


EMPLOYEE RECRUITMENT AND SELECTION PROCEDURE MANUAL

for hiring managers and supervisors


Albany State University

OFFICE OF HUMAN RESOURCES
MARCH 2017

Nondiscrimination Policy Statement

Albany State University is an Affirmative Action/Equal Employment Opportunity institution protecting against discrimination on the basis of race, color, sex, sexual orientation, national origin, religion, age, veteran status, political affiliation, or disability. The University has established procedures which standardize the recruitment and hiring process, confirming the University's commitment to equal opportunity and affirmative action; assuring all qualified applicants receive full and fair consideration during the screening, interviewing and selection process. Hiring managers are expected to comply with the recruitment and hiring processes and procedures set forth in this manual.

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Introduction

CHAPTER 1

Albany State University is committed to attracting and developing the best. This manual is designed for hiring managers and supervisors who direct the activities for the recruitment and selection process. It serves as a how-to guide for performing all the tasks with which the hiring manager or supervisor is charged and also serves as a reference manual for assisting search committees in their efforts.

The procedures discussed within this manual apply to all hiring managers and supervisors, including both faculty and staff. This manual will take you through the recruitment and selection process from requesting a position, candidate selection and on-boarding of a new employee. If you require additional assistance, please contact the Office of Human Resources.

Seeking help is a sign of intelligence, not weakness!

Recruitment and Selection Process Goals

Recruitment

- To attract highly qualified individuals to Albany State University.
- To provide an equal opportunity for potential job seekers.

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 emphasize active requirement of traditionally underrepresented groups (i.e., individuals with disabilities, minority group members, women, and veterans).

Requesting a Position

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Before any search begins the department must seek authorization from administration to advertise positions, both new and vacated. This request is submitted by hiring managers via PeopleAdmin. At times, business necessitates that a Provost or Vice President move quickly to approve a position. When time is of the essence, executive assistants may obtain access to PeopleAdmin on behalf of their respective Provost or Vice President. This enhances efficiency and ensures completion of immediate needs when leaders are not on campus and able to access the system.

- **Staff requisition process:** Staff vacancies should be approved by the department Director, area Vice President (if needed), Budget and/or Title III Director and the Director of Human Resources.

- **Faculty requisition process:** Faculty vacancies should be approved by the Chair, Dean, Academic Affairs Budget Officer, Provost and Vice President of Academic Affairs, Budget and/or Title III Director and the Director of Human Resources.

Position Descriptions

When a new position is created, a job questionnaire form must be submitted to the Office of Human Resources Recruitment area. If a current position is being requested, the current job description should be reviewed, and if any revisions are necessary, approval must be obtained from the Office of Human Resources.

Once the job questionnaire or revisions has been received by the Office of Human Resources, the Recruitment area will review the job questionnaire and create a job description, or update a job description if a position already exists and changes are being requested. The Recruitment team member will then present the information to the Compensation area.

When the Human Resources Compensation area has received all necessary paperwork, they will assign the compensation grade. The Recruitment team member will then contact the hiring manager to discuss necessary information, such as the minimum qualifications, salary, and recruitment plan.

The web-based Job Questionnaire form is located online on the Human Resources page.

Administrative Positions

Searches for administrative positions, which include academic administrators, student affairs administrators, business and financial managers, human resources administrators, plant and facilities administrators, and athletic administrators are to be national in nature. Recruitment plans for these positions are to include methods that reach a national audience, including a third party headhunter or assistance of a search firm. These positions will be at the direction and discretion of the University President and/or his/her designee.

Internal Positions

All positions advertised internally are posted through PeopleAdmin. All internal positions are required to be posted for a minimum of five business days. All hiring managers shall interview internal applicants that meet the minimum qualifications of the job. Those internal applicants who do not meet the minimum qualifications of the job are removed from consideration. If hiring managers do not deem it necessary to interview certain candidates, even though they meet minimum qualifications, they shall provide and document rationale for their decisions. All internal positions will follow the processes and procedures listed in this manual in accordance with the University's *Employment Policy*.

Volunteer Positions

All individuals who volunteer for the University are required to complete the same pre-employment and hiring processes as all other candidates, including the completion of a volunteer application. The Office of Human Resources will contact all selected volunteers to ensure the completion of these processes.

Job Advertisement

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Job Announcement

In accordance with Albany State University's equal employment opportunity and affirmative action obligations, all advertised positions must be listed with Human Resources for announcement to the public through normal job posting procedures.

When a regular position becomes vacant and an advertisement is announced, Human Resources will notify ALL employees via e-mail. The announcement concerning the open positions will include job title, campus location, and details on how to apply.

Advertising

To create a diverse applicant pool, HR will advertise in a variety of publications and hiring managers should contact a variety of professional organizations. Many publications and organizations advertise 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 University to recruit women, minorities, individuals with disabilities, and veterans.

Advertising only in the traditional publications will often result in a homogeneous pool of traditional applicants. To enlarge the applicant pool, hiring managers may wish to consider advertising the position in some additional avenues.

Albany State University has designated a number of recruitment outlets as standard recruitment efforts for staff and faculty positions. All positions are ***required*** to be posted for a minimum of <u>five</u> business days.

