



# Recruitment and Staffing

## **PURPOSE OF THIS BOOKLET**

**The purpose of this Recruitment and Staffing information is to make known critical Rowan hiring policies and procedures and Federal and State regulations. It is designed to document practices that allow Rowan hiring agents and search committees to select highly qualified employees, and to meet the standards and the spirit of the principles of equal employment opportunity.**

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## **I. GENERAL PRINCIPLES**

Rowan University is committed to a recruiting and staffing process that ensures the most qualified candidates are identified and selected for employment at the University. Toward that end, Rowan University, a public institution of higher education within the New Jersey higher education system, complies with state and federal employment laws, rules, agreements and regulations, including but not limited to the NJ Law Against Discrimination (N.J.A.C. 4A:7 et seq.), negotiated collective bargaining agreements, and New Jersey Department of Personnel (NJ DOP) regulations. The University is committed to the principles of equal employment opportunity (EEO) and ensures a good faith effort is made to access and provide equal opportunity to all interested candidates. In accordance with these laws, agreements and directives of regulatory agencies, and keeping in mind the types of position vacancies in question, advertising strategies are designed to reach an available pool of diverse and qualified candidates. Note, in some instances, internal postings are required by some collective bargaining agreements or by State regulations.

The University guidelines define the scope of a particular search and constitute the usual method for advertising vacancies. In general, positions advertised on a national basis in newspapers, professional publications, journals, web sites, and list servers specific to the position, include full-time tenure track faculty, managerial positions, and full-time temporary faculty positions. Utilizing various regional advertising venues is recommended for the types of positions for which it is established that a diverse pool of qualified candidates is available regionally. Advertising in county and local publications is recommended for entry-level support positions and for temporary positions.

On occasion some position vacancies may provide internal promotional opportunities. When this occurs, the President, Provost and or the appropriate Vice President may approve the internal promotional appointment without recruitment where it is determined that qualified, interested internal candidates are available.

## **II. UNIVERSITY ADMINISTRATION GUIDELINES**

The administration of Rowan University serves in various capacities throughout the recruitment and selection process. These roles are defined by university policies and the employment guidelines/practices adhered to by the University and the Board of Trustees.

**Board of Trustees** – In accordance with New Jersey statute, the Board of Trustees is responsible for appointing deans and administrators and other members of the academic, administrative and teaching staff, upon the recommendation of the President, and shall fix their compensation and terms of appointment. In addition, it is the responsibility of the Board of Trustees to engage the services of the President and establish the terms of his or her appointment.

**Budget Office** – The Budget Office provides the position control number for the hire upon the request of the hiring manager/division.

**Cabinet Officers** – Individuals ultimately responsible for recommending to the President the successful candidate for a managerial, professional or faculty position for which the search is undertaken. Each cabinet officer has the authority to accept or reject all recommendations submitted from a search committee or otherwise. The cabinet officer shall inform the Office of Human Resources of the successful candidate and the Office of Human Resources is responsible for generating the employment contract for the President's signature. The Office of Human Resources will deliver the employment contract to the cabinet officer who will seek to obtain the President's signature.

In situations in which the cabinet officer's recommendation differs from that of the search committee, a written recommendation will be prepared for the President by the cabinet officer. A copy of the written recommendation will be provided to the search committee, which may provide the President with its own written (dissenting) recommendation.

**EEO Officer** – The individual responsible for ensuring that recruitment efforts are developed and implemented to encourage a diverse pool of applicants and maintain statistical information on recruitment sources and applicants.

- Assists in developing recruitment strategies, advertisements and candidate pools
- Creates and retains an EEO file for each search
- Tracks, compiles and analyzes search data for every position
- Maintains statistics
- Provides Search Committee advisement on EEO/AA

**Human Resources** – The Office of Human Resources serves as a resource in the recruitment process for managerial, administrative, professional and full-time faculty recruitment and staffing and provides the following services for all classified positions:

- Prepares vacancy announcements
- Prepares and places advertisements
- Compiles and distributes search committee materials
- Serves as liaison with the State Department of Personnel
- Manages correspondence with candidates
- Retains staffing files for classified positions
- Maintains search files for all positions.

More specifically, the Office of Human Resources provides the following services for all searches:

- Reviews interview process
- Trains and advises committee members on appropriate interview techniques
- Provides EEO assistance

**Office of the Provost** – The Office responsible for overseeing the academic recruitment process (AFT faculty and professional staffing process). The Office is also responsible for overseeing managerial recruitment in the Division. See also Cabinet Officers section above.

- Authorizes the position for recruitment
- Places the advertisements for the Provost and Student Affairs Divisions
- Recommends the new hire to the President
- Interviews recommended candidates

In situations in which the Provost's recommendation differs from that of either the search committee's or the Dean's recommendation, the Provost will prepare a written recommendation to the President. Copies will be provided to the Dean and search committee. Both the Dean and the search committee may provide a written (dissenting) recommendation to the President.

**President** – In all cases, the President makes the final recommendation for approval on faculty, managerial and administrative hires to the Rowan University Board of Trustees. The President may delegate authority to make offers to candidates prior to final action by the Board, provided however, that all contracts are subject to Board of Trustees' approval. The Board may delegate authority to make offers to the President or cabinet officer, with the same proviso.

## **Policies**

### **Nepotism Policy**

Spouses, domestic partners or relatives of Rowan personnel may be considered for position vacancies. However, the University will not place spouses, domestic partners or relatives in positions that may be directly or indirectly subordinate or supervisory to a spouse, domestic partner or relative. A direct or indirect relationship would be a person who is in a position to determine an important matter such as promotion, reappointment, reclassification, remuneration or termination of a spouse or relative. Promotions and raises should not be prejudiced, favorably or unfavorably, by the employment status of the other member of the family or by their activities, rank, or position.

Spouses, domestic partners or relatives will not be permitted to serve on the same search committee, regardless of the position to be filled.

### **Conflict of Interest**

Employees will be excluded from searches that would consider the candidacy of a spouse, domestic partner or relative.

Persons serving on a search committee can not act as a reference for any candidate seeking the position for which the search is undertaken.

### **Temporary, Interim or Acting Appointments**

On occasion it is necessary to fill a position immediately. When institutional needs require filling a position immediately (as determined by the appropriate Cabinet Officer or President), these positions can be filled on a temporary, interim or acting basis. Normally, a person may be

appointed to a temporary, interim or acting managerial position only for a specific period of time, as determined by the Cabinet Officer or President.

- Temporary appointments are those which constitute specific or seasonal periods of time with a specific start or end date. There are also temporary appointments for faculty and AFT professional staff which are needed for different reasons such as short notice of resignation. In addition, special funded positions such as grant funded may be hired as temporary appointments.
- Interim appointments are usually for one-year or less but may be extended in unusual circumstances. Approval for interim appointments requires a waiver of the search process authorized by the Cabinet Officer or President keeping in mind considerations related to equal employment opportunity. Notification must be provided prior to the interim appointment to the Office of Human Resources and the Director of Affirmative Action. Interim positions may be filled with an internal candidate or a selected/recruited external candidate. An internal candidate appointed to an interim position must possess the minimum qualifications for the position. Note: persons appointed to interim positions are not pension eligible under NJ State Pension Program Rules and Regulation unless they are members of the Pension Program immediately prior to the interim appointment such that there is not a break in service for the purposes of pension credit. Therefore, an external candidate selected to fill an interim position may not be eligible to participate in the regular pension system during his or her period of interim appointment. However, if the person who is initially ineligible for pension participation serves in the interim position for a period of at least one year, he or she shall be eligible for pension participation even as an interim employee. Whenever an interim employee becomes a permanent employee, he or she at that time becomes eligible to enroll in the state pension system. However, an interim employee who is not eligible to participate in the pension plan can participate in the state supplemental plans immediately upon being hired in the interim capacity.
- Acting appointments may be required to fill a vacancy or new position when time does not permit a search. These appointments may arise out of a business need or a new strategic initiative and are for an unspecified period of time. A waiver of a search process to fill the position permanently may be authorized by the President, keeping in mind equal employment considerations. Notice of Acting appointments shall be provided to the Office of Human Resources and Director of Affirmative Action. Except as indicated above, the policies related to interim appointments also shall pertain to acting appointments.

The required material and forms necessary for filling a position vacancy are available from The Office of Human Resources, the Provost's Office, or the Human Resources web site.

