible, women and minorities from within the unit should be represented on all Search Committees to offer diverse perspectives and different ideas that

may enhance efforts to recruit and evaluate candidates. However, since these individuals tend to be asked frequently to serve on an array of committees, this may not always be feasible. There is certainly no objection to including women or minorities from other departments or administrative units or enlisting their help in the search process.

Personnel from the Office of Institutional Equity are available to meet with the committee or to serve as a resource at any point in the search process. The Search Committee will want to evaluate all steps of its search in terms of affirmative action, with particular attention to the danger of unintentionally introducing any kind of discriminatory practice into the process.

The Charge

The charge to the Search Committee must be clear and precise. Ambiguity in the charge, in the role of the committee, or in the extent of its authority can create confusion that will hamper and delay the selection process at crucial points.

Ideally, a Search Committee should be as small as possible, yet large enough to include as many legitimate interests as possible. It must be remembered that it takes time to meet as often as a Search Committee will find necessary. The more members, the more difficult it is to have everyone present for the meetings — all of which are important.

Typical Duties of the Search Committee for Staff Searches

1. Set a timetable for each search procedure.
2. Formulate the position description.
3. Determine job-related criteria for the position.
4. Develop job-related evaluation forms.
5. Select and engage a search firm, if it is desirable.
6. Select newspapers, Web sites and journals in which advertisements will appear.
7. Draft advertisement. The advertisement must include the following equal employment opportunity statement: ***Purdue University is an equal opportunity/equal access/affirmative action employer fully committed to achieving a diverse workforce.***
8. Plan a search that is sensitive to affirmative action issues and the need for a diverse pool of candidates.
9. Develop all written communications (i.e., recruitment letters, letters acknowledging receipt of application, letter to nominee, non-selection notification).
10. Collect the names and addresses of persons and institutions to which recruitment letters can be sent.
11. Review applicants to determine if the applicants meet the advertised qualifications.
12. Inform all applicants and nominees that finalists cannot be guaranteed confidentiality.
13. Develop a list of core interview questions to ask candidates related to the essential duties of the position.
14. Participate in the screenings of candidates.
15. Take part in conference calls to candidates.
16. Assist the chair in travel arrangements and interview schedules.
17. Participate in a formal interview.
18. Participate in final evaluation and formulation of recommendation by a designated date.
19. Where a benchmark for women or minorities exists, contact and work with the Office of Institutional Equity to promote the inclusion of qualified diverse candidates in the pool of finalists to allow opportunity to correct underutilization.
20. When the committee sends forward to the appropriate administrator the recommended finalist to hire, a memo of justification will include reasons why the particular candidate is being recommended and why the other finalists are not being recommended. The justifications must be job-related.
21. Attend all meetings and maintain appropriate confidentiality about Search Committee meetings.

Enlarging the Pool of Applicants

One of the most important elements of the recruitment process is creating a broad and diverse applicant pool. The time to discuss diversity is at the beginning of the search. It is not uncommon to hear that the pool of women or minorities in a specific discipline or field is meager or even nonexistent. While certain fields may not have large numbers of women and minorities, there is no field in which they are nonexistent.

The Recruitment Plan

Advertising

To create a broad, rich, and diverse applicant pool, hiring supervisors and managers should consider advertising in a variety of publications and contacting a variety of professional organizations. Many publications and organizations advertise staff positions for women, minorities, individuals with disabilities, and veterans. Advertising in appropriate publications and contacting relevant organizations will not only assist in enlarging the applicant pool, but will also convey the commitment of the unit and institution to recruit women, minorities, individuals with disabilities, and veterans.

All advertising, including any form of announcement whether by e-mail, letter, the Web, list service, journal, etc., must be approved prior to publication by an employment consultant. The employment consultant will verify that the advertisement contains consistently correct minimum qualifications and includes at a minimum the following equal employment opportunity statement: ***Purdue University is an equal opportunity/equal access/affirmative action employer, fully committed to achieving a diverse workforce.*** The employment consultant may also add specific contact information of where interested job seekers may submit a résumé for consideration.

Advertising only in the traditional publications will often result in a homogeneous pool of traditional applicants. To enlarge the applicant pool, hiring supervisors or managers may wish to consider advertising the position in some of the following journals. The publications listed below are by no means an exhaustive list; hiring supervisors are encouraged to utilize publications that would be the

most relevant to the knowledge, skills, and/or abilities related to the position. A more extensive list of advertising resources is available at www.purdue.edu/hr/Employment/advertisingResources.htm. Employment consultants can assist hiring supervisors with this task by identifying and providing additional sources.

The Chronicle of Higher Education (No. 1 news source for college and university faculty members and administrators)

1255 23rd Street, NW, Suite 700,
Washington, DC 20037

Phone: (202) 466-1050

Fax: (202) 296-2691

Web: www.chronicle.com

E-mail: jobs@chronicle.com

Affirmative Action Register (National EEO recruitment publication directed to females, minorities, veterans, and individuals with disabilities)

225 Meramec Avenue, Suite 400,
St. Louis, MO 63105

Phone: (314) 863-2900 or (800) 537-0655

Fax: (314) 863-2905

Web: www.aarjobs.com/

E-mail: jobs@aarjobs.com

Academic Careers Online (Global job site of career opportunities in education and academia)

485 Devon Park Drive, Suite 116,
Wayne, PA 19087

Phone: (610) 964-9200

Web: www.academiccareers.com

E-mail: info@AcademicCareers.com

American Council on Education (Maintains résumé banks for top administrative positions)

One Dupont Circle, NW,
Washington, DC 20036-1193

Phone: (202) 939-9300

Fax: (202) 833-4760

Web: www.acenet.edu

E-mail: comments@ace.nche.edu

American Indian Science and Engineering

Society (Magazine published quarterly, plus online advertising available)

P.O. Box 9828,

Albuquerque, NM 87119-9828

Phone: (505) 765-1052

Fax: (505) 765-5608

Web: www.aises.org

E-mail: info@aises.org

American Society of Women Accountants

(Online job listings, plus chapter contacts throughout Indiana)

1760 Old Meadow Road, Suite 500,

McLean, VA 22102

Phone: (703) 506-3265 or (800) 326-2163

Fax: (703) 506-3266

Web: www.aswa.org

E-mail: aswa@aswa.org

Association for Women in Science (Research and academic positions; published six times per year, plus online advertising available)

1200 New York Avenue, NW,

Washington, DC 20005

Phone: (202) 326-8940

Fax: (202) 326-8960

Web: www.awis.org

E-mail: awis@awis.org

The Black Collegian Online (Targeted to recent African American BA/BS graduates seeking professional positions; month-long online advertising)

140 Carondelet Street,

New Orleans, LA 70130

Phone: (504) 523-0154

Web: www.black-collegian.com

Diverse: Issues in Higher Education (Academic and administrative positions are published 26 times a year)

10520 Warwick Avenue, Suite B-8,

Fairfax, VA 22030-3136

Phone: (703) 385-2981 or (800) 783-3199

Fax: (703) 385-1839

Web: www.diverseeducation.com

E-mail: diverseads@cmaphublishing.com

DiversityInc.com (Online diversity career center for professionals)

P.O. Box 32069,

Newark, NJ 07102

Phone: (973) 494-0500

Web: www.diversityinc.com

DiversityWorking.com (Online job board)

Phone: (949) 388-8220

Web: www.diversityworking.com

E-mail: steven.garcia@diversityworking.com

Educause (Online job listing for technology-based information resources with a focus on higher education)