Standard recruitment outlets for all external **<u>staff</u>** positions:

- www.albanystatejobs.com (PeopleAdmin)
- Albany Area Chamber of Commerce
- Insidehigheredjobs.com
- USG Applicant Clearinghouse (ACH) – Director level positions and above

Standard recruitment outlets for all external **<u>faculty</u>** positions:

- www.albanystatejobs.com (PeopleAdmin)
- Albany Area Chamber of Commerce
- Insidehigheredjobs.com
- USG Applicant Clearinghouse (ACH)

The Office of Human Resources has a centralized recruitment budget to cover the cost of the standard recruitment outlets listed above. If a department wishes to advertise outside of the standard recruitment outlets, that department will be responsible for any costs associated with the advertisement.

Applicant Pool Postings

In order to create a diverse pool of qualified applicants, sometimes it is best to create applicant pools in anticipation of future openings. The Office of Human Resources will create an applicant pool for a specified area of study that will assist in timely hiring and onboarding cycles once openings become available; hiring managers simply go through applications within the pool until a candidate is selected. Applicant pools may be created for the following lengths of time: one semester, two semesters or a whole academic year. Once the applicant pool posting closes, a new pool may be created to clear out the applicants that did not receive a job offer during the recruitment cycle in which they applied. Hiring managers must request an applicant pool be created by contacting the Office of Human Resources.

The Search Committee

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It is important that the Search Committee be broadly representative of Albany State, and its members should be able to provide a variety of perspectives on the role and function of the vacant position. The Search Committee should thoroughly understand the requirements of the position to be filled, the needs of the department, University policies regarding equal employment opportunity, and the mission of the University in order to ensure the candidates of a fair, equitable and lawful search. Search Committees must have at least three (3) members.

The search committee is provided with an excellent opportunity to enhance the reputation and image of Albany State University. Always bear in mind that while a search committee is evaluating a candidate, the candidate is also evaluating the search committee, the department it represents, and, ultimately, the University.

To provide guidance and resources during the recruitment and selection process, all employees who serve on a search committee are required to complete the *Search Committee Training Program*. The program educates employees about the tasks of search committees including strategies on applicant review, legal interviews, and identifying critical steps in the candidate selection process. Employees must either complete the online training modules or attend an in-person training session, which are offered throughout the year. To obtain access to the training, hiring managers should submit a list of search committee members to the Office of Human Resources. Once employees have completed the training they will be able to serve on any search committee for the duration of employment with the University (employees are only required to complete this training one time unless changes in hiring processes dictate otherwise).

All search committees shall refer to the "*Guide for Search Committees"* for guidance through the recruitment and selection process. Also refer to the *Recruitment and Selection Process Checklist* and the *Search Committee Checklist* in ***Appendix A1***.

Forming the Search Committee

The Search Committee should have a diverse group of members. When possible, women and minorities should be represented on Search Committees to offer diverse perspectives and different ideas that may enhance efforts to recruit and evaluate candidates.

The Charge

Search committees should always receive their charge before they begin their work. The hiring manager should keep in mind that a poor hiring recommendation by the committee is often the result of a poorly conceived charge. The charge should indicate without any ambiguity the committee's task, deadline, and budget and the kind of candidate that the hiring manager wishes to attract.

In some cases, the search committee is instructed to make a hiring recommendation. In other cases, the committees instructed to make the hiring decision. If the committee is instructed to rank candidates for the hiring manager, the charge should make clear that the hiring manager is not bound by the committee's ranking/recommendations in making his or her selection.

Search committee members should ***always*** know:

- Expectations for the committee
- Timeline for the search
- Preferred and minimum qualifications for the candidate
- Selection criteria, including qualifications, experience, skills and education

Role of the Hiring Manager

The hiring manager appoints a search committee to review applications and to make candidate recommendations. Please see a list of duties and responsibilities below.

- Appoint a search committee chair to oversee the search and search committee (unless the hiring manager wishes to serve as the chair).
- Appoint search committee members.
- Discuss expectations and purpose of the search committee and potential candidate to the chair.
- Ensure communication with the chair throughout the search process.

- Be available to support the search committee for any questions.
- Make final hiring decision.

Role of the Chair

The Search Committee Chair serves as the liaison between the hiring manager and the search committee.

- Schedule and chair search committee meetings
- Explain expectations and potential candidate to committee, as stated by the hiring manager
- Manage communication and maintain confidentiality during the search process. All committee members must keep discussions completely confidential.
- Ensure proper interview materials are kept
- Serve as the lead host for candidates on campus
- Submit all recruitment documents to the Office of Human Resources at the end of each recruitment cycle
- Perform all duties of a regular committee member
- Update all applicant statuses in a timely manner via PeopleAdmin.

Role of the Search Committee

The essential role of the search committee is to identify, review, evaluate, and recommend candidates to fill positions.

- Attend all scheduled meetings
- Develop a rubric for applicant assessment
- Review application materials
- Participate in the interview process
- Be fair, impartial, and open-minded during the review and consideration of all applicants/candidates
- Adhere to strict confidentiality about search committee meetings. All discussions about the candidates and the search process must not go beyond the meeting room
- Make candidate recommendations

The Office of Human Resources serves as a resource for the chair and the search committee to help the department or office to find the best qualified candidate, while furthering the University's commitment to attract, support, and retain highly qualified diverse faculty and staff.

