

**NUMBER:** B-1

**TITLE:** HIRING GUIDE

**POLICY:** Before initiating the hiring process, there are federal laws and university policies of which every department at Southern Nazarene University must be aware.

### **Equal Employment Opportunity Policy**

Southern Nazarene University is committed to providing equal employment opportunity to all qualified applicants, without discrimination on the basis of race, color, national or ethnic origin, sex, age, disability, or handicap, as a matter of University policy and as required by applicable State and Federal laws (including Title VI, Title VII, Title IX, Sections 503, and 504, AREA, ADA, E.O. 11246, and Rev. Proc. 75-50).

### **PROCEDURE**

#### **1. Approval To Hire**

As soon as you know that a current position will be vacant you may begin the hiring process for the replacement. You do not need to wait for the departing employee to leave the position.

Regular, full time and part time (non-student) staff vacancies require an Approval to Hire Form be completed along with a job description. The form must be approved by the department head and the appropriate Cabinet member. The Cabinet member must request approval to hire from the Cabinet.

Once Cabinet has made the approval you may begin working with Human Resources in recruiting for the vacant position.

#### **2. Applicant Recruitment**

##### **Position Posting**

After the Approval to Hire Form has been approved by the Cabinet, the position will be posted on the University's website. You will be contacted after the position has been posted. You will receive a copy of the posting, and you will be notified of the posting date and closing date, if appropriate. The standard posting period is 10 business days but can be extended if necessary.

##### **Advertising**

If you would like to advertise a position opening by using sources other than SNU's employment website, the following steps must be followed:

1. Make sure the job vacancy is already posted on the University's website. No other forms of advertising may be published without the job vacancy first being posted on the University's Human Resources website.
2. Write the advertisement and gain approval from the Office of Human Resources. It is your responsibility to write the external advertisement, however HR will assist with suggestions, if needed. The vacancy announcement should be carefully planned to attract all qualified candidates, including minorities and women, to the applicant pool. All advertisements must include the following statement:

Southern Nazarene University complies with federal and state guidelines for non-discrimination in employment. Women and minorities are encouraged to apply.

When preparing the advertisement, be sure to include a job description that indicates minimum requirements and is similar to that on the University website, and the university's mailing and web addresses. For line ads it is permissible to list only the job title, an abbreviated EEO reference and the SNU website. Forward the completed external advertisement draft to HR for approval. Approval of the advertisement by HR is mandatory in order to gain permission to be published.

3. Arrange advertising plans and payment. It is your responsibility to contact an external organization with whom you choose to advertise, and pay for the advertisement. The Human Resource department is not responsible for paying for another department's external advertisement cost.

### **3. Selecting a New Employee**

#### Qualified Applicants

All applications and resumes must be submitted through the Human Resources department. Human Resources and the hiring department will review the applicant pool to determine qualified applicants. The hiring department will select candidates to interview from the qualified applicant pool.

#### Search Committees

The hiring department should establish a search committee. The search committee is responsible for identifying those candidates who will be asked to interview and defining the selection criteria to be used to evaluate each candidate's qualifications. A good practice is to ask search committee members to prioritize their top three candidates for the position, and then ask the entire committee to discuss the outcome and arrive at a consensus about which candidates to interview. For assistance with this process please contact the Office of Human Resources.

In some cases (i.e. entry level support staff positions) a single reviewer may be appropriate.

#### Candidate Interviews

In order to provide equal opportunity to applicants, the interviewing procedure must be standardized. When preparing for the interviews, develop a standard list of questions that all interviewees will be asked. Tips for Interviewing is attached. DO NOT write comments directly on the application form - use a separate sheet.

#### Reference Checks

After you have identified your final candidate(s) it is your responsibility to contact references. You should check at least 2 or 3 references. Be sure to obtain candidate's approval prior to contacting current employer.

#### Candidate Referral Form

Once you have identified the candidate you would like to offer the position you must complete the Candidate Referral form and submit to Human Resources.

#### Background Checks

After Human Resources receives the Candidate Referral form a background check will be completed on the candidate. The hiring department will be notified of the result of the background check.

[Click here to download the "Background Check Form" from home.snu.edu/dept/hr/background-form.doc.](http://home.snu.edu/dept/hr/background-form.doc)

#### Salary and Benefit Determination

Human Resources will determine the appropriate salary and benefit package in consultation with the appropriate administrator that can be offered to the candidate.

Making the Offer

The hiring department may contact the candidate to make the offer. Notify Human Resources of the candidate's response and complete the Payroll Change Notice.

Revised 10/97  
8/09

# Southern Nazarene University

## Approval to Hire

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

Name: \_\_\_\_\_  

Last
First
MI
SSN

Position Title: \_\_\_\_\_ Position Code: \_\_\_\_\_

Position Description

Is this a new position?  Yes <input type="checkbox"/> No <input type="checkbox"/>	<b>OR - This position was vacated</b>  by: _____ on: _____
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Proposed Start Date: \_\_\_\_\_

Proposed Annual Salary: \$ \_\_\_\_\_ or \$ \_\_\_\_\_ per hour (if non-exempt)

Position Budget: \$ \_\_\_\_\_

Account Name	Account Number	Percent

Budget Need    current fiscal year: \$ \_\_\_\_\_    next fiscal year: \$ \_\_\_\_\_

### APPROVALS

Department Head	
Vice-President or Vice-Provost	
Provost (if applicable)	
Vice-President, Financial Affairs	
Cabinet (if budgetary implications)	

## Tips for Interviewing

### What to do:

- ONLY ask job-related questions
- Treat all candidates with fairness, equality and consistency
- Be professional and consistent
- Inquire into a candidate's work history and experience to determine how s/he may perform
- Assess the candidate's job related experiences and relevant skill knowledge that may assist him/her in the position
- Analyze the problems/challenges the candidate experienced in previous jobs, and what s/he liked or disliked
- Assess the candidate's stability, job accomplishments, progression, job interests, goals and reasons for leaving current position
- Break the job into functions and determine if the candidate can perform all of the essential functions
- Be sure the search committee members independently rate the candidates. Try to maintain the same search committee throughout the search, as ratings may be skewed when panel membership changes
- Review employment application, resume, transcripts etc. to ensure accuracy

### What NOT to do:

- Questions regarding sex, age, color, race, national origin, veteran's status or disability are inappropriate. The perception of a discriminatory action is to be avoided
- Do not ask any questions regarding arrests
- Do not inquire into a candidate's financial condition
- Do not ask questions about home ownership or car ownership, unless owning a car is required for the job
- Do not make inquiries into a person's physical condition, even if the candidate has an obvious condition. If you are concerned about how whether this person is able to perform the job, simply ask them, "In the past, how did you complete the following task(s)?"
- Do not ask the type or conditions of a person's military discharge
- Do not ask questions relating to pregnancy or number of children. Refusing to hire a person solely because of pregnancy amounts to sex discrimination
- Do not ask about childcare arrangements
- Do not ask where a candidate's spouse is employed

## Candidate Referral Form

Position: \_\_\_\_\_

Recommended Candidate Name: \_\_\_\_\_

Search Committee Members:

_____	_____
_____	_____
_____	_____
_____	_____

How does the candidate best meet the requirements of the position?

What are the potential challenges this candidate may have?