4772 Walnut Street, Suite 206,

Boulder, CO 80301-2538

Phone: (303) 449-4430

Fax: (303) 440-0461

Web: www.educause.edu

E-mail: jobpost@educause.edu

GettingHired.com (Online job listing for job seekers with disabilities)

1545 US RT 206, First Floor,

Bedminster, NJ 07921

Phone: (866) 352-7481

Fax: (908) 470-2166

Web: www.gettinghired.com

HigherEdJobs.com (Online job listing specific to higher education)

328 Innovation Boulevard, Suite 300,

State College, PA 16803

Phone: (814) 861-3080, Ext. 204

Fax: (814) 861-3082

Web: www.higheredjobs.com

E-mail: sales@HigherEdJobs.com

Hispanic Outlook in Higher Education

(Published 26 times a year, it is the sole Hispanic journal on today's college campuses that reaches a broad cultural audience of educators, administrators, students, student services, and community-based organizations, plus corporations)

80 Route 4 East, Suite 203,

Paramus, NJ 07652

Phone: (201) 587-8800

Fax: (201) 587-9105

Web: www.hispanicoutlook.com

E-mail: pub@hispanicoutlook.com

IMDiversity.com (Online advertising for professional and technology positions)

140 Carondelet Street,

New Orleans, LA 70130

Phone: (504) 523-0154

Fax: (504) 523-0271

Web: www.imdiversity.com

E-mail: sales@imdiversity.com

Latinos in Higher Ed (Online job listing specific to Latino professionals in higher education in the United States, Puerto Rico, and internationally)

P.O. Box 16,

Cromwell, CT 06416

Phone: (860) 632-7676

Fax: (860) 632-1760

Web: latinosinhighered.com

E-mail: sales@latinosinhighered.com

National Association of Black Accountants Inc.

(Online job listings and placement service)

7474 Greenway Center Drive, Suite 1120,

Greenbelt, MD 20770

Phone: (301) 474-6222

Fax: (301) 474-3114

Web: www.nabainc.org

E-mail: customerservice@nabainc.org

National Society of Black Engineers (Online advertising for professional positions)

205 Daingerfield Road,

Alexandria, VA 22314

Phone: (703) 549-2207

Fax: (703) 683-5312

Web: www.nsbe.org

E-mail: info@nsbe.org

SciWeb (The Life Science Home Page — comprehensive online career resource center)

BioCareer Center

1625 K Street, Suite 100,

Washington, D.C. 20006-1604

Phone: (310) 860-0431

Fax: (707) 598-1405

Web: www.sciweb.com

Society for Advancement of Chicano & Native Americans in Science (Published six times per year, plus online advertising available)

P.O. Box 8526,

Santa Cruz, CA 95061-8526

Phone: (831) 459-0170

Fax: (831) 459-0194

Web: www.sacnas.org

E-mail: webads@sacnas.org

Society of Women Engineers (Maintains database of résumés, plus listserv on jobs)

230 East Ohio Street, Suite 400,

Chicago, IL 60611-3265

Phone: (312) 596-5223

Fax: (312) 596-5252

Web: <http://societyofwomenengineers.swe.org>

E-mail: hq@swe.org

Society for College and University Planning

(Professional and administrative positions related to planning)

339 E. Liberty, Suite 300,

Ann Arbor, MI 48104

Phone: (734) 998-7832

Fax: (734) 998-6532

Web: www.scup.org

E-mail: info@scup.org

Society of Hispanic Professional Engineers

(Magazine published quarterly plus online advertising)

13181 Crossroads Parkway North, Suite 450,

City of Industry, CA, 91746

Phone: (434) 244-9776

Fax: (434) 244-9767

Web: oneshpe.shpe.org

E-mail: john.goodrich@shpe.org

Winds of Change (Magazine published quarterly for the American Indian Science & Engineering Society)

4450 Arapahoe Ave., Suite 100,
Boulder, CO 80303

Phone: (303) 448-8853

Fax: (303) 444-6607

Web: www.wocmag.org

E-mail: adwoc@indra.com

Women in Higher Education (Great resource to reach 12,000 women who have administrative careers in higher education)

5376 Farmco Drive,
Madison, WI 53704

Phone: (608) 251-3232

Fax: (608) 284-0601

Web: www.wihe.com

E-mail: career@wihe.com

Women in Technology International

(Computing, science, and technology positions)

13351-D Riverside Drive #441,
Sherman Oaks, CA 91423

Phone: (818) 788-9484

Fax: (818) 788-9410

Web: www.witi.com

E-mail: info@witi.com

Networking

As part of a broad and comprehensive recruitment plan, hiring supervisors are urged to collaborate with employment consultants to identify recruitment strategies that will enlarge the pool of qualified applicants beyond the results yielded from solely relying on traditional means. It is the task of the hiring supervisor and employment consultant to publicize the vacant position, bring it to the attention of qualified potential applicants, including those who are members of underrepresented groups, and actively identify and recruit qualified applicants. Hiring supervisors are encouraged to work with the employment consultant to tailor the recruitment plan to the needs of the unit and position.

The informal, word-of-mouth approach to recruitment is one of the most successful practices for identifying potential applicants. In addition to advertising

the position in publications targeting traditional and underrepresented groups, hiring supervisors may also consider any of the following ideas to assist in expanding the pool of qualified applicants.

Personal Contacts

- Make direct contact with professional organizations and colleagues in the field, notify them of your unit's open position, and request names of potential qualified applicants.
- Use a personal approach in recruiting applicants. Often outstanding potential candidates do not apply for advertised positions, but might be responsive to individual contacts. Contact the potential candidate and invite him/her to apply. If an individual declines a nomination or does not respond to your letter of inquiry, you may wish to call the person to determine if his/her reasons for declining can be addressed and resolved.
- Contact underrepresented group members who have received professional recognition. If they are not interested in the position, ask for the names of promising women and minority applicants.
- 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.
- Access representation data and availability estimates for women and minorities in the Purdue University Affirmative Action Plan, which is prepared annually by the Office of Institutional Equity (OIE). Contact the OIE for assistance in using this data.

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 (e.g., the American Educational Research Association has Hispanic and Black caucuses).
- Maintain membership and actively participate in minority caucuses in professional associations.
- Maintain ongoing communication with caucuses comprised of underrepresented groups.
- Request the names of potential candidates from women and minority caucuses within relevant professional and academic associations. Maintain ongoing communication with these caucuses on other issues.
- Consider lobbying professional organizations to develop a national recruitment strategy for members of underrepresented groups.

In Your Unit

- Ensure publications are representative of the unit's commitment to diversity.
- Conduct unit 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 unit or from units related to your administrative area.
- Invite underrepresented group members to participate in an on-campus seminar as a special guest of your unit.
- 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 applicants from women and minorities at Purdue University, as well as at institutions with strong programs in the relevant discipline.

Expanding Your Contacts

- Request names of potential applicants from anyone with firsthand knowledge of women and minority job seekers at Purdue University, as well as from institutions with strong programs in your discipline or administrative area.
- Maintain close contact with women and minority graduates of Purdue University 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 unit's commitment to equity and diversity and discussions of affirmative action issues in unit newsletters or brochures sent to constituent groups and alumni, thereby informing them of the unit's support of affirmative action benchmarks and enlisting their assistance.
- Maintain current listings of underrepresented alumni and their professional involvement.