### III. REQUEST TO HIRE GUIDELINES

#### Required Documents and Information

**Job Description:** The supervisor who seeks to fill a position (including for this purpose a chair of an academic department) that has been approved for recruitment by an appropriate Cabinet Officer shall initiate a Request to Hire Form (Form 1), a copy of which is available on the Human Resources web-page. The supervisor also will prepare the job description (Form 2,) which will include and specify in writing the following:

- Local and Official title of the position
- Salary/salary range
  - Salary: this section must indicate the following:
    - Salary range for classified positions,
    - Hourly rate for hourly or temporary hires, or;
    - Salary negotiable (this possibility must be stated in the position vacancy announcement).
- Summary of reporting relationship
- Description of essential duties and responsibilities
- Supervisory responsibilities, if any
- Required or Preferred Experience (minimum acceptable in specific areas)
- Qualifications
  - Minimum qualifications required or preferred must be specific to the position and detail core competencies, Bona-fide Occupational Qualifications (BFOQs) if applicable, licensures, certifications, and any other position specific requirements.
  - Academic and educational credentials required or preferred
    - State the minimum or preferred educational requirements; i.e., bachelor's, master's, or doctorate degree.
    - Terminal degrees should not be required unless directly related to the position or mandated by state regulation or contractual agreement. If a terminal degree is required, it must be stated in the job announcement.
  - Technical competencies
    - Detail any core or specialized technical skills
    - Detail specific technology skills, e.g., Microsoft Office, MAC, Adobe Acrobat
  - General competencies
  - Comprehension and Language requirements or preferred (Examples Listed)
    - Communication skills respond effectively to the most sensitive inquiries or complaints;
    - Presentation skills make effective and persuasive speeches and presentations to administration, community groups, students, and/or board of trustees
    - Ability to read, analyze, and interpret complex documents and contracts
    - Ability to develop and write proposals, contracts and budgets
- Mathematical skills (examples) if job related
  - Basic math computational skills
  - Statistical analyses

- Physical demands if job related
  - Cognitive & reasoning skills (example)
    - Ability to interpret and follow instructions
  - Work environment (example)
    - Noisy
    - Outside work in varying weather conditions
- For classified positions, the requirements on the job specification for the title are the only requirements that can be used.

**Disclaimer**

**This is not an exhaustive list of all responsibilities requirements and skills. Employees are required to perform tasks assigned by supervisors and management reserves the right to revise the job or to require that other or different tasks be performed when circumstances change.**

Before an advertisement for the position is approved, the appropriate Cabinet Officer must approve the position description by initialing the description before it is placed in the recruitment file. A copy of the approved position description shall be sent to the Office of Human Resources for its permanent records.

**Note: Under ADA, Section 504 legislation, reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. (See Appendix C)**

**Note: Forms and material necessary for filling a position vacancy are available in this guide, from the Office of Human Resources, the Provost’s Office, or the Human Resources web site, [www.rowan.edu/hr](http://www.rowan.edu/hr).**

**IV. RECRUITMENT GUIDELINES**

The initiating department or administrating unit has responsibility for monitoring the recruitment procedures. With respect to the monitoring and recruitment process, the Office of Human Resources will be specifically and immediately informed in writing of any changes in the process or in the position description. The Office of Human Resources will inform the Director of Affirmative Action.

Recruitment guidelines are designed to ensure the development of employment practices which support Rowan University’s attempt to recruit and attract the most qualified candidates for employment at the University, consistent with EEO guidelines. These procedures apply to the recruitment of all budgeted positions: full-time, temporary, three-quarter full-time, and permanent part-time employees.

It is the responsibility of all those involved in the recruitment and selection process to support Rowan’s EEO initiatives, to become familiar with the recruitment procedure and to implement the procedures within their respective departments.

**Posting, Advertising, and Publicity**

Advertising and publicity strategies should be decided before the job is posted or advertised and should be reduced to writing for inclusion in the recruitment file.

Once the position has been posted and/or advertised allow sufficient time to provide opportunity for an extensive internal and external publication of the vacancy to reach a diverse pool of applicants. The job posting should include the opening and closing dates for accepting applications. If applicable, there should be a review of the relevant union contract(s) for specific posting requirements. The Office of Human Resources is prepared to provide guidance in this regard. National searches should normally allow at least 30 workdays from the date the advertisement appears and regional searches should allow at least 10 workdays from date of internal posting or the advertisement.

- The elements of the job description serve as a guide when drafting the vacancy announcement and/or advertisement.
- The internal posting and circulation of the job vacancy announcement for professional positions are the responsibility of the Cabinet member's office and classified positions are the responsibility of the Office of Human Resources. The Office of Human Resources will provide advice on whether a position is considered a professional position or a classified position.
- The external searches are advertised in appropriate print and media such as professional journals and professional associations, as well as other appropriate venues utilized by the University. The Provost's Office, Cabinet Offices, the Office of Human Resources and the Affirmative Action Office will serve as resources to assist in the identification of recruitment sources. All advertisements for a position vacancy must include: "Rowan University is an Equal Opportunity Employer."
- The Office of Human Resources, the Provost's Office, Cabinet Officer and the Office of Affirmative Action, can provide guidance and support with advertising and recruitment efforts to maximize the applicant pool.

### **Applicant Review Process**

The applicant review process is determined at the beginning of the recruitment effort. In general, a search committee will be utilized to complete the candidate review, recommendation and selection process. However, there may be limited occasions where the supervisor can proceed with a selection without a search committee, including but not limited to situations in which there is only one qualified applicant for the position or in which only internal candidates are forwarded for consideration for a classified promotional opportunity. The normal process is as follows:

- Uniform screening criteria are used for the respective position. Screening criteria must be related to the duties, responsibilities, qualifications, and experience required for the position as set forth in the position description and the advertising as well as the operational needs of the hiring unit.

- Applications with a postmark prior to the deadline must be included in the applicant pool. On occasion (with the written approval of the Provost, Cabinet Officer or President), if the applicant pool does not yield sufficient qualified candidates for an unclassified position, qualified applicants who submit application material after the stated deadline for applications may also be considered for the position. Classified searches are an exception to this because there are specific guidelines determined by civil service. In the event there is approval to consider applicants who submit application material after the stated deadline, notification will be provided to the Office of Human Resources, and the Office of Human Resources will notify the Director of Affirmative Action.
- All minimally qualified respondents should be placed in the potential applicant pool for further review by the search committee. Those candidates who are ineligible based on lack of minimum qualifications or civil service restrictions will not be considered for the position.
- By state regulation, criteria used for classified promotional considerations include all of the employee's job-related work experience, education, professional certification and credentials, and work history.

### **Recruitment Reports**

- EEO Data Form – Gender/Race/Ethnic/Disabilities Information: The Equal Employment Opportunity Commission requires Rowan to maintain certain data to achieve regulatory compliance. To meet the requirements, every applicant will be mailed an EEO data collection postcard to be completed voluntarily and returned to the Office of Affirmative Action for statistical purposes only. ***This is the only correspondence an external applicant will receive unless contacted for an interview.***

## **V. SEARCH COMMITTEE GUIDELINES**

When the search committee process is used to fill a position, the following guidelines are followed in addition to the Recruitment Guidelines detailed in **Section IV**.

### **When Search Committees Are Required**

For positions that are advertised nationally or regionally, a search committee is usually established to assist in the screening process.

Search Committees normally will be used to fill the following positions:

- Full-time professional, managerial, and tenure track faculty positions
- Full-time temporary faculty positions
- Position vacancies that are believed to have a duration period of one year or more
- Positions that are non-competitive, classified

Search Committees may be used, but are not required, to fill the following position vacancies:

- Adjunct positions
- Graduate Assistant positions
- Classified positions

Emergency situations that do not permit time for establishment of a Search Committee must be approved as exceptions by the President, Provost or the appropriate Cabinet Officer. Examples which are appropriate to request emergency status are:

- When a full-time employee resigns without giving at least one month's notice and the position must be filled immediately,
- When a faculty member resigns or takes a leave of absence in the middle of a semester,
- When a new section of a course opens up at the start of classes to accommodate increased enrollment, or;
- When Temporary, Interim or Acting positions are needed.

In emergency appointments, when possible, the EEO principles should be considered.

Search committees are not used in the following situations, even though an employee is placed in another position:

- Reorganizations
- Reclassifications
- Reassignments

### **Composition of the Search Committee**

The composition of the Search Committee shall be recommended by the supervisor seeking to fill a position and will be subject to the approval of the President, Provost, or appropriate Cabinet Officer.

