

ALCORN STATE UNIVERSITY
Human Resources Department

Standard Hiring/Recruitment
Procedural Manual

Standard Hiring/Recruitment Process

Our shared objective is to create a positive candidate experience from initial application through completion of probationary period and beyond

- Employment Policy
- Roles (HR & Hiring Managers)
- Job Posting/Recruitment Channels
- Hiring/Recruitment Profile
- Applicant Tracking
- Making final Selection/Offering Position
- Hiring Profile & Selection Criteria
- Interview & Evaluation

The Budgetary Authority must ensure that funds are available and approved to finance any open or vacant position before the employment process takes place.

Alcorn State University fosters the posture and practice of equal employment opportunities for current and potential employees. The university will advertise vacancies and new positions as widely as is practical. Consequently, all Non-Professional vacancies and new positions shall be posted on the ASU website and advertised in at least one widely circulated publication. A minimum of two weeks shall be allowed from the time a new/vacant position is published until the deadline for the receipt of applications. All Professional vacancies and positions will be posted on the University website; www.alcorn.edu, and shall also be advertised through the Mississippi Employment Offices, Inside Higher Ed, The Chronicle, and other posting venues. The Hiring Manager is responsible for working with the Human Resources Department to ensure appropriate posting and advertising.

All open positions will be advertised for a minimum of two (2) weeks before the deadline for applications.

Employment Policy

Key Roles in the Recruitment and Hiring Process

Human Resources

- Post job via People Admin
- Maximize job exposure through use of multiple recruitment channels
- Track Applicants
- Provide guidance on pay & employment status
- Schedule Orientation
- Prepare Offer & Welcome Letters

Hiring Manager

- Define job
- Create Hiring Profile and Selection Criteria
- Submit Position Requisition for approval (for new positions)
- Evaluate applications
- Check references
- Offer job
- Return Employment Documents To HR
- Submit EPAF

Identify appropriate recruitment channels in consultation with the HR representative:

- Alcorn.edu
- Careerbuilder.com
- Inside Higher Ed
- HigherEdJobs.com
- Chronicle of Higher Education
- Mississippi Unemployment Offices
- WIN Job Center

Job Posting/Recruitment Channels

Hiring/Recruitment Profile

The following information is a guideline for the hiring/recruitment process at Alcorn State.

- ❑ Hiring Managers should use the enclosed customized form to evaluate candidates
- ❑ A courteous “reject letter” should be sent by the hiring manager to those candidates who are interviewed but aren’t selected
- ❑ All documents used during the interview process should be forwarded to HR after candidate is selected (the candidate evaluation forms should also be included)
- ❑ A customized offer letter and welcome letter is prepared and sent by the HR Representative
- ❑ All new hires will have start date of the 1st or 15th of the month

- Hiring Manager will receive all applications for any and all vacant positions
- Applications will be tracked for EEO compliance, and retained to maintain a qualified pool of applicants
- Hiring Manager will update applicants' status via the People Admin hiring system.

Tracking Applicants

- At the closing date, hiring manager will begin the selection and interview process.

...tracking applicants

Making Final Selection

Offering the Position to the Top Candidate

- Hiring Manager reviews applications and conducts interviews accordingly
- Contact at least two employment references
- Select top candidate
- Hiring Manager may verbally offer job prior to HR sending the offer letter
- Provide candidate with time to decide (at least 3 days)
- Candidate accepts offer (in writing)
- Hiring Manager sends customized “reject” letter to remaining applicants who were interviewed but weren’t selected
- Submit EPAF to begin payroll process
- Inform HR of candidate selection via hiring proposal
- Forward information for all candidate evaluation documents

Building A Hiring Profile

Identify these characteristics in a candidate:

- Executive & Middle Management:
 1. Strong cultural fit with organization
 2. Educational and Professional Qualifications
 3. Proven track record in successfully meeting goals (professional & personal)
 4. Strong industry experience
 5. Work experience at a top-tier organization
- Non-management (e.g. Assistant, Coordinator, Specialist)
 1. Ability to be a team player
 2. Cultural fit with the organization
 3. Exemplary work performance
 4. Strong technology skills
 5. Strong Work Experience

Prohibited Pre-Employment Questions

Interviewing teams should avoid questions designed to elicit information regarding the applicant's membership in a protected class:

- Race
- National Origin
- Color of Skin
- Age (40+)
- Gender
- Religion
- Disability
- Veteran's Status
- Sexual Orientation

- Race - There are no job-related considerations that would justify asking an applicant a question based on race.
- Religion - There are no job-related considerations that would justify asking about religious convictions, unless your organization is a religious institution, which may give preference to individuals of their own religion.

Guidance on Interview Questions

Guidance on Interview Questions

- Gender - Generally, there are no appropriate questions based on the applicant's gender during the interview process.

Specifically:

- a) Women are no longer protected under state wage/hour laws re:
number of hours worked, lifting restrictions, etc.
- b) It is unlawful to deny a female applicant employment because she is pregnant, or planning to have a child at some future date.
- c) Questions on marital status, number of children, child care arrangements, etc. are not appropriate.
- d) Questions as to availability to work should be job-related; What hours can you work? What shift(s) can you work? Can you work on weekends?

- Sexual Preference - Under certain state and municipal laws, there are no permissible questions regarding an applicant's sexual preferences.
- Height and/or weight restrictions - These questions may support gender or national origin discrimination claims unless their relationship to specific job requirements can be demonstrated.

Guidance on Interview Questions

- Age - Under the EEOC's Age Discrimination Interpretive Rules issued in 1981, as amended, a request for date of birth on the employment application is permissible, with an appropriate disclaimer shown. In practice, this is not asked on applications.