External Recruitment and Search Firms

Hiring supervisors choosing to work with agencies outside the University, such as search firms, must do so in collaboration with an employment consultant. It is necessary for the employment consultant to approve all advertising for the vacant position, and it is vital that applicant data gathered throughout the hiring process be reflective of the true applicant pool. This step necessitates that the outside agency work with the employment consultant.

Evaluating Applicant Credentials

6

CHAPTER

Referral

As early as the sixth working day following posting on the University's employment Web site, employment staff will release résumés of the minimally qualified job seekers, along with a summary of selection guidelines and procedures, to the hiring supervisor. However, the specific time frame for the release of résumés 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 and that women, minorities, individuals with disabilities, and veterans in the applicant pool have been given fair consideration.

All selection and screening activity must be conducted in a manner that complies with the Reaffirmation of University Policy on Equal Employment Opportunity and Affirmative Action. (See Executive Memorandum No. D-1 at www.purdue.edu/policies/pages/human_resources/d_1.html)

The Evaluation Process

In 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 veteran (the notions, for instance, that women are more transient than men or that individuals with disabilities are not interested in long-term careers). Applicants with disabilities must be evaluated in terms of the actual job requirements, with thought given to reasonable accommodations that can be made to enable them to perform the position's essential functions.

It is important that the initial criteria set be applied to all job seekers throughout the selection process and that all phases be properly documented.

Once a hiring supervisor can view résumés and/or credentials of applicants, the evaluation process begins. Hiring supervisors and search committee members are to review all résumés and credentials before determining which applicants to interview.

Hiring supervisors may work with the employment consultant to develop an evaluation tool.

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

Group 1

Highly qualified applicants who should be given further consideration.

Group 2

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

Group 3

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

After sorting all résumés according to qualifications, the hiring supervisor and search committee members should review the résumés in Group 1. Regardless of whether the next step in the selection process is telephone screening or on-campus interviews, the hiring supervisor and search committee should determine how many applicants to contact and then identify that number of résumés from Group 1.

Screening

After the hiring supervisor and search committee have reviewed the résumés and narrowed the overall applicant pool, the hiring supervisor should contact the employment consultant to provide the names of the finalists that require additional screening. The employment consultant will conduct a basic screening interview. This may consist of general screening questions and/or salary verification only. Once all screenings are completed, the hiring supervisor will receive the results for job-specific interviewing.

Job-Related

The selection system must be related to the characteristics and skills necessary for successful job performance — in all components of the system. Components include selection criteria, screening tools, interview protocols, reference checks, etc.

Consistency in Handling Applicants

Uniformly apply the selection system to all applicants. For selection criteria that are deemed to be essential components of the job, it is difficult, if not impossible, to explain why a certain criterion is necessary for successful job performance if there is a lack of consistency regarding that component within the hiring process.

The Interview

Guidelines for Conducting Interviews

By the time most job applicants 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 job qualifications. 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 Purdue University can be solidified during candidate interviews. The guidelines below will assist you in developing an atmosphere conducive to a productive interview:

- Structure the selection interview as much as possible.
- Give adequate advance notice so the candidate 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 candidate'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, unit, and University.
- Use open-ended questions to begin gathering information, making the candidate feel comfortable while maintaining 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 candidate 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. A candidate 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 Purdue as an employer.
- Answer questions and allow the candidate to add information.

Simple courtesy and the spirit of equal opportunity demands that all candidates be treated equitably 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 core interview questions must be asked of each candidate.

Conducting Interviews

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 in accordance with all applicable laws and regulations and must carefully define the position and the qualifications it requires. Well-planned pre-employment interviews can help ensure the best match for the job. For a hiring process to be effective, everyone involved must be aware that significant legal guidance exists that directs an employer's selection decisions.

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. Under the guidelines, selection criteria must be validated and may not have a disparate impact on applicants in protected classes. An employment practice has a disparate impact if it has a significant adverse impact on a protected group.

For example, the practice creates a barrier to entry or upward mobility to members of a protected group.

The employer must make every effort to ensure that all employment selection tools directly relate to successful job performance. 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 applicants in protected classes, they may be discriminatory. Similarly, subjective procedures may discriminate if they adversely affect a protected class of applicants.

Hiring supervisors wishing to use tests during the applicant selection process must consult with the employment consultant before doing so. Tests used in applicant 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.

A Legal and Meaningful Interview

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? The guidelines on the following pages will help you conduct legal and meaningful interviews.

Federal, State, and Local Employment Laws

In addition to the EEOC guidelines, many state and federal laws and regulations govern employment practices and affect the hiring process.

Interviewing Pitfalls

Common Interviewing Mistakes

- Failure to put the candidate at ease
- Leading questions — signaling expected answers to questions or leading to preferred answer

- Failure to actively listen
- Dominating the interview
- Failure to probe — lack of follow-up questions to clarify ideas
- Failure to plan for the interview
- Asking hypothetical questions — behavior-based questions elicit more useful information
- Personal bias used during interview
- Asking yes/no versus open-ended questions

Personal Biases in Interviewing

- Making judgments too early in the process
- The halo effect — happens when one positive aspect of a candidate's background or qualifications becomes inappropriately transferred to all aspects
- The horn effect — happens when one negative aspect of the candidate's background or qualifications becomes inappropriately transferred to all aspects
- Stereotyping
- Personal similarity
- Oversimplification
- False criteria

It is important to remember that all interview questions must be job-related.

Appropriate and Inappropriate Interview Questions

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 Purdue personnel 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. Such questions or remarks create a negative impression of the unit and the University.

The following are examples of appropriate and inappropriate interview questions by subject matter. During the interview and casual conversation, care should be taken not to ask questions that may elicit inappropriate information about the candidate.

Subject	Appropriate	Inappropriate
Address	"How long have you lived in this area?"	List of previous addresses; how long at each specific address.
Age	NONE	Questions about age; requests for birth certificate.
Arrest Record	Indiana law permits questions on pending charges if related to job, i.e., security or sensitive jobs.	Questions about pending charges for jobs other than those mentioned.
Birthplace	NONE	Birthplace of applicant or applicant's parent(s), spouse, or other close relative(s).
Citizenship	May ask questions about legal authorization to work in the specific position if all applicants are asked.	May not ask if person is a U.S. citizen.
Convictions	May ask if any record of criminal conviction and/or offenses exist if all applicants are asked.	Questions about convictions unless the information bears on job performance. Questions that would reveal arrests without convictions.
Disability	May ask about applicant's ability to do job-related functions.	Question (or a series of questions) that is likely to solicit information about a disability.
Education	Inquiries about degree or equivalent experience.	Questions about education that are not related to job performance.
Family	NONE	Number and ages of children; child bearing/rearing queries.
Marital or Family Status	Whether applicant can meet work schedule or job requirements. Should be asked of both sexes.	Any inquiry about marital status, children, pregnancy, or child care plans.
Military	You may ask if a candidate has served in the Armed Forces of the United States or in a State Militia.	You may not ask about the military service in the armed forces of any country except the U.S., nor may you inquire into one's type of discharge.
National Origin	May ask all applicants if legally authorized to work in this specific position.	May not ask if person is a U.S. citizen.
Organizations	Inquiries about professional organizations related to the position.	Inquiries about professional organizations suggesting race, sex, religion, national origin, disability, or sexual orientation.
Personal Finances	NONE	Inquiries regarding credit record, owning a home, or garnishment record.
Political Affiliation	NONE	Inquiries about membership in a political party.
Race, Color, or Sexual Orientation	NONE	Comments about complexion, color of skin, height, weight, or sexual orientation.
Religion	Describe the work schedule and ask whether applicant can work that schedule. Also, suggest that accommodations to schedule are possible.	Inquiries about religious preferences, affiliations, or denominations or religious holidays observed.
Work Experience	Applicant's previous employment experience.	Stereotypical inquiries regarding protected group members.