Rowan University believes in inclusion and the size and composition of the Search Committee should reflect representatives from a variety of appropriate constituencies within the University community. Where appropriate, membership for a search committee should be solicited from various groups on campus. The size and composition of the committee should be determined based on the organizational impact of the position. For example, some search committees may have representation from student groups, labor unions, University Senate or work groups.

The following individuals should normally **not** serve on the Search Committee:

- The President
- The Provost/Vice President or other Cabinet Officer recommending the appointment to the President
- The incumbent who is leaving the position

### **Confidentiality**

Search committee members are recruited from a representative sample of employees across the organization. As such, search committee members have contact with individuals across all levels of the organization and will occasionally get questions about the search process, the pool of candidates, committee deliberations, etc. These questions usually stem from normal curiosity. To maintain the integrity and confidentiality of the search process, committee members must understand the need for discretion and refrain from discussing committee deliberations.

### **Responsibilities of the Hiring Agents**

Administrators and search committee chairs must complete the EEOC and Search Committee training individually and complete the online test provided by the Office of Human Resources. Each search committee member must complete the online training.

***WITHIN THE PRINCIPLES AND HIRING PRACTICES ESTABLISHED BY ROWAN UNIVERSITY EVERY REASONABLE EFFORT MUST BE MADE TO HIRE THE MOST QUALIFIED CANDIDATE FOR THE POSITION.***

**Administrator of the Search:** The supervisor or agent initiating the recruitment and staffing process, including for this purpose a chair of an academic department, The Administrator needs divisional authorization to both initiate and complete the selection process.

- Initiates the Request to Hire Form
- Establishes Search Committee and personally charges the Committee with:
  - The nature of the position responsibilities, core competencies, qualifications and experience necessary to perform the duties of the position,
  - The identification of personal characteristics essential to perform in the position,
  - The nature and extent of recruitment efforts,
  - The development of experience, skill and behavioral based interview questions,
  - The total number of candidates to be recommended to the Administrator,
  - The time frame in which the final candidates should be recommended
- Invites the Affirmative Action Director and and/or HR Representative to the initial committee meeting to discuss the interview process and parameters.
- Identifies and selects final candidate for approval.
- Initiates Appointment Recommendation Form

**Search Committee Chair:** The individual responsible for managing the search process and who is appointed by the Administrator. The Search Committee Chair monitors the process and manages completion of the various forms and correspondence utilized during the search. This individual is responsible for recording the results of the interviews on the forms provided, and, upon completion of the search, the chair summarizes the interview assessments of potential candidates and forwards the information to the hiring administrator. This process is detailed as follows:

- Convenes meetings of the committee
- Reviews the roles and responsibilities of the committee members regarding confidentiality, ethics and conflict of interest guidelines.

- Collects all application materials and acknowledges receipt
  - Applications and résumés should be logged and the acknowledgment letter should specify the position and expected duration of search.
- Mails correspondence to all applicants
- Mails EEO data collection form (postcard) to all applicants to be returned to the Director of Affirmative Action. (Form 3)
  - Applicants should be encouraged to voluntarily complete the form
- Completes EEO Hiring Form (Form 4)
  - Human Resources will review the EEO hiring form for completeness, and then forward it to the Director of Affirmative Action. Names and resumes of candidates not selected for interviews should be included in the list attached to the EEO Hiring Form. As well, copies of the official advertisement showing publication must be sent to Human Resources for EEO data and immigration processing.
- Maintains summary minutes of meetings
- Facilitates the development of interview questions to be asked of each candidate (Appendix A) and candidate's references interviewed either by telephone or in person (Form 5)
- Completes the behavioral interview assessments/matrix for each candidate. (Form 6 )
- Completes the comparative assessment matrix for all candidates. (Form 7)
- Checks, or designates a committee member to check, references and obtains recommendation material on the final candidates. (Form 5)
- Develops recommendations for final candidates
- Forwards recommendations to Administrator. The search committee should forward only the names of three to five candidates that are best qualified on all criteria to fill the position for review by the Administrator. However, exceptions may be made for appropriate reasons (e.g. the pool of candidates yields a different number of qualified individuals).
- Ensures all background check requirements are completed
- Certifies and completes Appointment Recommendation Form (Form 8) when a final candidate is identified
- Forwards all recruitment records to Human Resources for archiving
- Issues letters to interviewees once a candidate accepts the offer of employment..

### **Search Committee Members**

Search committee members have a very important role in the screening and hiring process. There should be strict adherence to the confidentiality and objectivity of the deliberations and process followed by the search committee. Examples of this include: not revealing evaluations and assessments of candidates and, in general, respecting and protecting the privacy of applicants. Search committee members must be familiar with Rowan University's guidelines regarding interviewing, confidentiality and the Code of Ethics and the Conflict of Interest policies.

Search Committee members are responsible for:

- Regarding the committee meeting schedule as a priority commitment in order to carry out the objectives of the Search Committee
- Ensuring potential applicants meet the minimum qualifications of the position

- Making a good faith effort to review, interview and select the best qualified candidate for the position (remember, never write on a resume, take notes on a separate sheet of paper)
- Determining the number of applicants to be interviewed to provide an adequate pool of final candidates for the hiring Administrator.
- Attending all interviews for each candidate
- Forwarding the names to be recommended to fill the position vacancy

The committee should allow for adequate input from various constituencies on campus by scheduling an opportunity for candidates to meet those wishing to provide input. An evaluation form (Form 6) should be provided to all those meeting candidates. The completed forms are forwarded to the search committee for review.

**NOTE: Only Search Committee members who have met and interviewed all candidates may participate in the assessment process for the interviewees.**

### **Reference Checks**

The search committee chair or designee(s) is responsible to complete the reference checks.

- Candidates should be notified by telephone or e-mail communication if references provided by them during the application process will be contacted. Notation of the notification shall be included in the recruitment file.

### **Verification of Education**

During the Interview Process candidates are to be informed that if they are offered a position at Rowan University, their submitted education information will be verified via fax or mail.

- When a position has a degree requirement an official transcript is required and should be included in the candidate's application materials.
- Candidates who have not fulfilled their degree requirements, but have college credits which are being used to qualify for the position, will be requested to submit an official transcript.

### **Background Checks**

Rowan University has a policy to perform background investigations, which includes fingerprinting on candidates prior to their hire. Therefore, candidates must undergo a background investigation.

- Background check and fingerprint processes need to be completed in a timely manner **prior to employment**. Positions will not be held open for failure to follow the procedures for background and fingerprint checks. Candidates that have been fingerprinted by another employer or entity must be fingerprinted by Rowan. The University CANNOT accept fingerprint results from another employer or entity. The

requirement of background check and fingerprinting shall be made known in writing to each applicant who has been interviewed.

- Complete details and forms for the background check and fingerprinting process are available on the HR website [www.rowan.edu/hr](http://www.rowan.edu/hr).

### **Eligibility to Work in the United States (Non-Citizens)**

- Offers of employment of persons who are not United States citizens are contingent upon the candidate producing documentation that verifies his/her eligibility to work in the United States in the proffered position. The University works closely with outside counsel while filing the appropriate employer-based petitions and covers related expenses.
- Employees, at their own expense, have the option to utilize the services of this outside counsel, or another attorney of their choice, for any employee-based petition (i.e. I-485 Adjustment of Status, dependent visas). Human Resources will sign, as the employer, all necessary petition forms that have been prepared by outside counsel.

### **Appointment Forms**

The following forms, as applicable to the specific position, are to be completed and forwarded to Human Resources as soon as possible in order to expedite the new employee process.

- An Appointment Recommendation Form. (Form8).
- Signed appointment offer letter

## **VI. RECORD KEEPING GUIDELINES**

### **Search and Staffing Files**

The **Search Committee Chair** must meticulously maintain staffing files. The file must include the materials listed in Appendix D.

At the end of the search, when the final candidate is selected and has accepted the offer of employment, all committee members must return all search materials, including notes, to the committee chair. Any photo copied documents must be shredded. All original documents are maintained for the search file. The **Search Committee Chair** must forward the original search and staffing files to The Office of Human Resources for proper retention.

The President, Provost or appropriate Cabinet Officer shall forward the balance of the search and staffing materials/files to the Office of Human Resources so that the entire file will be complete. The Office of Human Resources will catalogue the file and make it a part of the records of the University consistent with requirements of the New Jersey Public Records Law.