Any recruiting effort that is age-biased such as "recent graduate", or any question during the interview process that deters employment because of age is unlawful. The Age Discrimination Act of 1967 bars discrimination against persons age 40 or over.

Guidance on Interview Questions

- National Origin - You may not ask an applicant where he/she was born, or where his/her parents were born. You may ask if the applicant is eligible to work in the United States.
- Financial Status - An interviewer should not ask if the applicant owns or rents a home or car, or if wages have been previously garnished, unless financial considerations for the job in question exist.

Guidance on Interview Questions

- Military Record - You may not ask what type of discharge the applicant received from military service. You may ask whether or not the applicant served in the military, period of service, rank at time of discharge, and type of training and work experience received while in the service.
- Disability - You may not ask whether or not the applicant has a particular disability. You may only ask whether or not the applicant can perform the duties of the job in question.

Guidance on Interview Questions

Interview & Evaluation: Americans with Disabilities Act (ADA) Practices

The ADA allows for reasonable accommodation **during** the application process.

An example of a reasonable Accommodation would be an interpreter providing American Sign Language for the interview.

If you receive an accommodation request, advise the candidate that you will check on the University's procedures regarding this process.

S ituation or T ask	Describe the situation that you were in or the task that you needed to accomplish. You must describe a specific event or situation, not a generalized description of what you have done in the past. Be sure to give enough detail for the interviewer to understand. This situation can be from a previous job, from a volunteer experience, or any relevant event.
A ction you took	Describe the action you took and be sure to keep the focus on you. Even if you are discussing a group project or effort, describe what you did -- not the efforts of the team. Don't tell what you might do, tell what you did.
R esults you achieved	What happened? How did the event end? What did you accomplish? What did you learn?

Use Behavioral Interview Questions (S-T-A-R Model)

Behavioral Interview Questions

Accountability:

- Describe a situation when your work did not meet your coworker or supervisor's expectations. What happened? What action did you take?
- Have you ever been in a situation where your role or responsibilities haven't been clearly defined? What did you do?
- Tell me of a time when you disagreed with a customer, supervisor, or coworker. What did you do to resolve the conflict? What was the outcome?

Assertiveness:

- Tell me about a situation when you had to speak up (be assertive) in order to get a point across that was important to you or crucial to your customer.
- Tell me about a time when you felt compelled to immediately address a difficult situation with your boss or supervisor when others wouldn't. (You had to do the right thing.) What happened? What was the outcome?

Communication:

Tell of a time when your active listening skills really paid off. Perhaps a situation when others missed a key idea or issue.

Describe your most successful experience in delivering a presentation or giving a speech. When did this happen?

Describe a complex writing assignment (longer than 10 pages) you had to complete. Tell me how you organized the document and what help you had (if applicable) finishing it.

Behavioral Interview Questions

Customer Focus:

Tell me about a time when your success depended on your prior working relationship with a customer. Describe the situation and the outcome.

Tell me about a time when you went the extra mile to meet the needs of a customer.

Tell me about a time in your previous job when you accommodated the client or customer even though it was more work for you or went against your instincts. What was the result?

Tell me about a situation where you had to remain quiet when dealing with a hostile customer. How did you handle the situation?

Behavioral Interview Questions

Detail Orientation:

Describe a situation when you coordinated several events or people at the same time. How did you handle it? What was the result?

Tell me about a task that was tedious or boring to you—but had to be done. How did you approach and tackle the task?

When have you found it valuable to use a detailed checklist or procedure list to reduce potential errors on the job? What was the outcome? What would you do differently today?

Tell me about a time when you had to manage large amounts of paperwork. How did you keep things organized to maintain order and accuracy?

Behavioral Interview Questions

Flexibility:

Tell of a situation where you had to adjust quickly to changes over which you had no control.

What was the impact of the change on you?

Tell me about a time when you had to change your point of view or your plans to take into account new information or changing priorities.

Describe an example of a time when you had to approach people (with different perspectives) for support or cooperation.

How did you appeal to each person? What was the result?

Behavioral Interview Questions

Problem Solving:

What was the most difficult work problem you ever faced?
How did you address the problem? What were the results?

Tell me about a time when you had to step away from traditional methods to solve a difficult or complex problem. Can you describe your approach? What was the outcome?

Give me an example of a project you personally planned, implemented, measured, and evaluated. What problems did you solve along the way?

Behavioral Interview Questions

Candidate Evaluation

Scoring your interviewees' (Distinguishing between qualitative and quantitative judgments)

You must:

- Stick to your selection criteria and job description.
- Prepare questions in advance (structured).
- Engage the candidate with attentive and active listening.
- Keep accurate notes.
- After the interview when you are reviewing your interview notes, ask yourself how well the answers reflect the behaviors documented in your selection criteria.

Ask, Are the behaviors:

- Recent, within the last 18 months?
- Frequent, repeated in a variety of situations?
- Successful, with a favorable outcome?
- Similar to the desirable role in this position?
- You should carefully evaluate each answer and make a measured judgment of the candidate. Assign a score based on evidence of the behaviors in question. Total up the score and the candidate's suitability is revealed.

Candidate Evaluation *continued*

Interview Worksheet for Assessing _____ Competency

Candidate # _____

Insufficient evidence collected in interview

Strong evidence that skill is not present

Level 1 Basic:

Satisfactorily performs the necessary skills in this area

Level 2 Intermediate:

Above average in this area; consistently performs well in this area

Level 3 Advanced:

This is a notable strength; better than most in this area; could be coached in this area

Level 4 Expert:

A model in this area; one of the best I've seen; gifted in this area; people often seek out this person for guidance in this area