Applicants with Disabilities

The Americans with Disabilities Act (ADA) and the ADA Amendments Act of 2008 require the University to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, except when such accommodation would cause an undue hardship. The undue hardship standard is very high and rarely met at the University.

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 accommodation for an applicant or employee, please contact either the assistant director for compliance and disability services at 49-47253 or the ADA/leaves/CDL program consultant at 49-40269.

Tips on 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, individuals are often unsure of “disability etiquette” when interacting with employees with disabilities. These guidelines are provided to help individuals in the interviewing process and to enhance communication skills of individuals when interacting with prospective employees with disabilities.

Interviewing a Candidate with Any Disability

Ensure that interviews, presentations, lodging, and dining arrangements are mobility accessible. Use the term “accessible parking” rather than “handicapped parking.”

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.

Interacting with a Candidate with Any Disability

- Offer to shake hands when introduced. People with limited hand use or an artificial limb can usually shake hands and offering the left hand is an acceptable greeting.
- If you offer assistance, wait until the offer is accepted. Then listen or ask for instructions.
- Do not refer to an individual by his or her disability, i.e. “that deaf guy” or “the one legged woman.” A person is not a condition. Instead, you may want to say “he is deaf” or “she has a mobility impairment.”
- Do not emphasize disability over other characteristics when describing a person with a disability. It is okay to say that a person uses a wheelchair, especially when dealing with questions of parking and making accommodations — just do not make it the major emphasis of what the person has to offer when dealing with people individually.
- Be considerate of the extra time that it may take a person with a disability to perform a major life activity.

- Listen attentively when talking with people who have difficulty speaking and wait for them to finish.
- Never pretend to understand; instead repeat what you have understood and allow the person to respond.
- Everyone makes mistakes from time to time. If you make a mistake and offend someone, apologize.
- Relax. People with disabilities are people first.

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 candidate 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 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 a candidate’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. If the offer is accepted, let the candidate grasp your left arm, usually just above the elbow.

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 do. 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.

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 either the assistant director for compliance and disability services at 49-47253 or the ADA/leaves/CDL program consultant at 49-40269.

Interview Questionnaire Guide

When developing interview questions, consider the following:

- ask only for information that will serve as a basis for the hiring decision, and
- know how the information will be used to make the decision.

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.

The following Interview Questionnaire Guide provides hiring supervisors with a resource from which to select questions that will help identify the candidate who will be most successful in a position. Because research has shown that past behavior is predictive of future behavior, the questions are behavior-based. They will prevent a supervisor from missing important information, overlooking job motivation and organizational fit, and asking illegal, non-job-related questions. The same set of questions should be used to interview all candidates.

Background Review

Application/Résumé

The following questions are designed to confirm the information on the candidate’s résumé. Verify the address and phone numbers with information provided by Human Resource Services. If there are changes, advise the candidate to update his/her résumé through the applicant tracking system, Taleo.

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?

Interview Questions

The following sections provide sample questions to be used in evaluating various performance factors. All questions in each section 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 which interviewer is to be responsible for asking questions related to the various factor(s). Each interviewer is then assigned three to four questions from the respective factor list(s) to ask of every candidate. The following 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. Human Resource Services can provide additional questions that address these and other performance factors.

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.

1. Have you found any ways to make your job easier or more rewarding?
2. Have you ever recognized a problem before your boss or others in the organization? How did you handle it?
3. We've 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?
4. 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? What did you do once you were aware of it?
5. Give me some examples of doing more than required in your job.
6. Can you think of some projects or ideas (not necessarily your own) that were carried out successfully primarily because of your efforts?
7. What new ideas or suggestions have you come up with at work?

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 candidate has reacted to past stressful situations.

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

Planning and Organizing

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

1. How do you organize your work day?
2. How often is your time schedule upset by unforeseen circumstances?
What do you do when that happens? Tell me about a specific time.
3. Describe a typical day ... a typical week. (Interviewer, listen for planning.)
4. How do you establish priorities in scheduling your time? Give examples.
5. What is your procedure for keeping track of items requiring your attention?
6. 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?
7. Tell me how you establish a course of action to accomplish specific long- and short-term goals.
8. Do you postpone things? What are good reasons to postpone things?
9. How do you catch up on an accumulated backlog of work after a vacation or conference?

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 that are similar to those of the position for which the individual is being considered.

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

Work Standard

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

1. What are your standards of success in your job? What have you done to meet these standards?
2. What do you consider the most important contribution your department has made to the organization? What was your role?
3. What factors, other than pay, do you consider most important in evaluating yourself or your success?
4. When judging the performance of others, what factors or characteristics are most important to you?
5. Describe the time you worked the hardest and felt the greatest sense of achievement.
6. 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?

Teamwork

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

1. We've 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?
2. 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.
3. How do you go about developing rapport (relationships) with individuals at work?
4. Give me some examples of when one of your ideas was opposed in a discussion.
How did you react?
5. Tell me, specifically, what you have done to show you are a team player at _____.
6. We all have ways of showing consideration for others. What are some things you've done to show concern or consideration for a co-worker?
7. How do you keep your employees informed as to what is going on in the organization?
8. What methods do you use to keep informed as to what is going on in your area?

Communication Skills

Following is a list of questions designed to gather information relating to an individual's communication skills. This section also includes observations to be made during the interview.

These questions should be customized to fit your position. Normally, only two or three questions would be used.

1. 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?
2. What kind of reports/proposals have you written? Can you give me some examples?
3. Give an example of when you told someone to do something and they did it wrong. What was the outcome?
4. What reports that you are currently preparing (or recently prepared) are the most challenging and why?
5. What kinds of presentations have you made? Can you give me some examples? How many presentations do you make in a year?
6. Give me an example from your past work experience where you had to rely on information given to you verbally to get the job done.
7. What different approaches do you use in talking with different people? How do you know you are getting your point across?
8. What is the worst communication problem you have experienced? How did you handle it?

Interviewer's Observations

- A. Consider if the candidate is able to express himself/herself effectively and in a well-organized manner.
- B. Observe the candidate's non-verbal communication.
- C. Consider whether the candidate's grammar, sentence structure, etc., are appropriate to the requirements of the position.

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.

1. Tell me about a time you had to take a firm stand with a co-worker. What was the situation? What was difficult about the co-worker? What was the firm stand you had to take?
2. Describe how you instruct someone to do something new. What were you training them to do? Walk me through how you did it.
3. Tell me about a time you had to win approval from your co-workers for a new idea or plan of action.
4. Tell me about a new idea or way of doing something you came up with that 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.
5. Describe any supervisory or leadership training, schooling, or work experience you have had and its relevance to this position.
6. What leadership skills and experience do you have that would qualify you as an effective leader? Be specific.

Job Motivation

Following is a list of questions designed to help identify a candidate's motivation to do the type of work the position requires. The intent is not to see if they had good motivation/satisfaction in their previous jobs, but 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 all of the time, a desk job in accounting would probably not provide high satisfaction.

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

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/her training and experience. It is advisable to inform the candidate of the schedule for filling the position, how many candidates are being interviewed, and how and when the hiring supervisor will communicate his/her employment decision. If hiring supervisors have questions about the interview and selection process, they can speak directly to their employment consultant.