**The Office of Human Resources will catalogue the file and make it a part of the records of the University consistent with requirements of the New Jersey Public Records Law.**

- The following information is judged to be of public record and shall be included in the permanent search/recruitment file:
  - Names of Search Committee members and chair
  - Places position was advertised
  - Screening and evaluation instruments used
  - Number of applicants categorized by sex and ethnicity, as long as the number is large enough to protect against individual identification
  - Number of applicants that met minimum qualifications categorized by sex and ethnicity, as long as the number is large enough to protect against individual identification
  - Number of qualified applicants interviewed

### **Official Personnel File**

Human Resources will maintain all Official Personnel Files. The following information must be forwarded to Human Resources for retention in the personnel file:

- Appointment Recommendation Form (Form 8)
- Offer Letter(s)
  - Letter from Administrator making initial offer
  - Formal Offer Letter from President

## **VII. RECRUITMENT PROCESS FOR CLASSIFIED EMPLOYEES**

### **Definitions of NJ Department Of Personnel Terms**

**Competitive Title** is a title in which a person's eligibility is determined by a New Jersey Department of Personnel (NJDOP) Examination process.

**Non-Competitive Title** is a title in which a person's eligibility to hold the title is determined by experience and education compared to a NJ Department of Personnel Job Specification. There is no formal examination process.

**Eligible/Failure Roster** (a.k.a. "list") is a listing of the people that have been admitted to an examination, their rankings, final score, and veteran status.

**Promotional Test Announcement** is a posting that a test will be administered for a title. The announcement lists basic information about the title (e.g. salary, title code), requirements to hold the title, and information regarding application for the test. Once a test is announced, it could take up to a year for the test to be administered *by the NJDOP*.

**Promotional Test** is a test created by the New Jersey Department of Personnel which tests applicants that meet the requirements of a title in the basic skills of the title. This examination process can take different forms; it could be a written, oral, or performance test. The NJDOP can decide to grade the application and give a score based on experience and education (E&E) or the NJDOP can decide to waive the examination. Rowan University may request a certain type of test

to be given. However, the final decision on how a test will be administered is reserved by the NJDOP.

**Provisional appointment pending examination** means that the employee meets the requirements of the title; however, they are either waiting to sign up to take a test for the title or they have signed up for and are waiting to take a test for the title.

**State Open Competitive list** is a list composed of people in the State of NJ that have been tested in the basic skills of the title open. The State sends out notifications to people on the list. Eligible candidates have five days to respond and the department must choose from the top three interested eligible candidates on the list.

**Vacancy Announcement** is a posting of a position vacancy on campus listing the title, department, salary, brief description, requirements, and application instructions.

**Notification of Certification** is an official notice from Human Resources notifying eligible candidates from a list about a vacancy on campus.

**Job Specifications** or generic job descriptions are listed on the NJ Department of Personnel's website at [www.state.nj.us/personnel](http://www.state.nj.us/personnel). The job specification consists of the "Definition" which defines the reporting aspect and the level of responsibility associated with the title; "Examples of Work" section which lists, in order of importance, tasks associated with the title; "Requirements" which lists education, experience, and license/certification requirements of the title (Note: In most cases, degree requirement can be substituted on a year for year basis position related experience.) Work not specified in the Job Specification for a title is considered "Out of Title" work and does not count toward experience/education requirements in other titles; "Knowledge and Abilities" lists the K & A needed to perform the work associated with the title.

### **Staffing Process (Charts I through VI)**

When a classified position is vacated or a new classified position is created, a Request to Hire Form must be completed by the department. Upon completion, the Supervisor, Department Head, and the VP or Provost must approve the form. Once all approval signatures have been obtained and the form is received in Human Resources, the recruitment process can begin. The recruitment process cannot start prior to receipt of the approved form by Human Resources. This process is detailed in Chart I

#### **I. Vacated & New Position Process**

Human Resources will decide how the recruitment will be handled based on the title of the position and the availability of qualified candidates. The **five** different types of recruitment for classified positions are:

- II. Competitive With A List (Promotion)
- III. Competitive Without A List (Provisional Promotion)
- IV. Open Competitive With A List
- V. Open Competitive Without A List
- VI. Non-Competitive

Information on how the recruitment for each type of classified position must be handled, pursuant to NJ DOP regulations, is listed below:

### **Competitive with a List (Promotional) (Chart II)**

If a current Eligible/Failure Roster, or “list,” exists for the title, the list must be certified. A request is sent to the NJDOP asking to certify or validate the list. Human Resources then sends out notices to the people on the list informing them of the department that has a vacancy and giving them five business days to respond whether or not they’re interested. Once the five-day period has been exhausted, Human Resources review the certification results and the following occurs:

- If three or more people are interested, the top ranking three must be interviewed and one must be selected.
- If fewer than three people are interested, it is considered an incomplete list. The department would interview the interested candidate(s) and make a decision on whether or not to appoint.
  - If they decide to make an appointment, it can be made and would be considered a regular appointment subject to a working test period.
  - If they decide **not** to make an appointment, the candidate(s) are informed of this decision. Since the candidate(s) come from a list, they can choose to exercise their right to take the position on a provisional basis pending a new list. This is their right even if the department did not select them. If the candidates choose not to exercise this right, the department can post the position through a vacancy announcement on campus as a provisional opportunity pending examination (see Competitive without a List below).

**PLEASE NOTE: If a veteran responds with interest to a Notification of Certification, a special recruitment process may apply. Please contact the Recruitment Coordinator, per Department of Personnel Guidelines, for more information.**

### **Competitive Without A List (Provisional Promotion) (Chart III)**

If a current Eligible/Failure Roster, or “list,” does not exist for the title, the position would be opened as a provisional opportunity pending examination. An internal vacancy announcement would be created, sent out on campus and posted. Employees that meet the requirements of the title may apply. At the conclusion of the posting period, the department would review applications and schedule interviews. Once interviews are complete, one of two things could happen:

- The department could select one of the applicants. This would be a provisional appointment. Rowan will request from the NJDOP a promotional test to be announced. A test situation will occur, which will result in a list being generated. After the list has been promulgated, the position that is being held provisionally will be advertised internally to candidates on the list. Candidates will have five (5) days to notify Human Resources if they are interested in the position. If at least three (3) people on the list express interest, NJ Department of Personnel regulations stipulate that a selection must be made from the top three (3) candidates. The provisional could possibly be bumped if he/she is not among the top three ranking interested eligible candidates, and the provisional would then take the position from the person selected, if qualified.

- If the department decides not to select one of the applicants for the vacancy, the department should contact Human Resources to discuss the next steps. At that point, the Department could either go to a state open competitive list or downgrade the title to the next lowest title in the title series and the process would start again.

### **Open Competitive With a List (Chart IV)**

If a department has advertised and found either no interested or no qualified applicants for a competitive title internally, it can opt to ask the state to certify an Open Competitive list. The state administers testing for different titles and maintains lists of qualified eligible candidates for employment within the state. When a request is sent to the NJDOP for an Open Competitive list, a notification is sent to those who have indicated interest in employment within Gloucester County. Those eligible candidates have five days to respond to the University on whether or not they are interested in an interview. At the conclusion of the five-day period, Human Resources reviews those interested. The University must choose from the top three ranking interested eligible candidates (see **NOTE** below). The appointment would be a regular appointment subject to a working test period.

**PLEASE NOTE: If a veteran responds with interest to a Notification of Certification, a special recruitment process may apply. Please contact Human Resources for more information.**

### **Open Competitive Without a List (Chart V)**

If a department has advertised and found either no interested or no qualified applicants for a competitive title, they can opt to ask the state to certify an Open Competitive list. The state administers testing for different titles and maintains lists of qualified eligible candidates for employment within the state. If a current list does not exist, the state will issue a clearance number. This allows Rowan University to advertise the position, interview and appoint a qualified individual on a provisional basis. The following steps must be taken, however, after a provisional is appointed:

- It is the **responsibility of the provisional** to monitor the NJDOP's website or hotline for test announcements for his/her title.
- Once a test is announced, the provisional must submit an application to take the examination.
- Once the examination is administered and a list is promulgated, the state will inform the candidates on the list about the position that is being held provisionally. Candidates will have five (5) days to notify Rowan University if they are interested in the position. If at least three (3) people on the list express interest, NJ Department of Personnel regulations stipulate that a selection must be made from the top three (3) candidates. The provisional could possibly be bumped if he/she is not within the top three ranking interested eligible candidates.

### **Non-Competitive (Chart 6 VI)**

In a non-competitive title, an employee's eligibility to hold the title is determined by experience and education compared to a NJ Department of Personnel Job Specification. There is no formal examination process. There is more flexibility in recruitment for non-competitive titles. The department has the flexibility to post on campus (Human Resources website, job hotline, and bulletin board) and to advertise off campus as well. The final hire must meet the requirements of the job specification.