Managing Applications

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Evaluating the Applicant Pool

The search committee evaluates the applicant pool by screening applications based on advertised minimum and preferred qualifications (search criteria). The committee is cautioned to be mindful of biases in the screening process that could inadvertently screen out well-qualified applicants with non-traditional career paths, non-traditional research interests and publications.

It is important to recognize that diverse paths and experiences can make positive contributions to a candidate's qualifications. Acknowledge the value of candidates who are "less like us" and consider their contributions to our students, who are increasingly more diverse. As a search committee member, you are encouraged to think carefully about your definition of "merit," taking care to evaluate the achievements and promise of each applicant rather than relying on stereotypical judgments. Make sure the process allows each member of the group to contribute to the evaluation of all applicants.

Keeping Diversity in Mind

To ensure that applicants are evaluated with diversity in mind, remember to be open minded about:

- Interruptions in degree programs or work careers; for example, to care for a parent or child because of a disability.
- The reputation of degree-granting or employing institutions, as star employees have come out of lesser-known institutions. Institutional reputation alone, however well deserved, should not preclude consideration of applicants from other solid schools.
- Careers begun in or including government, business, voluntary service, or other non-academic settings, which are often sources of first time employment for women, minorities, veterans, and persons with disabilities, as well as necessary employment options for trailing spouses in dual career couple relocations.
- The value and transferability of skills and experience acquired in these varied settings.

Developing Search Criteria

The selection criteria must be carefully defined, directly related to the requirements of the position, and clearly understood and accepted by members of the search committee. The ability of the candidate to add intellectual diversity and cultural richness to the department should be included among the selection criteria.

The search committee keeps documentation of:

- Major criteria used to select applicants beyond initial screening.
- Major criteria used to select finalists for interviews.
- Major criteria used to select the successful applicant.
- Specific reasons for rejection of candidates interviewed but not selected.

Candidate Screening

It is important to ensure fairness to all applicants during the screening and selection process. Fairness has been achieved if the following criteria exist:

- Consistent treatment of applications at each stage of the search process.
- Consistent evaluation of all applicants.
- Documented qualifications and decisions providing the basis for the selection criteria.

PeopleAdmin reviews all employment applications to ensure the specified minimum qualifications are met. Applicants that do not meet minimum qualifications will be notified by PeopleAdmin via e-mail.

Evaluating Applicants

Hiring managers and/or search committee members are to review all résumés and credentials before determining which applicants to interview. Hiring managers and search committees may work with the Office of Human Resources 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.

Hiring managers and/or chairs shall update ALL applicant statuses in a timely manner via PeopleAdmin.

The Interview

When deciding which applicants to interview, make sure you update the applicant statuses in PeopleAdmin to reflect their status in the search and selection process. For those applicants that do not receive further consideration, hiring managers and/or the search committee chair will need to update their status accordingly. For those applicants receiving further consideration, interview, hiring managers and/or the search committee chair need to update statuses accordingly.

Interviews must be planned and conducted in a manner that is fair and equitable for all candidates. Fairness and consistency are instrumental in the interview process. Use the *Interview Checklist* in ***Appendix A2*** to help guide you a through an organized, fair and smooth interview process.

Telephone Interviews

Telephone interviews can be effective and inexpensive pre-screening method to assist the search committee in determining which candidates to invite for an on-campus interview. This stage of the process should reflect our institution's desire to hire personnel with experience and understanding of diversity and inclusion. If you plan to conduct telephone interviews, make sure they are performed consistency and professionally. Questions should be uniform and must be related to the qualifications and responsibilities advertised in the job posting.

Efforts to include qualified women and minorities in the final pool are especially encouraged for job categories, titles, and departments or units with historical underrepresentation of certain groups. The committee should consider re-opening or intensifying the search if the final pool does not reflect the estimated availability of underrepresented applicants for the job category.

Panel Interviews

Panel interviews are recommended because this type of interview usually tends to be more focused and job-related. Panel members are accountable to each other and aware that they are being observed; therefore, questions tend to be more to the point and personal biases are reduced. Also, by participating simultaneously, all interviewers are able to evaluate the same sample of the candidate's responses and presentation.

Welcoming the Interviewee

Interviewing can be a very stressful experience for some and the more at ease an interviewee is, the better you are able to identify true attributes. The following should be considered:

- Panel interviews can be an intimidating environment for an interviewee, so remember to break the ice if possible.
- When organizing interviews, it is best to assign a person who ensures the interviewees have the proper directions, parking details and who is easily accessible on the date of the interview.
- Allow enough time for the interview so that interviewee does most of the talking. Remember the 80/20 rule. The interviewee should be doing 80% of the talking. While it is important to articulate the needs of your department and the role, this time is to gather as much data to evaluate their experience and ensure a proper fit for the position.
- Be sure to review the interviewee's résumé in advance to assess skills and background. Take notes and ask for clarification on responses if needed.
- Be sure to avoid any inappropriate or illegal interview questions.

Interviewing Pitfalls

Common Interviewing Mistakes

- Failure to put the candidate at ease.
- Failure to actively listen.
- Dominating the interview.
- Failure to ask follow-up questions to clarify ideas.
- Failure to plan for the interview.
- 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 on 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.