Conducting Reference Checks

Candidates for staff positions agree to reference checks when completing the online application process. Hiring supervisors should explain to candidates at the interview that they will be contacting employment references following the interview. Candidate requests should be honored, if at all possible. For example, should a candidate request that the hiring supervisor not contact his/her current employer until the candidate is the finalist for the position, if possible, this request should be honored. A candidate's current position could be jeopardized if his/her supervisor is made aware of the candidate's job search. It is also more appropriate to conduct a reference check once a finalist has been identified.

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. Because information gathered through reference

checks is confidential, it should be communicated only to those who have a business need to know. A sample list of reference check questions is provided in 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. 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 candidate 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.

Remember that a candidate may pursue a public records request seeking to obtain reference information, particularly letters of reference.

Extending an Offer of Employment

The hiring supervisor should contact the selected candidate by telephone or in person to offer the position. 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 an external candidate has accepted the position, hiring supervisors are advised to follow up with a formal offer letter. Offer letters are not necessary for internal employees who are transferring or being promoted. Sample offer letters are available in Appendix B.

Essential Components of All Offer Letters

While each unit will want to construct its own letters of offer, following is a list of points to be covered.

- Official position title and working title, if appropriate.
- Effective date of employment, and if appropriate, ending date of the appointment.
- Brief expectation of duties and job description.
- Term of appointment (academic year or fiscal year).
- Full-time salary rate and pay basis.
 - For Exempt Administrative/Professional positions, Salary (presented as a monthly amount).
 - For Nonexempt Administrative/Professional Positions (Operations Assistants), Wages (presented as an Hourly Rate).
- Percentage of time of appointment.
- Reference to benefits, if applicable.
- Reference to policies and procedures (enclose the *Faculty and Staff Handbook*).
- Reference to the need to present evidence of employment eligibility pursuant to the Immigration Reform and Control Act. Appropriate documentation establishing identity and work authorization must be presented; please see <http://www.purdue.edu/hr/pdf/i-9.pdf> for a list of accept-

able documents. The employee must also sign the I-9 Form under penalty of perjury. The law requires that the I-9 Form be kept for three years after the date of hire or one year after termination, whichever is longer.

- All offer letters must include
 - a statement that the offer is contingent upon the approval of the Provost or the appropriate direct report to the President,
 - a statement that the offer letter is not intended to create a contract of employment, and
 - the following statement: "It is the policy of Purdue University to provide reasonable accommodations for employees and applicants with disabilities. If you need accommodations, please contact us."
- Any other terms specific to the particular position being offered (for example, background checks, licensing or certifications, etc.)
- Moving expense reimbursement, if offered.
- Reference to the need for a Purdue University identification card to be obtained once employment has begun.
- Request for formal acceptance of the offer, either by a return letter or by signing a copy of the offer letter, and include an expected response date.

An HR Form 13 (Purdue University Employee Information Form) should be sent after the candidate has accepted the offer.

Benefits

It is important to discuss the employment benefits associated with the position and answer any pertinent questions the candidate has asked. Please contact your employment consultant with specific questions regarding benefits. The benefits offered at Purdue University also can be found online at www.purdue.edu/hr/Benefits/Welcome.html.

Closing the Search

After the successful candidate has accepted the offer, the hiring supervisor should contact the employment consultant with the name of the selected candidate and the names of the other candidates interviewed. For those candidates not selected for the position, the hiring supervisor will need to provide an explanation as to why the unsuccessful candidates were not hired. The employment consultant will then update the applicant tracking system, noting that the successful candidate has accepted the position and is not to be contacted for other vacancies.

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 unit to inform them of the hiring decision. A sample denial letter is located in Appendix B of this manual. Applicants who were not interviewed will be notified through the applicant tracking system as to the filled status of a position for which they applied.

Documenting the Search

Hiring supervisors and search committees must document searches to ensure compliance with Purdue University and the U.S. Department of Labor records retention requirements. Information documenting recruitment and selection procedures should be retained for all searches. A Hiring Documentation Checklist may be found on page 5 of this manual and is available on the Purdue University Employment web site under Supervisor Resources. All hiring documentation must be sent to Human Resource Services Employment to be maintained for three years. The documentation is utilized in the event of an audit and provides legal justification for the hiring decisions that were made. All information may also be copied for departmental record keeping.

Hiring Completion Form

Following notification of the search outcome, Human Resource Services staff will forward a Hiring Completion Form (sample included in Appendix A) to the hiring supervisor. The form will list all of the candidates who were interviewed for the vacancy, along with the outcome of the hiring process. The hiring supervisor should review the Hiring Completion Form for accuracy and notify the employment consultant of any necessary changes. If corrections are necessary, a revised Hiring Completion Form will be forwarded to the hiring supervisor. The hiring supervisor should then sign and return the form, along with all hiring documentation, to the Employment area of Human Resource Services.

Compliance

Failure to comply with current employment procedures may result in written notification of violation from the employment manager in Human Resource Services 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. D-1 at www.purdue.edu/policies/pages/human_resources/d_1.html) may be subject to Special Monitoring Procedures.

Employment Forms

Résumé/Credentials Evaluation Form

Candidate's Name: _____

Additional Information: _____

Required Skills	Excellent	Adequate	Not Evident
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	_____	_____	_____
Desired Skills			
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____

Comments:

Recommendation:

This candidate is: (circle one)

Top Candidate Good Candidate Not for Consideration Hold for Discussion

Evaluator: _____ Date: _____

Candidate-Interview Evaluation Sheet

Candidate's Name _____ Evaluator's Name _____ Date _____

Areas the applicants should be evaluated on. You can rate them on a scale from 1 to 5.

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 okay 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 very willing, energetic, and professional
5. Could leap tall building in a single bound

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 okay match
4. Seems to be a good match
5. Seems to be a perfect match

Rating _____

Overall Rating _____

Reference Check Questions

Human Resource Services
Freehafer Hall of Administrative Services
401 S. Grant Street
West Lafayette, IN 47907-2024



Candidate 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 he/she leave your company? _____

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

6. What are his/her strong points? _____

7. What are his/her limitations? _____

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

9. Could you comment on his/her:
 a. Attendance _____ d. Dependability _____
 b. Ability to assume responsibility _____ e. Potential for advancement _____
 c. Degree of supervision needed _____ f. Overall attitude _____
10. Is there additional job-related information you would like to share? _____

Person Conducting Reference Check

Date

Candidate Evaluation Form

Candidate's Name: _____

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

Rating

- | | |
|-----|-------|
| 1. | _____ |
| 2. | _____ |
| 3. | _____ |
| 4. | _____ |
| 5. | _____ |
| 6. | _____ |
| 7. | _____ |
| 8. | _____ |
| 9. | _____ |
| 10. | _____ |

Narrative:

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

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

3. 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: _____

Sample Hiring Completion Form

HUMAN RESOURCE SERVICES
Freehafer Hall of Administrative Services
401 S. Grant Street
West Lafayette, IN 47907-2024
www.purdue.edu/hr



To:

From:

Date:

Re:

Listed below are the individuals referred to you for your recent vacancy. I have indicated the action and outcomes that we discussed. Please review, sign, and return, if correct. Please contact me if I have listed anything incorrectly, or if you have any questions.

We require all hiring notes and information collected during your decision-making process to be forwarded to Human Resource Services. We are centrally maintaining a complete record of this vacancy for audit purposes. If you wish to maintain the original documentation in your department, please forward a copy to me.