Before an offer can be made, Human Resources must review and approve the applicant's qualifications compared to the NJDOP Job Specification. The hire would be a regular appointment subject to a working test period.

## **VIII. THE INTERVIEW PROCESS**

### **Purpose**

These guidelines are intended to assist hiring agents and search committees when they conduct new hire and promotional interviews. The information is also intended to assist them in applying nondiscriminatory techniques that comply with the principles of Equal Employment Opportunity during the selection and interview process.

### **Interviewer Responsibilities**

As a hiring agent conducting an employment interview, your responsibility is to evaluate the qualifications of applicants and make employment *recommendations* on the basis of job-related criteria only. In addition, the interview process must be conducted in accordance with legal requirements as outlined in this section.

### **The Golden Legal Rules (rewritten)**

All inquiries and requirements must be job related; therefore, any questions asked of job candidates or any established job requirements must be based on legitimate business needs.

Candidates have the right to privacy concerning their personal and professional information. No pre, during, or post interview conversations are considered off the record. All can be introduced as evidence if litigation ensues after a search. Be respectful of candidates' rights and careful of engaging in "small talk" about the candidates with individuals not directly involved in the search process. Anyone interacting with the candidates should not discuss personal matters with or ask any illegal questions of individuals waiting for an interview. Samples of these types or questions are detailed in Table 1, pages 23 and 24.

### **Planning the Interview**

The Equal Employment Opportunity Officer or HR Representative can be a useful resource in developing core interview questions and/or structuring the interview itself.

- Analyze the position requirements before you begin interviews.

- Identify behaviors, competencies, knowledge and skills which are required for someone to successfully fill the position.
- Develop a plan and initial contact strategies. Each committee member will individually assess the interviewees according to a pre-determined format. The format should consider key characteristics, experience, credentials, and interview interaction.

Develop the skill and behavioral based interview questions about situations or behaviors specific to behaviors, skills, experience and other core competencies. Use the qualitative scale provided to assess responses. Numerical ranking are not valid unless derived from research and statistical analyses that correlate interview questions and ranked responses to success on the job.

- All applicants for a given position must be asked the same initial questions to ensure consistency in the process. Follow-up questions may vary based on individual responses.
- Supplement the skills, behavior and experience questions with open-ended questions developed to focus on determining the applicant's views about his/her current or past positions; relationships with people; and, career or other professional goals.
- Identify potential candidates by screening the applicants based on the cover letter, resumes, job description, experience, core competencies, and skills and behaviors desired. Never write on resumes or cover letters. Use a separate sheet to make notations about a particular candidate.
- Develop reference check questions using the standard format provided in (Form 5).  
NOTE: The Hiring Agent or Search Committee will conduct the reference checks unless notified otherwise.

**The following information will assist in the effective screening of cover letters and resumes, and conducting telephone interviews:**

- The first criterion for a screening process is objective review of the cover letter and resume without regard to age, gender, race, ethnicity or ability to perform the job.
- Consider the appearance and content of the cover letter and the resume. These are the individual's first opportunities to make a good impression.
- Compare the letter and the resume to the ad and the position description. Remember that applicants are responding to an advertisement not a job description. Look for clear, concise language with a focus on position relevant skills and experience as advertised.
- Examine the employment history. Look for progressive responsibility with each position or changes effected by transfers or skills acquisition, e.g., change of job that coincides with

completion of a degree or specialized training. In today's job market, it is not unusual for people to hold positions for less than three to five years.

- Telephone interviews are appropriate as first contact in some circumstances. Select the best overall candidates for an initial phone screening interview and reference check. The committee members may share the responsibility of conducting telephone interviews and reference checks prior to scheduling any interviews with the entire committee. Uniform formats and questions are determined by the committee and Human Resources.

## **Pre-Employment Inquiries**

Pursuant to N.J.A.C. [4A:7-3 et seq.] (NJ Law Against Discrimination Regulations) and the Americans with Disabilities Act (ADA), there are acceptable and prohibited inquiries of which hiring agents must be aware. (See information located at [www.rowan.edu/hr](http://www.rowan.edu/hr).) The following guidelines must be strictly adhered to in order to avoid liability. It should be noted that most statutes, with the exception of the ADA, do not specify information that may not be solicited from applicants. What is important is to ensure that the information that is being solicited is not sought for discriminatory purposes against protected category persons

Disability-related questions or questions that are likely to elicit information about a disability are not permitted during pre-employment inquiries or during the interview process. (Refer to Appendix C)

## **The Interview**

### **Purpose**

The purposes of an interview are to gather enough information to assess how well a candidate can perform in a job or situations related to the job, to determine the interpersonal communication skills of the applicant, and to inform applicants about the job and organization. From an applicant's perspective, the interview is the forum where they can present themselves favorably, where they can collect more information about the job, and where they can get some sense of the culture of the organization.

A successful exchange of information during the interview requires that all candidates be treated equally with dignity and respect. . A candidates for positions makes a decision to accept an offer of employment based on several factors, one of which is his/her experience with the search committee. It is important to establish a climate conducive to the communication exchange, to set the applicant at ease, to project a positive image for Rowan University, and to engage in objective, position related conversations free of personal or professional biases that may influence the candidates decision.

### **Interview Preparation**

Consistency in interviewing applicants is essential and all interviews must be conducted so as to learn about a candidate's job-related core competencies, skills, experiences, and qualifications.

Prepare for the interview in advance. Develop a strategy and set of interview questions based on the job, core competencies, desired behaviors, typical and atypical situations, and general and specific skills. These questions must be consistently utilized throughout all the interviews.

- Set up committee interviews based on the results of the telephone pre-screens and reference checks.
- Send any information the candidate may need in advance (e.g., employment application, directions, job descriptions, etc.).
- Schedule the interview in an area free from distractions so the interviewee and the interviewers can conduct a meaningful dialog.
- Set aside adequate time for each interview and hold calls/interruptions.
- Review candidate information in advance prior to the in person interview (cover letter, resume or any supplemental materials provided). Use a separate sheet to record any information you believe is not covered in the questions developed by the committee to assist with the development of additional interview questions specific to the candidate(s).

### **Conducting the Interview**

Initially take a few minutes to set the context and state the overall purpose and format of the interview.

Let the applicant read the job description and ask them if they can perform the job as written. Questions about the applicant's ability to perform specific job-duties including whether the applicant can meet hours required to work, overtime as needed and be "on call", etc. are allowed.

During the interview listen, observe, and evaluate responses to gather the information you will need to assess and recommend candidates. Remain focused and objective throughout the interview process and utilize good listening skills. Remember, candidates can read body language as well as the tone with which a question is delivered. Ask questions in the proper sequence and organize what you hear in order to objectively assess each candidate.

Use pre-determined questions and forms to elicit and record assessments of the candidate's responses to questions and information relevant to the core competencies and requirements of the position.

At the end of each interview, each committee member must complete an interview assessment matrix for each candidate utilizing the qualitative scale provided. Turn this in to the committee chair at the end of each interview for data compilation.

Note: Federal and State Laws govern and Rowan University Policies govern how the institution conducts its Equal Employment Opportunity recruitment activities to ensure Rowan University reaches qualified candidates for position vacancies. It is illegal to ask questions regarding: age, religion, gender, sexual orientation, transgender or transsexual identity, race, ethnicity, mother tongue, birthplace, credit status, owning or renting residence, names & addresses of

relatives or religious leader, military experience and discharge conditions, completion of high school memberships in any organizations or clubs, number of children, marital status, spouses occupation, maiden name, political affiliation, hobbies, height & weight, questions about an apparent or mentioned disability; (however, the chair should always present a copy of the job description and ask each applicant if s/he can perform the essential functions of the job). **Just a yes or no answer is required.**

It is permissible to inquire about Bona Fide Occupational Qualification (BFOQ), e.g. language fluency, licensures, and certifications, visa restrictions, and U.S. citizenship or permanent resident alien status.

Examples of questions employers may ask specific to a position are:

- Can you move 20 pounds from location A to location B?
- Do you have a valid driver’s license?
- Can you get from building A to building B?
- Can you read a monitor?
- Can you climb a ladder?
- Are you capable of sitting for three hours at a time?
- Would you be able to arrive to work by 8:30 a.m. daily? Work a night shift?