Interview Questions

What can you ask? What can't you ask? A guide for all interview and screening questions is to make them all job-related. Specifically, the federally protected classes of race, color, religion, sex, age, disability, national origin, and veteran status, as well as any other classes protected by your state or college, such as sexual orientation, must be avoided. How? By developing search criteria and interview questions based on job duties and qualifications, and using the same criteria and questions for each applicant interview. The use of behavioral and/or competency based interview questions is strongly encouraged as, when properly crafted, they allow the interviewer to obtain more meaningful data to determine the applicant’s ability to carry out the duties and responsibilities of the job, as well assess their ability to adhere to the University’s core competencies. It is also important to inform all persons who may be interacting with each candidate — such as student members of the interview panel, or departmental employees who may provide assistance during the search but are not on the committee — of illegal questions. Although the search committee is encouraged to use a list of standard questions, you can ask some questions that are specific to the candidate or triggered by the candidate’s response. There may be something in the applicant’s background that may be unique and may warrant additional questions, e.g., different kinds of research or other type of experiences. These different questions are appropriate as long as they are job related.

The interview is the single most important step in the selection process. It is the opportunity for the employer and prospective employee to learn more about each other and validate information provided by both.

Closing the Interview

As you wrap up the interview, be very clear on how and when you will follow up with the candidate to notify him or her of a job offer. Even if you can’t give an exact date, try to give an estimated range for when you plan to make a choice. You also want to let them know that they will be contacted either way; in which the Office of Human Resources department has the responsibility.

Post-Interview (Integration Meeting)

Once the interviews have been completed, the Search Committee will meet to discuss the candidates. Committee members will need to assess the extent to which each one met their selection criteria. Using the Candidate Evaluation Form will be helpful in justifying decisions, making them as objective as possible. All Candidate Evaluation Forms should be forwarded to the Chair upon completion. Evaluation forms should include only those comments which are relevant to the requirements of the position. Please see ***Appendix A3*** for the *Candidate Evaluation Form*.

*Note: Evaluation forms and all other interview and selection materials – derived from all sources – must be added to each job file. All notes become part of the official record. Be advised that even casual comments noted in margins are grounds for written evidence of discriminatory evaluations. You **must** submit all evaluation forms and all other interview and selection materials to the Office of Human Resources at the end of search process*

Reference Checks

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Reference checks must be conducted by the Office of Human Resources, via e-mail or fax, on the finalist(s) prior to making an offer. Hiring managers will inform candidates (during or after the interview) that should they be a finalist, that reference checks will be conducted. The candidate should be informed that a single negative reference would not be the sole reason for a disqualification and all aspects of their candidacy, including their interview, will be taken into consideration.

The purpose of a reference check is to obtain information about a candidate's prior behavior and work performance from current or past supervisors who can speak to the candidate's on-the-job performance. Hiring mistakes are costly in time, energy and money. A failure to check references can have serious legal consequences. If an employee engages in harmful behaviors, which would have been revealed in a reference check, the University can be held legally responsible for "negligent hiring."

For more information regarding reference checks please contact the Office of Human Resources.

Recommendation of Final Candidate

The committee may recommend one candidate, rank all the finalists, or provide a report outlining the strengths and weaknesses of each finalist as requested by the committee chair and/or hiring manager. No one other than the hiring manager should be notified of the recommendation.

When selecting a candidate for recommendation, it is important top keep the following in mind:

- The best candidate for the position was chosen based on qualifications.
- The candidate will help to carry out the University and Department's mission.
- Review the duties and responsibilities of the position and ensure they were accurately described and reflected in the job description and interview process.
- Confirm interview questions clearly matched the selection criteria.
- Confirm all applicants were treated uniformly in the recruitment, screening, interviewing and final selection process.

Search committees should provide detailed explanations as to why a candidate was selected and why each unsuccessful candidate was not interviewed or selected. The Applicant and Candidate Evaluation forms provide this information on each candidate.

Once the committee selects a candidate to recommend for hire, they shall submit the candidate and explanation to the hiring manager.

Initiating Employment

When the final candidate has been selected, the hiring manager and/or chair must complete a hiring proposal. Once the hiring proposal is approved, the pre-employment screening begins. The hiring manager and/or chair extends a verbal offer of employment.

Pre-Employment Screening

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To ensure that individuals who join Albany State University are well qualified and to ensure that the University maintains a safe and productive work environment, it is our policy to conduct pre-employment screenings on **all** new employees. **All background investigations shall be collected and conducted through the Office of Human Resources.**

The following The following background check searches are ***required*** of each new employee: education search (if the position requires a degree), federal criminal search, national criminal search, office of inspector general (OIG) search (for nursing or health science), state criminal search, sex offender search, and a social security search. Additional checks such as a driving record, drug screen or credit report may be made on applicants for particular job categories if appropriate and job related, i.e. bus drivers and accountants. All background checks are conducted in conformity with the Federal Fair Credit Reporting Act, the Americans with Disabilities Act, state and federal privacy, and state and federal antidiscrimination laws. All reports are kept confidential.

A background check generally is completed within 24-48 hours. However, there are situations when it could take longer, such as when it involves multiple states. **Employees must receive a successful background check clearance prior to the first day of work.**

Background Investigation Committee (BIC)

If an unsuccessful background check is received, the Background Investigation Officer (BIO) is charged with reviewing the results of background investigations and making determinations as to the suitability of employment and promotions. The BIO consults with the BIC and senior administrators as necessary in making determinations as to suitability of employment.