Name	Action	Outcome
Mary Simple	HS Interview	Others More Competitive
Joe Brown	HS Interview	Others More Competitive
John Smith	HS No Interview	Others More Competitive
Betty Davis	Offer Extended	Accepted
John Edwards	HS Interview	Others More Competitive
Dave Howard	HS No Interview	Others More Competitive

Hiring Supervisor Signature

Date

Employment Letters

Sample Offer Letter for Management/Professional STARTING ON OR PRIOR TO December 31, 2010

[DATE]

[CANDIDATE'S FULL NAME]

[CANDIDATE'S ADDRESS]

[CANDIDATE'S ADDRESS 2]

[CANDIDATE'S CITY, STATE, ZIP]

PURDUE
UNIVERSITY

Dear [CANDIDATE'S NAME]:

It gives me great pleasure to offer you an appointment as [TITLE] in the Department of [DEPARTMENT NAME] to begin [START DATE].

The position will be a [# OF MONTHS]-month [FTE] appointment at a monthly salary of [MONTHLY SALARY AMOUNT]. Salary increases are based entirely on merit.

In addition to the salary, Purdue University provides a generous fringe benefit package that includes retirement benefits as well as major medical, disability, and life insurance.

The University provides a 403(b) defined contribution retirement plan, and you will be eligible for university-funded contributions immediately. The University is making changes to this plan that will become effective January 1, 2011.

From your date of hire through December 31, 2010, the University will contribute an amount equal to 11 percent of the first \$9,000 of your budgeted salary and 15 percent of amounts over \$9,000. These contributions will be made through TIAA-CREF, which currently administers the plan.

Beginning January 1, 2011, the University will contribute an amount equal 10 percent of your budgeted salary (*and summer earnings*) to the 403(b) plan, and you will be required to contribute 4 percent of your budgeted salary (*and summer earnings*) to Purdue's 401(a) defined contribution retirement plan. At that time, Purdue will increase your budgeted salary to (*enter specific amount*) to account for the 4 percent mandatory contribution.

Purdue will have a new investment lineup beginning in January, and Fidelity Investments will be the plan administrator. Resources will be available to assist you with this transition. Voluntary savings options are also available upon hire.

Purdue University's benefit package is summarized at: www.purdue.edu/hr/Benefits/Welcome.html.
The *Faculty and Staff Handbook* is located at: www.purdue.edu/oop/faculty_staff_handbook/index.html.

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

On your first day of employment you will need to bring to the Business Office appropriate documentation from the attached "Form I-9 List of Acceptable Documents." <http://www.purdue.edu/hr/pdf/i-9.pdf>

Sample Offer Letter for Management/Professional STARTING ON OR PRIOR TO December 31, 2010 (continued)

This offer is not intended to create a contract of employment for any specific period of time, and is contingent upon your eligibility to work in the United States. Also, it is contingent on the approval of the [PROVOST EVP&T OTHER]. In your case, we have every reason to believe such actions will be forthcoming. This offer is effective only for employment start dates of December 31, 2010, or earlier.

The [FACULTY STAFF] join me in welcoming you to the department and look forward to working with you. We trust that it will be mutually rewarding. Please indicate your acceptance of this position by signing below and returning the original in the self-addressed stamped envelope by [DUE DATE].

Sincerely,

[DEPARTMENT HEAD NAME]
[DEPARTMENT HEAD TITLE]

Acceptance Signature

Date

Enclosures: Form I-9 List of Acceptable Documents (www.purdue.edu/hr/pdf/i-9.pdf)
 Stamped Self-Addressed Envelope

cc: Business Office
 [SUPERVISOR NAME]
 [OTHER RECIPIENTS]

Sample Offer letter for Management/Professional STARTING ON OR AFTER January 1, 2011

[DATE]

[CANDIDATE'S FULL NAME]
[CANDIDATE'S ADDRESS]
[CANDIDATE'S ADDRESS 2]
[CANDIDATE'S CITY, STATE, ZIP]

PURDUE
UNIVERSITY

B

APPENDIX

Dear [CANDIDATE'S NAME]:

It gives me great pleasure to offer you an appointment as [TITLE] in the Department of [DEPARTMENT NAME] to begin [START DATE].

The position will be a [# OF MONTHS]-month [FTE] appointment at a monthly salary of [MONTHLY SALARY AMOUNT]. Salary increases are based entirely on merit.

In addition to the salary, Purdue University provides a generous fringe benefit package that includes retirement benefits as well as major medical, disability, and life insurance.

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 (*and summer earnings*) to the 403(b) plan, and you will be required to contribute 4 percent of your budgeted salary (*and summer earnings*) to Purdue's 401(a) defined contribution retirement plan. Voluntary savings options are also available upon hire.

Purdue University's benefit package is summarized at: www.purdue.edu/hr/Benefits/Welcome.html.
The Faculty and Staff Handbook is located at: www.purdue.edu/oop/faculty_staff_handbook/index.html.

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

On your first day of employment you will need to bring to the Business Office appropriate documentation from the attached "Form I-9 List of Acceptable Documents." <http://www.purdue.edu/hr/pdf/i-9.pdf>

This offer is not intended to create a contract of employment for any specific period of time, and is contingent upon your eligibility to work in the United States. Also, it is contingent on the approval of the [PROVOST EVP&T OTHER]. In your case, we have every reason to believe such actions will be forthcoming. This offer is effective only for employment start dates of January 1, 2011, or later.

The [FACULTY STAFF] join me in welcoming you to the department and look forward to working with you. We trust that it will be mutually rewarding. Please indicate your acceptance of this position by signing below and returning the original in the self-addressed stamped envelope by [DUE DATE].

Sincerely,

[DEPARTMENT HEAD NAME]
[DEPARTMENT HEAD TITLE]

Acceptance Signature

Date

Enclosures: Form I-9 List of Acceptable Documents (www.purdue.edu/hr/pdf/i-9.pdf)
Stamped Self-Addressed Envelope

cc: Business Office
[SUPERVISOR NAME]
[OTHER RECIPIENTS]

Sample Offer Letter for Administrative/Professional STARTING ON OR PRIOR TO December 31, 2010

[DATE]

[CANDIDATE'S FULL NAME]
[CANDIDATE'S ADDRESS]
[CANDIDATE'S ADDRESS 2]
[CANDIDATE'S CITY, STATE, ZIP]

PURDUE
UNIVERSITY

Dear [CANDIDATE'S NAME]:

It gives me great pleasure to offer you an appointment as [TITLE] in the Department of [DEPARTMENT NAME] to begin [START DATE].

The position will be a [# OF MONTHS]-month [FTE] appointment at a monthly salary of [MONTHLY SALARY AMOUNT]. Salary increases are based entirely on merit.

In addition to the salary, Purdue University provides a generous fringe benefit package that includes retirement benefits as well as major medical, disability, and life insurance.

The University provides a 403(b) defined contribution retirement plan, and you will begin receiving university-funded contributions to the plan after completing three continuous years of service in an eligible position.

When you have completed your eligibility period, the University will contribute an amount equal to 10 percent of your budgeted salary (*and summer earnings*) to the 403(b) plan, and you will be required to contribute 4 percent of your budgeted salary (*and summer earnings*) to Purdue's 401(a) defined contribution retirement plan. At that time, Purdue will increase your budgeted salary to account for the 4 percent mandatory contribution. Voluntary savings options are available upon hire.

Purdue University's benefit package is summarized at: www.purdue.edu/hr/Benefits/Welcome.html.
The *Faculty and Staff Handbook* is located at: www.purdue.edu/oop/faculty_staff_handbook/index.html.