The following table provides samples of legal and illegal inquiries:

**Table 1: Legal and Illegal Inquiries**

<u>Subject Area</u>	
Citizenship	<b>Legal:</b> Whether the applicant is lawfully employed in this country because of visa or immigration status. Whether the applicant can provide proof of eligibility to work in the United States after being hired. Note: It is better just to show applicants an I-9 Form and explain that, if hired, they will need to provide documents showing that they can work in the US as required by The Immigration Act.
Credit Inquiries	<b>Illegal unless required for bonding</b>
Education	<b>Legal:</b> If the individual has the specific education or training required for the specific job, e.g., BFOQ’s <b>Illegal:</b> General questions about high school or college degrees unless related to BFOQ’s.
Availability for Work	<b>Legal:</b> Inquiries about applicant’s activities, commitments, or responsibilities that might prevent him or her from meeting work schedules or attendance requirements. Note: These questions must be asked of all applicants. <b>Illegal:</b> Questions about the applicant’s family and associated <b>commitments and activities.</b>
Family Status	<b>Legal: None</b> <b>Illegal:</b> marital status, number and age of children, size of planned family, spouse’s job, spouse’s or applicant’s family responsibilities, childcare arrangements,

Sexual orientation or gender identity and expression	<b>Legal: None</b>
Financial Status	<b>Legal: None</b>
Transportation	<b>Legal: Questions about having a car only when required for the position.</b>
Physical Characteristics	<b>Legal:</b> Inquiries about ability to perform specific job functions, e.g., ability to operate a forklift or lift a certain amount of weight. <b>Illegal:</b> Any inquiries about physical characteristics that are not based on the Bona-fide Occupational Qualifications.
Marital Status	<b>Legal: None</b>
Military	<b>Legal:</b> Inquiries about education, training, or related work experience gained in the US Armed Forces. <b>Illegal:</b> Type or condition of military discharge.
National Origin	<b>Legal:</b> Inquiries into applicant's ability to read, write, or speak English or foreign languages when required for the specific job. <b>Illegal:</b> Questions about applicant's lineage, ancestry, national origin, descent, place of birth, or mother tongue, national origin of applicant's parents or spouse. How the applicant acquired the ability to read, write, or speak a foreign language.
Organizations	<b>Legal:</b> Only if noted on the resume and inquiries should relate to the job only. <b>Illegal:</b> Questions about organizations whose name or character indicates members' economic or social class, race, color, creed, marital status, religion or national origin, or sexual orientation, or gender identity, e.g., country clubs, social clubs, religious clubs, and fraternal orders.
Overtime	<b>Legal:</b> Inquiries about an applicant's availability for evening and/or weekend work, provided that the inquiry is made of all applicants.
Pregnancy	<b>Legal: None</b>
Relatives	<b>Legal: None.</b>
Religion or Creed	<b>Legal: None</b>
Residence	<b>Legal:</b> Clarification of the applicant's address, needed for future contact with the applicant. <b>Illegal:</b> Whether the applicant owns or rents his or her home. Name and relationship of person with whom the applicant resides.

### **Interviewing Techniques**

Interviewing techniques are ways of asking questions to encourage candidates to speak openly and freely about topics interviewers want to explore. Topics should represent key areas of competencies, behaviors, skills, qualifications and experiences that are essential to performing successfully on the job.

Asking questions effectively will have an impact on the quality and quantity of information provided by the candidate. Well crafted questions allow the committee to assess the candidates' potential to become a high performer within the organization.

There are many techniques available, detailed below, to elicit information from candidates.

**Ask open-ended questions** – to encourage more communication with the candidate.

**The one-step probe** – Try to avoid questions that begin with the words **who**, **what**, **when**, and **where** because you may only get a limited amount of information.

**The two-step probe** – Questions that begin with the words **how** and **why** will obtain more information about the candidate and how the candidate approaches various situations.

**Pause or silence** – An interview technique where the interviewer simply pauses or remains silent to encourage the candidate to say more about the current topic of conversation to fill the void.

**Comparison and contrast** – Ask the candidate to compare and contrast two or more events or situations. For example: How would you compare your two previous jobs?

**Problem Solving** – the interviewer describes a real or hypothetical problem and asks candidates what they would do or how they would solve it. The problem described, ideally, should be one that candidates will actually face on the job for which they are interviewing. As candidates answer problem situation questions, the interviewer should make certain observations, such as:

- How well is the candidate demonstrating their knowledge of the subject?
- How well is the candidate able to apply this knowledge?
- How motivated does the candidate appear to be in finding a solution?
- What is the quality of the solution?

**Use of examples** – the interviewer asks for examples to support a general statement made by the candidate, or to receive more information about how something was accomplished.

**Behavior-based questions** – Ask questions about past performance and actions taken in various job-related situations; for example, “give me an example of”; “share an experience about”; or “what if.”

**Negative-based questions** – probes for information that will give the interviewer a more balanced understanding of the candidate's past performance. For example: “That's fascinating. Was there ever a time when a project did not...?”

**Guided questions** – are designed to keep the applicant on track when s/he is too wordy or strays from the topic. For example: “Our time is limited, and I think that we need to move on, don't you?”

**Mirror remarks** – are restatements or paraphrases of what was said to clarify a point or get more detailed or additional information. This questioning technique is very effective when used with silence!

**Leading questions** – provide a signal to the applicant about what the expected or desirable answer is. Usually, the interviewer is unaware that s/he is using a leading question, but they can be very effective for clarifying or gathering more information.

**Loaded questions** – are designed to evaluate the applicant's judgment, ability to make decisions, and capacity for dealing with stress when they've been put on the spot or are faced with a dilemma. Example: "How would you respond to an employee's request to...which all employees do, even though it is not official policy?"

**Appendix A, Sample Interview Questions, provides information on potential interview topics and situational and behavior based questions.**

## **APPENDIX A**

Interview questions that elicit information about attitudes, skills, behaviors, ability to handle certain situations, and other general topics should be developed for each position vacancy. The following questions, arranged by category, can be used during the interview or can be used as examples to assist in the development of other questions.

### **SAMPLE INTERVIEW QUESTIONS**

#### **Values\Ethics\Motivation**

There are many times when it may be necessary to work beyond normal hours to finish a project. How do you manage this type of work versus personal time situation?

What motivates you to get up and go to work in the morning?

What made you decide to start exploring other job opportunities?

Would you explain the reasons for each of your last two (or three, etc.) job changes?

Describe your ideal work environment.

What activities did you enjoy most at your last job?

Describe an ideal workday for yourself.

One day, during your lunch break, you went to the nearest mall to buy something in a hurry. As you went into the store, you bumped into a co-worker that had called in sick that day. Before he left the store, he asked you a personal favor not to tell anyone you saw him. He left you before you could speak. Would you grant him the favor? Why or why not?

#### **Self-assessment**

Why do you think you would do well here?

How do you think people would describe you that have worked with you? What do you think you can bring to this position?

As an employee, what do you consider your greatest strength?

In what areas would you most like to improve? Why?

Why did you select this particular field of work?

What steps are you taking to upgrade your skills, or learn new ones?

Strengths & opportunities: What are your strengths? What things do you do particularly well?  
What areas provide opportunities for you to improve?

For what kinds of things have you been praised? Criticized?

To what extent do you feel your job progress in the past has been in keeping with your ability?

What do you feel you do best? Why?

What job functions are the most difficult for you? Why?

What was your greatest contribution in your present (past) position?

How have your previous jobs prepared you for more responsibility?

What areas of your own personal expertise do you think that you would bring with you to the position? How may that expertise benefit the college?

What do you believe qualifies you for this position?

What elements of this job would be new to you?

What additional training do you feel is required to achieve full proficiency?

### **Self-Management**

What would your top priorities be during your first week (month, semester or year)?

Do you set objectives for yourself? Do you view your job as a career or just a job?

What are the reasons you left your last job?

What is important to you in a job? What would you like to avoid?

What do you want from this job that is lacking in your present (past) one?

What are your career goals?

What are you doing to achieve those goals?

What problems do you encounter on the job? Which frustrate you the most? Why? How do you deal with them?

If you could start your last job all over again, what would you do differently?

What do you consider the most critical elements in the successful performance of your present (last) position?

### **Relating to others**

How would you characterize your coworkers?

What kind of people do you enjoy working with? What kind do you find difficult?

What do you consider essential in the management of people?

### **Cognitive**

#### **Decision making:**

What is your decision making process?

Do you make decisions unilaterally or do you get input from other people?

#### **Analytical ability:**

Do you consider yourself to be a logical/methodical thinker?