The BIC is charged with determining questions of suitability of hire. The committee is comprised of: the Hiring Official, Legal Affairs Officer, Chief of Police and the Provost and Vice President for Academic Affairs or his/her designee. The hiring manager will be consulted as necessary in the assessment of position responsibilities. Once the committee comes to a conclusion, the will notify the Office of Human Resources in writing. If the need to rescind a verbal offer is necessary, the Office of Human Resources will notify the hiring manager and the candidate in writing. All information must be kept confidential.

Positions of trust: Sensitive positions whose responsibilities demand a significant degree of public trust with significant risk for causing damage or realizing personal gain. Primary responsibilities may include but are not limited to:

- The direct interaction or care of children under the age of 18 or direct patient care;
- Security Access (e.g., public safety, IT security, personnel records, or patient records);
- Operation, access, or control of financial resources (e.g., P-Card, handling of checks or cash, or Budget Authority in making significant financial decisions).

The Office of Human Resources is required to evaluate and maintain an up-to-date listing of positions of trust as defined in this policy.

Extending an Offer of Employment

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Official offer letters will not be generated until the Office of Human Resources receives an approved hiring proposal and successful pre-employment screening. The Office of Human Resources generates ALL letters of employment for the University, including both faculty and staff.

No employee should make any statement or imply any benefits regarding employment for a new hire; all employment agreements are solely expressed in offer letters produced by the Office of Human Resources.

Under certain circumstances, it may be necessary to rescind an offer of employment. These circumstances include, but are not limited to the following:

(1) A candidate fails to comply with established timelines associated with the pre-employment screening process;
(2) A candidate does not pass pre-employment screenings (drug screen or background check); or
(3) A candidate omits or falsifies information on the application or related documents.

In the event that it is appropriate to rescind an offer, the Office of Human Resources or the Office of Academic Affairs will notify the hiring manager and the candidate in writing.

Internal Hires

When hiring internal employees into another department within the University, an offer letter and a C-31 form must be submitted and approved before the employee begins their new assignment.

- The employee who is affected by an internal transfer shall continue all benefits uninterrupted.
- The employee will not restart the provisional period.
- The employee must submit to a new background check if they are moving into a position of trust.

Scheduling Dates of Hire

Adhere to the following guidelines when determining the date of hire:

- Exempt/Monthly employees should be hired before or by the 20th of each month and on a Monday.
- Non-exempt/Bi-Weekly employees should be hired on a Monday.

When a holiday falls on a Monday the new hire may start the Tuesday following the holiday.

To be considered for a different date of hire than stated above, the hiring manager must seek approval from Human Resources. All requests will be reviewed on a case-by-case basis.

To ensure benefits will be effective by the 1st of the following month, benefits selections must be submitted to the Office of Human Resources by the 20th of the preceding month.

Onboarding

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Before the start of employment all new employees of Albany State University ***must*** complete the *New Employee Orientation (NEO)*. This includes all on-campus and off-campus employees. All new employees will be sent instructions via e-mail about accessing the NEO. The orientation is located on the ASU website and can be accessed at any time. Once the NEO is completed, they must submit the NEO documentation to the Office of Human Resources via mail or making an appointment to come by the office.

Candidates are only approved to begin their assignment once ALL onboarding documentation is accurately completed, processed and approved by the Office of Human Resources. Late submission of onboarding documentation will delay a candidate's expected start date due to ineligibility.

Faculty: Official transcripts from ALL institutions attended ***must*** be received by the Office of Academic Affairs before any assignment begins. Faculty are encouraged to submit official transcripts, via e-mail (E-Script), to help ensure a timely start. Faculty hired last-minute cannot always provide official transcripts. If an immediate need to hire arises, it shall be at the discretion of the Provost and Vice President of Academic Affairs and will be reviewed and approved on a case-by-case basis.

Upon the new employees' first day of work, they shall meet with Human Resources for their 'HR Meet and Greet.' The HR Meet and Greet session typically begins at 8:30a.m., and lasts approximately one hour. New employees will have an opportunity to ask questions about benefits, complete the employment eligibility Form I-9, and complete any additional paperwork. Once the meet and greet is complete the employee reports to his/her designated department to begin their assignment. The hiring manager should ensure the new employee receives a parking decal and a faculty or staff ID card.

Hiring managers should provide all new employees the opportunity to complete the mandatory new employee trainings on their first day. The employee must complete this these trainings within the first week of employment. The list below is all the mandated new employee trainings.

(1) Title IX (Everfi) Training
(2) Ethics Training
(3) Right-to-Know Training
(4) Security Awareness Education Training

Employment Eligibility

All new employees are ***required*** to complete the Department of Homeland Security's Form I-9 upon accepting an offer of employment. This form verifies and acknowledges the employee's identity and employment authorization in the United States. Documentation establishing eligibility to work in the U.S. must also be presented ***no later*** than the 3rd day of employment. If the required documentation is not submitted by the 3rd day of employment the employee will be sent home without pay until acceptable documentation is presented. If proper documentation is not received by the 5th day of employment the employee will be terminated. Please refer to the Department of Homeland Security's regulations for further information regarding Employment Eligibility Form I-9.