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

On your first day of employment you will need to bring to the Business Office appropriate documentation from the attached "Form I-9 List of Acceptable Documents." <http://www.purdue.edu/hr/pdf/i-9.pdf>

This offer is not intended to create a contract of employment for any specific period of time, and is contingent upon your eligibility to work in the United States. Also, it is contingent on the approval of the [PROVOST EVP&T OTHER]. In your case, we have every reason to believe such actions will be forthcoming. This offer is effective only for employment start dates of December 31, 2010, or earlier.

The [FACULTY STAFF] join me in welcoming you to the department and look forward to working with you. We trust that it will be mutually rewarding. Please indicate your acceptance of this position by signing below and returning the original in the self-addressed stamped envelope by [DUE DATE].

Sincerely,

[DEPARTMENT HEAD NAME]
[DEPARTMENT HEAD TITLE]

Acceptance Signature

Date

Enclosures: Form I-9 List of Acceptable Documents <http://www.purdue.edu/hr/pdf/i-9.pdf>
Stamped Self-Addressed Envelope

cc: Business Office
[SUPERVISOR NAME]
[OTHER RECIPIENTS]

Sample Offer Letter for Administrative/Professional STARTING ON OR AFTER January 1, 2011

[DATE]

[CANDIDATE'S FULL NAME]
[CANDIDATE'S ADDRESS]
[CANDIDATE'S ADDRESS 2]
[CANDIDATE'S CITY, STATE, ZIP]

PURDUE
UNIVERSITY

B

APPENDIX

Dear [CANDIDATE'S NAME]:

It gives me great pleasure to offer you an appointment as [TITLE] in the Department of [DEPARTMENT NAME] to begin [START DATE].

The position will be a [# OF MONTHS]-month [FTE] appointment at a monthly salary of [MONTHLY SALARY AMOUNT]. Salary increases are based entirely on merit.

In addition to the salary, Purdue University provides a generous fringe benefit package that includes retirement benefits as well as major medical, disability, and life insurance.

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 (*and summer earnings*) 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 (*and summer earnings*) to the 403(b) defined contribution plan. Voluntary savings options are also available upon hire.

Purdue University's benefit package is summarized at: www.purdue.edu/hr/Benefits/Welcome.html.
The *Faculty and Staff Handbook* is located at: www.purdue.edu/oop/faculty_staff_handbook/index.html.

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

On your first day of employment you will need to bring to the Business Office appropriate documentation from the attached "Form I-9 List of Acceptable Documents." <http://www.purdue.edu/hr/pdf/i-9.pdf>

This offer is not intended to create a contract of employment for any specific period of time, and is contingent upon your eligibility to work in the United States. Also, it is contingent on the approval of the [PROVOST EVP&T OTHER]. In your case, we have every reason to believe such actions will be forthcoming. This offer is effective only for employment start dates of January 1, 2011, or later.

The [FACULTY STAFF] join me in welcoming you to the department and look forward to working with you. We trust that it will be mutually rewarding. Please indicate your acceptance of this position by signing below and returning the original in the self-addressed stamped envelope by [DUE DATE].

Sincerely,

[DEPARTMENT HEAD NAME]
[DEPARTMENT HEAD TITLE]

Acceptance Signature

Date

Enclosures: Form I-9 List of Acceptable Documents <http://www.purdue.edu/hr/pdf/i-9.pdf>
Stamped Self-Addressed Envelope

cc: Business Office
[SUPERVISOR NAME]
[OTHER RECIPIENTS]

Sample Operations Assistant Offer Letter

[DATE]

[CANDIDATE'S FULL NAME]
[CANDIDATE'S ADDRESS]
[CANDIDATE'S ADDRESS 2]
[CANDIDATE'S CITY, STATE, ZIP]



Dear [CANDIDATE'S NAME]:

It gives me great pleasure to offer you an appointment as [TITLE] in the Department of [DEPARTMENT NAME] to begin [START DATE].

The position will be a non-exempt (overtime-eligible) [# OF MONTHS]-month [FTE] appointment at the rate of [HOURLY RATE] per hour. Salary increases are based entirely on merit.

Purdue University provides a generous fringe benefit package that includes retirement benefits, as well as major medical, disability, and life insurance.

Purdue University's benefit package is summarized at www.purdue.edu/hr/Benefits/Welcome.html. The *Faculty and Staff Handbook* is located at www.purdue.edu/ooop/faculty_staff_handbook/index.html.

On your first day of employment, you will need to bring to the business office appropriate documentation to support the Form I-9 List of Acceptable Documents (www.purdue.edu/hr/pdf/i-9.pdf).

This offer is not intended to create a contract of employment for any specific period of time and is contingent upon your eligibility to work in the United States. Also, it is contingent on the successful completion of a background check and the approval of the [PROVOST EVPBFT OTHER]. In your case, we have every reason to believe such actions will be forthcoming.

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

The [FACULTY STAFF] join me in welcoming you to the department and look forward to working with you. We trust that it will be mutually rewarding. Please indicate your acceptance of this position by signing below and returning the original in the self-addressed stamped envelope by [DUE DATE].

Sincerely,

[DEPARTMENT HEAD NAME]
[DEPARTMENT HEAD TITLE]

Acceptance Signature

Date

Enclosures: Form I-9 List of Acceptable Documents (www.purdue.edu/hr/pdf/i-9.pdf)
 Stamped Self-Addressed Envelope

cc: Business Office
 [SUPERVISOR NAME]
 [OTHER RECIPIENTS]

Sample Clerical/Service Offer Letter

[DATE]

[CANDIDATE'S FULL NAME]
 [CANDIDATE'S ADDRESS]
 [CANDIDATE'S ADDRESS 2]
 [CANDIDATE'S CITY, STATE, ZIP]

PURDUE
 UNIVERSITY

APPENDIX

Dear [CANDIDATE'S NAME]:

It gives me great pleasure to offer you an appointment as [TITLE] in the Department of [DEPARTMENT NAME] to begin [START DATE].

The position will be a non-exempt (overtime-eligible) [# OF MONTHS]-month [FTE] appointment at the rate of [HOURLY RATE] per hour. Salary increases are based entirely on merit.

Purdue University provides a generous fringe benefit package that includes retirement benefits, as well as major medical, disability, and life insurance.

Purdue University's benefit package is summarized at www.purdue.edu/hr/Benefits/Welcome.html. The *Faculty and Staff Handbook* is located at www.purdue.edu/oo/faculty_staff_handbook/index.html.

On your first day of employment, you will need to bring to the business office appropriate documentation to support the Form I-9 List of Acceptable Documents (www.purdue.edu/hr/pdf/i-9.pdf).

This offer is not intended to create a contract of employment for any specific period of time and is contingent upon your eligibility to work in the United States. Also, it is contingent on the successful completion of a background check and the approval of the [PROVOST EVPBFT OTHER]. In your case, we have every reason to believe such actions will be forthcoming.

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

The [FACULTY STAFF] join me in welcoming you to the department and look forward to working with you. We trust that it will be mutually rewarding. Please indicate your acceptance of this position by signing below and returning the original in the self-addressed stamped envelope by [DUE DATE].

Sincerely,

[DEPARTMENT HEAD NAME]
 [DEPARTMENT HEAD TITLE]

 Acceptance Signature

 Date

Enclosures: Form I-9 List of Acceptable Documents (www.purdue.edu/hr/pdf/i-9.pdf)
 Stamped Self-Addressed Envelope

cc: Business Office
 [SUPERVISOR NAME]
 [OTHER RECIPIENTS]

Sample Delayed Decision Letter

This letter serves as formal notification to candidates to inform them that an immediate hiring decision will not be made.