Do you give answers to questions immediately?

#### **Skill based:**

Communication skills

Give applicant a scenario and ask how they would handle it.

Ask questions about presentation skills and ability to persuade others.

#### **Behavioral:**

#### **Stress Management**

Tell us about an instance where you were faced with a high-pressure situation and how you handled it.

#### **Persuasion**

Individuals vary in their ability to use power or persuasion to influence others. Please provide an example of a time when you used either power or persuasion to guide another person to a worthwhile objective?

#### **Reading the Environment**

Many times, getting results necessitates development of a full understanding of the informal climate which dictates how things get done. Please provide an example of a time when you were able to capitalize on the power/influence system to get things done.

#### **Interpersonal\Relating to Others**

Many sensitive issues pass through this office and confidentiality is extremely important. How would you handle the inquiries of a co-worker on an issue that you know should not be discussed outside of your office?

Sooner or later we all have to deal with arrogant, dogmatic people. Tell me about a time when you were able to be flexible with this type of person.

How would you describe your relationships with people in other departments?

How would you describe your supervisor?

What type of committees have you worked on? What did you contribute?

What do you feel are your supervisor's greatest strengths? Why? Weaknesses? Why?

In what way has your supervisor supported your performance?

### **Situational**

In many problem situations it is often tempting to jump to a conclusion to build a solution quickly. Tell me about a time when you resisted this temptation and gathered facts and data associated with the situation prior to coming to a conclusion.

Please describe a situation that you handled that, when you look back, you wish you had handled it differently. Describe the situation, how it was handled and how you would handle it now.

### **Project Management**

Give an example of an initiative that required you to take a project from conception to completion? How did you organize it and what skills did you use during this project?

### **Conflict Resolution**

Describe a situation in which you and a coworker had a disagreement and tell me how you handled it.

What was the most difficult work relationship you encountered? How did you handle this relationship?

Your supervisor is fully booked with important meetings for the day and doesn't have a moment to spare. She doesn't even have a lunch break. How would you handle a person who drops in with a problem and demands to see your supervisor immediately?

### **General**

Expand on information already submitted. What past work experience can you draw on for this job?

Would you elaborate on this particular activity (note the activity) you mention in your resume?

What attracts you to the job for which you are applying?

Why do you think you would do well here?

## **Appendix B**

### **Suggested Post Interview Letter**

(Please use Rowan letterhead and personalize the letter when possible)

Thank you for your interest in employment with Rowan University and for meeting with the search committee and [insert other interviewers] for the position of [insert the position]. After careful deliberations, the committee recommended another candidate for the position. That candidate has accepted the position.

I would like to take this opportunity to encourage you to continue to check for future vacancies that are posted throughout campus and on our website ([www.rowan.edu](http://www.rowan.edu) and click on job opportunities). If you find any vacancies for which you feel you are qualified, please feel free to apply for them.

I wish you success in your current job search.

Sincerely,

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Search Committee Chair

[Insert Position]

## Appendix C

### Pre-employment Inquiries under the ADA (Americans with Disabilities Act)

“A qualified individual with a disability is one who meets all the necessary job prerequisites and requirements; and can perform the essential functions of the job with or without a reasonable accommodation.”

The passage of the ADA introduced a new set of restrictions relative to inquiries that may be legally asked of applicants. The ADA permits employers to ask much more specific questions after an offer of employment has been made and if the employee has self-disclosed.

In the pre-offer stage, disability-related questions are not permitted, nor are questions that are likely to elicit information about a disability.

- Employers may ask whether an applicant can perform the essential duties and responsibilities defined in the position description. Employers may not ask an applicant if s/he will need a reasonable accommodation to perform the functions of a job because applicants are not required by law to disclose a disability or need for accommodation.
- Employers may ask an applicant to demonstrate how they would perform a job, with or without an accommodation, as long as all applicants for the job are asked to do this.
- Employers may ask all applicants whether they need an accommodation for the hiring process.
- If an applicant discloses that a disability exists which requires accommodation the employer may ask questions about type of accommodation only. Refer any applicant disclosing a need for accommodation to Rowan’s ADA intake process. (need copies for the guide).
- The process to determine if reasonable accommodation can be made is conducted by the Associate Director of ADA and 504 Compliance for Human Resources.

The ADA Officer only may request appropriate documentation of a disability when an applicant requests a reasonable accommodation. Note: Such documentation should not be provided to line managers, but should be forwarded to the Human Resources Department for safeguarding. Direct any inquiries regarding ADA/504 to the **Office of Human Resources, Linden Hall, Rowan University, 856-256-5440**

The Americans with Disabilities Act gives civil rights protection to individuals with disabilities and guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, State and local government services, and telecommunications.

Section 504 of the Rehabilitation Act of 1973 prohibits discrimination on the basis of disability in any program or activity receiving federal financial assistance.\*

Rowan University complies with the American Disabilities Act and section 504 of the Rehabilitation Act. In order to do so, Rowan has established a process to ensure equal treatment of all employees and candidates with disabilities. Please contact the Office of Human Resources if you have any questions.

### **Employee Accommodation Policy**

Human Resources is the first contact for employees and/or potential employees requiring assistance. Within ten days of receiving notification that an employee or candidate may need an accommodation, Human resources will contact the individual to begin the verification process. Once all required documentation is received, a representative from the Human Resources office will meet with the employee or candidate to review and verify the information and to develop an accommodation plan if eligible. Each accommodation is determined on a case by case basis. Copies of the accommodation plan will be given to the employee and to the appropriate department head, as well as a copy placed in the ADA/504 file. Any changes to the accommodation plan may require additional documentation and must be processed through the Human Resources office.

Any accommodation that has a financial impact on the institution will be referred to the Vice President of Administration and Finance to determine if the university can provide for the accommodation. Barring extenuating circumstances, this determination should occur within ten days of the receipt of the referral.

### **Appeals Process**

If the employee is found to be ineligible under ADA/504, an appeal may be submitted to the Vice President of Administration and Finance. At that time the Vice President will select a committee to review any and all documentation on file in order to make a determination of eligibility. The result of the appeal will be made within 30 days from the date of receipt of the original request. If the employee is dissatisfied with the decision, it can be appealed directly to the President's office.

### **Grievance Process**

Once an accommodation plan has been approved, it should be followed as established. If for any reason this should not happen, the employee may file a grievance with the ADA/504 officer in Human Resources. An investigation will be done into the matter and a plan will be developed for a resolution between the employee and the head of the appropriate department. The employee will be notified of the results within 30 days of the original receipt of the grievance, barring extenuating circumstances.

\*Taken from the US Department of Justice Civil Rights Division

## HUMAN RESOURCES – LINDEN HALL – INFORMATION PACKET

1. SUBMIT REQUEST FOR SERVICES FORM TO ADA OFFICER

2. SUBMIT OR HAVE PHYSICIAN SUBMIT REQUIRED DOCUMENTATION AS PER INFORMATION PACKET

3. ONCE DOCUMENTATION IS RECEIVED MEET WITH ADA OFFICER TO DISCUSS ELIGIBILITY

4. AN ACCOMMODATION PLAN WILL BE DEVELOPED ONCE ELIGIBILITY IS DETERMINED

5. EMPLOYEE RECEIVES A COPY OF ACCOMMODATION PLAN TO SUBMIT TO SUPERVISOR

## DOCUMENTATION REQUIRED

### Human Resources, Office of ADA/504 Compliance

#### **Learning Disabilities:**

*Documentation must be dated within **three (3) years**, must have been conducted by qualified professionals, and must include the following\*:*

- 1. **Aptitude Assessment:** The Wechsler Adult Intelligence Scale-III is the preferred instrument. Group intelligence tests, the Slosson Intelligence Test and the Kaufman Brief Intelligence Test are **NOT** appropriate.*
- 2. **Achievement Assessment:** Current levels of reading, mathematics, written language are required. Preferably, a certified Learning Disabilities Specialist should have administered the tests. Acceptable instruments include the Woodcock-Johnson Psycho-Educational Battery-Revised or the Wechsler Individual Achievement Test for age appropriate students. The Wide Range Achievement Test is **NOT** a comprehensive measure of achievement.*
- 3. **Information Processing:** Specific areas of information processing (e.g., short and long-term memory; sequential memory; auditory and visual perception/processing; processing speed,*

*etc.) must be assessed. Information from subtests on the WAIS-III or the Woodcock-Johnson Tests of Cognitive Ability as well as other instruments relevant to the presenting learning problem(s) may be used to assess these areas.*

**Medical Condition:**

Documentation must be dated within **three (3) years** if the condition is permanent. If the condition is temporary, documentation must be dated within one (1) year. Additional information may be requested after a periodical review.