Individuals who hold citizenship in countries other than the U.S. are subject to special conditions related to employment. Hiring managers who are considering hiring a foreign national applicant must contact Human Resources to make sure that all legal and policy requirements are met before any job offer can be made.

Re-Hires

Former employees who left the University in good standing and were classified as eligible for re-hire may be considered for re-employment; following the proper re-hiring and on-boarding processes. Hiring managers must obtain approval from the Director of Human Resources or his/her designee prior to re-hiring a former employee. An employee who is terminated for violating policy or who resigned in lieu of termination due to a policy violation will be ineligible for re-hire.

If an employee ends employment with Albany State University for whatever reason and returns to work for the University at a later date, a new background check is required if the employee has been gone for more than one year. Existing employees who are transferred, reassigned, reclassified or promoted to a position of trust must submit to a new background

check when moving into said position of trust. Existing employees who are transferred, reassigned, reclassified or promoted to a position that requires the use of P-Card must submit to a new background check. Existing P-Card holders are subject to a background check each year upon renewal of the P-Card.

Full-Time Staff and Faculty: If a full-time staff or faculty member leaves the University and wishes to return to work for the University and it has been less than one year since their previous University employment, they must apply, compete, and be selected through a competitive interview process. If selected, the staff member will not be required to repeat all on-boarding paperwork. However, they will sign an offer letter and update any necessary payroll information at the time of re-hire.

Part-Time Faculty: If a part-time faculty member leaves the University and wishes to return to work for the University and it has been less than one year since their previous University employment, they can be reactivated in the system without having to complete the recruiting, hiring and on-boarding processes. Part-time faculty will sign an offer letter and update any necessary payroll information at the time of re-hire.

Welcoming the New Hire

The hiring manager and department should be deliberate in welcoming new hires by providing assistance to ensure a smooth transition and enhance the probability of the candidate’s success in the new position. The hiring manager should identify someone who will be willing to serve as a mentor and participate in to her professional development activities.

Closing the Search

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Notification of Unsuccessful Candidates

Once the selected candidate has received a successful pre-employment screening and signed an offer letter, the hiring manager and/or chair will send notifications via e-mail to those candidates who were not selected for the position. A subsequent new opening within the same department: Periodically a candidate goes through a competitive interview process, but is not selected. If, within six (6) months from the time the prior position is filled, an equivalent position within the same department becomes available, the hiring manager can, in consultation with the Office of Human Resources, hire the candidate for the newly opened position without engaging in another competitive search process. All other employment screenings and hiring procedures shall be followed, including reference checks.

Documenting the Search

Hiring managers and search committees must document searches to ensure compliance with Albany State University and the U.S. Department of Labor records retention requirements. Information documenting recruitment and selection procedures should be retained for all searches. All hiring documentation must be sent to the Office of Human Resources 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.

Compliance

Failure to comply with current employment procedures may result in written notification of violation from the Director of Human Resources to the appropriate hiring manager.

Closing Comments

By following the process and procedures outlined in this Employee Recruitment and Selection Procedure Manual, you are sure to conduct an efficient and legal search that is fair and consistent for all candidates and achieves the ultimate goal of equal opportunity. The good faith effort that you put into your duties as a hiring manager will allow you to choose the best candidate for the job and for Albany State University.

Your role as a hiring manager is vital to the future of the University. The decisions that you make today, as a team, will affect our faculty, staff, and students for years to come.

A1

Recruitment and Selection Overview Checklist

Successful Search Checklist for Hiring Managers and Chairs

Completed	Task	Responsible Party(ies)
☐	Review job description if vacant position. Complete a job questionnaire form if new position.	Hiring Manager
☐	Submit the requisition via PeopleAdmin.	Hiring Manager
☐	Human Resources finalizes job description and discusses with Hiring Manager.	Human Resources
☐	Implement a recruitment plan and identify recruitment resources that would ensure a strong applicant pool.	Hiring Manager and Human Resources
☐	Search committee is formed and a Chair is appointed.	Hiring Manager
☐	Human Resources creates job posting to ASU website via PeopleAdmin.	Human Resources
☐	Place all external advertisements.	Human Resources
☐	Job seekers apply online for the position.	Job Seeker
☐	Applications are reviewed via PeopleAdmin.	Hiring Manager and/or Search Committee
☐	Evaluate credentials of all minimally qualified applicants using the Applicant Evaluation Form.	Hiring Manager and/or Search Committee
☐	Select candidates for interviews.	Hiring Manager and/or Search Committee
☐	Update applicant statuses accordingly via PeopleAdmin.	Hiring Manager and/or Chair
☐	Invite candidates for interviews.	Hiring Manager and/or Chair
☐	Conduct interviews and document interviews using the Candidate Evaluation Form.	Hiring Manager and/or Search Committee
☐	Convene search committee to identify a candidate for recommendation.	Hiring Manager and/or Chair
☐	Conduct reference check on top candidate or top finalists.	Human Resources
☐	Make an offer.	Hiring Manager or Human Resources
☐	Complete a hiring proposal on selected candidate.	Hiring Manager
☐	Complete pre-employment screenings.	Human Resources
☐	Obtain written acceptance of offer.	Human Resources
☐	Update candidate statuses accordingly via PeopleAdmin.	Human Resources
☐	Officially close the position in PeopleAdmin, designate as ‘filled’.	Human Resources
☐	All interview materials are sent to Human Resources for proper retention.	Hiring Manager and/or Chair

Search Committee Checklist

A1

To help search committees prepare for and conduct a successful search, this checklist has been prepared to address the various components of this process; establishing the committee, organizing the search, reviewing and managing applications, conducting interviews, evaluating candidates, selecting the final candidate and closing the search. Following this checklist will help the work go smoothly and ensure a fair, lawful and equitable search. If you have any questions regarding the checklist please contact the Office of Human Resources.