[DATE]

[CANDIDATE'S FULL NAME]

[CANDIDATE'S ADDRESS]

[CANDIDATE'S ADDRESS 2]

[CANDIDATE'S CITY, STATE, ZIP]

Dear [CANDIDATE'S NAME]:

Thank you for your interest in the [TITLE] position on the [SHIFT] shift. I enjoyed meeting with you and sharing your interest in the position. At this time, I will not be able to announce a decision on [DATE], as I told you during the interview. The earliest announcement will not come before [DATE].

Thank you for your patience and cooperation. If you have any questions regarding the position, please call me at [TELEPHONE NUMBER].

Sincerely,

[HIRING SUPERVISOR]

[TITLE]

Sample Denial Letter

This letter serves as formal notification to unsuccessful candidates informing them that another candidate has been selected for the position.



[DATE]

[CANDIDATE'S FULL NAME]

[CANDIDATE'S ADDRESS]

[CANDIDATE'S ADDRESS 2]

[CANDIDATE'S CITY, STATE, ZIP]

Dear [CANDIDATE'S NAME]:

Thank you for your interest in the [TITLE] position.

We have completed the interviewing process, and due to the quality of the applicants, we have had to make some difficult choices. Your credentials were given careful consideration; however, another candidate whose education and experience more closely match the needs of the position has been chosen.

It was a pleasure meeting and talking with you. I wish you the best in your future endeavors.

Sincerely,

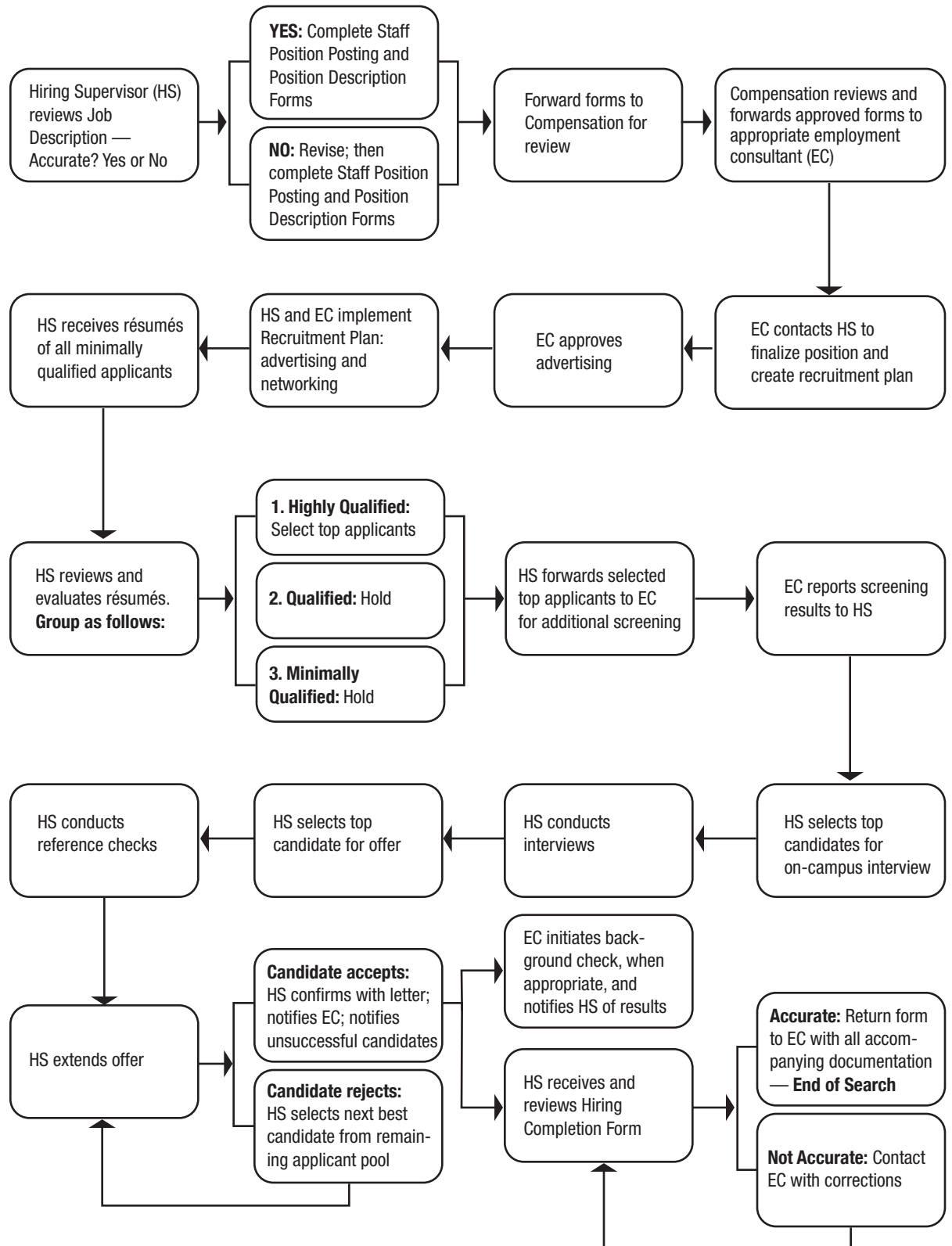
[HIRING SUPERVISOR]

[TITLE]

Note: Be sure that the candidate chosen for the position actually does match the reason stated for their selection. Some employers send a generic letter to all applicants who were not selected, so make sure that if you are sending a generic letter that the letter is applicable to all rejected applicants.



Process Flowchart



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, in training, and in promotion. Each person has the right to be evaluated as an individual 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 for white males than for women and minorities?

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, generally, than white males. 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.

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 that includes minorities, women, people with disabilities, and veterans.

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. Benchmarks are determined through consultation with the appropriate dean, director, or department chair. Affirmative action means reaching out to candidates 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.

Purdue University Contacts for Recruitment and Selection

Office of Institutional Equity (OIE)	49-47253
Human Resource Services (HRS)	
Compensation	49-40097
Employment	49-61828
Advancement Human Resources	49-40542
Athletics Human Resources	49-45223
Employment Verification (1:00-3:00 p.m.)	49-47404
Housing and Food Services Human Resources	49-49418
ITaP Human Resources	49-63879
Libraries Human Resources	49-42899
Physical Facilities Human Resources	49-41421
Black Cultural Center	49-43092
Confucius Institute at Purdue	49-43841
Disability Accommodations	
Office of Institutional Equity	49-47253
Human Resource Services	49-40269
Diversity Resource Office	49-47307
Latino Cultural Center	49-42530
Native American Education and Cultural Center	49-44539
Office of International Students and Scholars	49-45770
Purdue University China Center	49-43859 or 49-44739
Women's Resource Office	49-49879

**OFFICE OF INSTITUTIONAL EQUITY**

Ernest C. Young Hall, 10th Floor
155 South Grant Street
West Lafayette, IN 47907-2114
(765) 494-7253 (Voice)
(765) 496-1343 (TTY)
(765) 496-1295 (Fax)

HUMAN RESOURCE SERVICES

Freehafer Hall of Administrative Services
401 South Grant Street
West Lafayette, IN 47907-2024
(765) 496-1828 (Voice)
(765) 496-1343 (TTY)
(765) 494-6138 (Fax)