Establishing the Committee

- ☐ Hiring manager assigns charge to chair and search committee.
- ☐ Ensure each committee member has completed the Online Search Committee Training Module.
- ☐ Review expectations of confidentiality.
- ☐ Establish search committee meeting schedule.
- ☐ Identify tasks to be completed by the search committee.

Organizing the Search

- ☐ Review recruitment and selection policy, procedures and process maps.
- ☐ Develop timelines for search, including initial review date, interview schedule, and target dates for submitting hiring recommendations.
- ☐ Develop or review position description with the search committee
    - Identify essential job functions for the position
    - Identify required and preferred qualifications
- ☐ Develop selection criteria.

Reviewing and Managing Applications

- ☐ Review materials submitted by the applicants.
- ☐ Select candidates to be interviewed.

Conducting Interviews

- ☐ Design the interview process and campus visit.
- ☐ Identify all persons and groups to be involved in the interview process.
- ☐ Develop job-related questions to ask each candidate; all candidates should be asked the same questions, allowing for individualized follow-up questions as needed.
- ☐ Complete the Candidate Evaluation Form one each candidate that is interviewed.

Evaluating the Candidates

- ☐ Evaluate candidates on their qualifications and full range of strengths and contributions using the Candidate Evaluation Form.

Selecting the Final Candidate

- ☐ Document all decisions, comparing credentials and qualifications of the semi-finalists and those who did not receive further consideration.
- ☐ Search committee submits recommendation to the hiring manager, along with supporting documentation.

A1

Reference Checks

- Chair of the search committee must obtain permission from each candidate to contact indicated references.
- Identify finalist(s) for HR to conduct reference checks.

Closing the Search

- Gather all search committee materials and forward the materials to the Office of HR; the file should include, but not be limited to, the following: notes of committee members, lists of interview questions, list of candidates who interviewed, evaluation forms, and the list of candidates recommended for hire.

<u>Interview Checklist</u>

A2

For Search Committees

Interviews must be planned and conducted in a manner that is fair and equitable for all candidates. Fairness and consistency are instrumental in the interview process. Here are some tips to promote equal opportunity during interviews:

Before the Interview:

- ☐ Book an appropriate location.
- ☐ Develop an interview agenda that follows a consistent format for each candidate and ensures an equitable process.
- ☐ Provide each candidate a copy of the agenda prior to the campus visit, or at the very least, at the beginning of the visit.
- ☐ Ensure the interview schedules are the same or similar for each candidate. If receptions or meals are part of one candidate's interview schedule, then they must be a part each candidate's interview schedule.
- ☐ Review the job description and résumé/application of each candidate.
- ☐ Develop interview questions that directly relates to skills, abilities, and experience that are required of the position. Review the questions in advance to be certain they do not show any hidden biases or assumptions. Be consistent – ask the same core questions to all candidates.
- ☐ Before the campus visit, ask all candidates if they require special accommodations for their interview. At no time shall any candidate be asked if he or she has a disability.

***During the Interview*:**

- ☐ Introduce the committee members.
- ☐ Describe the format of the interview.
- ☐ Ask open-ended informational, situational, and behavioral questions.
  - ☐ Avoid questions regarding personal life or questions related to race, genetic information, color, sex, sexual orientation, religion, national origin, family status, age, or disability. Remember this key point: when the question is unrelated to the position requirements, **don't ask it**!
- ☐ If a candidate offers information that you are not allowed to ask, **do not** pursue the topic. Simply change the topic right away
- ☐ Let the applicant do most of the talking.
- ☐ Keep the interview on track.
- ☐ Observe nonverbal behavior.
- ☐ Take notes!
- ☐ Leave time for the candidate to ask questions.
- ☐ Describe the remainder of the search process and the time it will take.
- ☐ Thank candidate for his/her time.

Remember that the interview is also the time for candidates to interview you, so try to anticipate what questions they will ask YOU about the company and the job, including benefits and opportunities for growth. Make sure you can clearly articulate what the candidate's role would be if hired, as well as who his or her direct reports would be. Also, be sure to give yourself a "refresher" on basic company information such as benefits offered, holiday schedule and mission statement.

After the Interview:

- ☐ Evaluate the candidate.
- ☐ Document the interview.

Interview Questions

A2

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, and 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, and 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

A2

Following is a list of questions designed to gather information relating to an individual's pastwork 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. 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 list 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. 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 kinds of presentations have you made? Can you give me some examples? How many presentations do you make in a year?
5. 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.
6. What different approaches do you use in talking with different people? How do you know you are getting your point across?
7. What is the worst communication problem you have experienced? How did you handle it?

Interpersonal Skills

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. 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 avail- able 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 your personal satisfaction.
9. Why do you want to be a ______(title of position)______ ?
10. Why did you choose this (career, type of work)?

Candidate Evaluation Form

A3

Name of Candidate: ______________________________ Position Title: ______________________________

Department: ______________________________ Completed By: ______________________________

Interviewer(s): ______________________________ Date of Interview: ______________________________

Please use this form as a guide to evaluate the candidate's qualifications for employment. Check the appropriate numeric value corresponding to the candidate's level of qualification and provide appropriate comments in the space provided. Please attach additional sheets if needed.

<u>Rating Scale</u>: 5-Outstanding, 4-Excellent/exceeds requirements, 3-Competent/acceptable proficiency,

2-Below Average/Does not meet requirements, 1-Unable to determine or not applicable to this candidate

Criteria	Comments: (Be very specific; support your rating)	5	4	3	2	1
Experience/Relevant Background and Special Skill Set: Explore the candidate's knowledge and past working experiences.						
Education/Training (relevant to position)						
Interpersonal/Communication Skills: Assess ability to express ideas and thoughts clearly, as well as experiences involving team settings and customer orientation.						
Candidate's Understanding of the Position: Assess candidate's knowledge of the position and its requirements.						
Professional Impression and Presentation: Consider self-confidence, maturity, and presence to assess the candidate's level of professionalism. Also consider promptness and neatness of resume/application.						

A3

Criteria	Comments: (Be very specific; supporting your rating)	5	4	3	2	1
Problem Solving Skills						
Computer Skills Analyze those skills consistent with those required to perform the duties of the position.						
Motivation/Initiative: Analyze candidate's ability to think and act independently. Why does this person want to work at ASU?						
Flexibility: Assess candidate's responsiveness to change, tolerance for ambiguity.						
Organizational Fit: Review the candidate's potential to fit the unique ASU organization and culture.						

Please circle your responses to the following questions:

1. The candidate has the knowledge, skills, and abilities to perform the duties of this position:

   Strongly Agree　Agree　Disagree　Could not determine

2. The candidate views this position with excitement and enthusiasm:

   Strongly Agree　Agree　Disagree　Could not determine

3. The candidate has the appropriate level of experience necessary for this position:

   Strongly Agree　Agree　Disagree　Could not determine

4. The candidate displayed the ability to participate effectively in a team environment and motivate others:

   Strongly Agree　Agree　Disagree　Could not determine

A3

5. The candidate displayed ability to communicate well with all constituents.

Strongly Agree   Agree   Disagree   Could not determine

6. The candidate should be included in the list of recommended finalists:

Strongly Agree   Agree   Disagree   Could not determine

Candidate's Strengths:

____

____

____

____

Candidate's Weaknesses:

____

____

____

____

Please provide any additional comments you have about this candidate:

____

____

____

____

____

____

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.

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 under- taken by the contractor to increase the pool of qualified women, minorities, individuals with disabilities, and veterans in all parts of the organization.

Americans with Disabilities Act
Enacted in 1990, the ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.

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.

Background Investigation Officer (BIO)
Director of Human Resources or his/her designee.

Background Investigation Committee (BIC)
A USG recommended committee comprised of the Hiring Official, Legal Affairs, Chief of Police, Academic Affairs and Director of Human Resources.

Board of Regents (BOR)
The Board of Regents of the University System of Georgia was created in 1931 as a part of a reorganization of Georgia's state government. With this act, public higher education in Georgia was unified for the first time under a single governing and management authority. The governor appoints members of the Board to a seven year term and regents may be reappointed to subsequent terms by a sitting governor. Regents donate their time and expertise to serve the state through their governance of the University System of Georgia – the position is a voluntary one without financial remuneration. Today the Board of Regents is composed of 19 members, five of whom are appointed from the state-at-large, and one from each of the state's 14 congressional districts. The Board elects a chancellor who serves as its chief executive officer and the chief administrative officer of the University System.

The Board oversees the public colleges and universities that comprise the University System of Georgia and has oversight of the Georgia Archives and the Georgia Public Library System.

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

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.

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, genetic information, 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.

Federal Fair Credit Reporting Act
Enacted in 1681, is U.S. Federal Government Legislation enacted to promote the accuracy, fairness, and privacy of consumer information contained in the files of consumer reporting agencies.

Hiring Manager
The responsible party for making all hiring decisions for a given department, i.e., Chairs, Deans, Directors, Vice Presidents, Provost or President.

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.

New Employee Orientation (NEO)
An orientation that each new employee of the University must complete in order to begin their work assignment.

Office of Inspector General (OIG)
Investigations that involve employees, management officials, and affected Departmental programs and operations. OIG investigations can include both criminal, civil and administrative matters.

P-Card
A charge card issued by a credit card company, bank, or other financial institution and provided by the State of Georgia or any of its departments or agencies under the State of Georgia Purchasing Card Program to state employees for the purpose of making small dollar purchases on behalf of such departments or agencies of the state. USG institutions are only authorized to use the P-Card Program as currently administered by DOAS. USG institutions are not authorized to obtain any other credit card or debit card issued in the name of the institution or any other State of Georgia entity.

A4

PeopleAdmin
Albany State University's Applicant Tracking System (ATS). This system maintains position tracking, job postings and provides an automated system for applicants to apply for positions.

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. Individuals are also protected from discrimination on the basis of genetic information under government regulations and laws.

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.