**Psychological Condition:**

Documentation must be dated within **one (1) year**. Additional information may be requested after a periodical review.

Periodical reviews are made on a case by case basis depending on the prognosis submitted in the documentation.

Documentation **must** be typewritten on official letterhead and **must** include:

- Diagnosis
- Prognosis – must include length of recovery for temporary conditions
- Recommendations
- Statement certifying that the condition is disabling, to what extent, and that it meets the criteria under ADA/504

Definition of a Disability as Per ADA/504

A person with a disability is someone with a physical or mental impairment that substantially limits one or more major life activities. A person is considered to be a person with a disability if he/she has the disability, has a record of the disability, or is regarded as having the disability.

**Inherent in this definition is the concept that an impairment itself is not a disability. It is the interaction of the impact of an impairment and the demands of the environment that create a disability.**

- A “physical impairment” means any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological, musculoskeletal, special sense organs, respiratory (including speech organs), cardiovascular, reproductive, digestive, genito-urinary, hemic and lymphatic, skill and endocrine.
- A “mental impairment” means any psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disorders.
- An impairment which “substantially limits” refers to an inability to perform a major life activity, or a significant restriction as to the condition, manner, or duration under which a major life activity can be performed, in comparison to the average person or to most people; the availability of some mitigating factor (such as a hearing aid for a person with hearing loss that brings hearing acuity within normal limits) is not considered when determining if the disability substantially limits the individual.



**Consent for Release of Information:**

I, \_\_\_\_\_, hereby give my written consent for the Office of ADA/504 Compliance to release information considered pertinent (psychological and/or medical) with necessary University personnel for the sole purpose of determining eligibility and implementation of any accommodations requested or deemed necessary.

**Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

**Please return to Dr. Johanna Velez-Yelin in the Office of Human Resources, Linden Hall**

## **APPENDIX D: SEARCH FILE CHECKLIST**

The **Search Committee Chair** must meticulously maintain staffing files. The file should include the following documents judged to be of public record and shall be included in the permanent search/recruitment file:

- Request to Hire Form
- Copy of Job Posting
- Copy of Print Ads
- Copy of any emails advertising job (list serves, internal emails, etc)
- Names of Search Committee members and chair
- Search Committee Correspondence and Meeting Minutes
- List of Applicants
- Record(s) of Correspondence with Applicants
- Resumes/applications Materials Received
- Telephone Interview Forms
- Reference Check Forms/Materials
- Committee Notes
- Interview Questions
- Assessment Matrices
- Number of applicants
- Number of Qualified Applicants
- Number of qualified applicants interviewed
- Written Recommendation Memo
- Copy of Appointment Recommendation
- Original EEO Documents and Data

At the end of the search, when the final candidate is selected and has accepted the offer of employment, all committee members must return all search materials, including notes, to the committee chair. Any photo copied documents must be shredded. All original documents are maintained for the search file. The **Search Committee Chair must forward** the original search and staffing files to The Office of Human Resources for proper retention.

Any search documents maintained by **The President, Provost or a Cabinet Officer must be forwarded to the Office of Human Resources so that the search file will be complete.**

**The Office of Human Resources will catalogue the file and make it a part of the records of the University consistent with requirements of the New Jersey Public Records Law.**

**ROWAN UNIVERSITY REQUEST TO HIRE FORM  
Position Approval**

***Position Information***

Position Title: \_\_\_\_\_ FT \_\_\_ Permanent PT \_\_\_\_\_

Department: \_\_\_\_\_ Account # \_\_\_\_\_

Union: \_\_\_\_\_ Salary Range: \_\_\_\_\_

Start Date: \_\_\_\_\_ End Date (if appropriate) \_\_\_\_\_

***AFT and Managerial Positions Only***

\_\_\_\_\_ Faculty \_\_\_\_\_ Professional \_\_\_\_\_ Managerial

\_\_\_\_\_ Full Time (tenure track) \_\_\_\_\_ Full Time Temporary \_\_\_ yr. \_\_\_ fall \_\_\_ spring

\_\_\_\_\_ 3/4 Time (Continuing \_\_\_) \_\_\_ yr. \_\_\_ fall \_\_\_ spring

\_\_\_\_\_ Other: \_\_\_\_\_

***Funding Source***

\_\_\_\_\_ Regular Budget \_\_\_\_\_ Auxiliary Services Budget

\_\_\_\_\_ Grant Funding (name of grant: \_\_\_\_\_)

\_\_\_\_\_ Other (specify: \_\_\_\_\_)

***Position Control***

\_\_\_\_\_ New or revised position (attach job description or 44 form)

\_\_\_\_\_ Replacement position (name of employee: \_\_\_\_\_)

***Budget Sign-Off***

Position Number: \_\_\_\_\_ Acct#: \_\_\_\_\_ Initial and Date: \_\_\_\_\_

**Recruitment Efforts (Requires approval by HR/Affirmative Action Officer see reverse side)**

Scope of Recruitment: \_\_\_\_\_ Competitive \_\_\_\_\_ AFT Promotional

\_\_\_\_\_ Local \_\_\_\_\_ Regional \_\_\_\_\_ National

Advertisement: (Please attach copy of advertisement) Note recruitment efforts on reverse side.

***Approvals:***

Supervisor: \_\_\_\_\_ date: \_\_\_\_\_

Department Approval/Designee: \_\_\_\_\_ date: \_\_\_\_\_

VP or Provost Approval/Designee: \_\_\_\_\_ date: \_\_\_\_\_

**Forward to Provost if AFT or managerial position  
Forward to HR for all other positions**

**Recruitment Strategies**  
**(Must be completed for all positions)**

Advertisements:

Date:

_____	In-House	_____
_____	Chronicle of Higher Education	_____
_____	Courier Post	_____
_____	Gloucester County Times	_____
_____	Journals (list)	_____
_____	Philadelphia Inquirer	_____
_____	Other (specify)	_____
_____	_____	_____
_____	Websites (list)	_____

Waiver of Advertisement: (justification)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Reviewed and approved by Affirmative Action Officer: \_\_\_\_\_  
Signature and date

**For Human Resources Use Only**

Person Selected _____ SSN _____
Effective Date: _____ Clearance Number or Certification Number _____
Salary: Range _____ Step _____ Annual Salary _____ Supervisor _____
Type of Appointment _____ Seniority List Updated _____
HR Spreadsheet Updated _____ Rejection Letters Sent _____ New Hire Packet Sent _____
Entered on PMIS _____ Entered on HRS _____
Employment Letter Sent _____ Probationary Reports Started _____



Rowan University      Main Switchboard: 856-256-4000  
201 Mullica Hill Rd.      Support Desk: 856-256-4400  
Glassboro, NJ      Fax: 856-256-4444  
08208

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## Job Description (Required Guidelines and Information)

**OFFICIAL JOB TITLE** (If different than local): \_\_\_\_\_

**UNIVERSITY JOB TITLE:** \_\_\_\_\_

**DIVISION:** \_\_\_\_\_

**REPORTS TO** (supervisor): \_\_\_\_\_

**SUPERVISES** (if applicable): \_\_\_\_\_

**MANAGER'S SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

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**Definition** (summary): \_\_\_\_\_

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**Essential Duties and Responsibilities:** \_\_\_\_\_

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**Summary of reporting relationships and supervisory responsibilities** (if applicable):

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**SALARY RANGE:**

- **For Classified Positions:** \_\_\_\_\_
- **Hourly Rate**(non-exempt hires): \_\_\_\_\_
- **Salary and Wage Negotiable**

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**EXPERIENCE:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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\*For classified positions requirements must be taken from the job specifications for that title from [http://www.state.nj.us/personnel/jobs/title\\_search.htm](http://www.state.nj.us/personnel/jobs/title_search.htm) \*

**QUALIFICATIONS:**

- **Core Competencies:** \_\_\_\_\_
- **General Competencies:** \_\_\_\_\_
- **Technical Competencies:** \_\_\_\_\_
- **Education (Required and Preferred):**  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- **Bona-fide Occupational Qualifications:**  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- **Licensures:**

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- **Certifications:** \_\_\_\_\_

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- **Comprehension and Language Requirements:**

- 1. Communication Skills \_\_\_\_\_

- 2. Presentation Skills \_\_\_\_\_

- 3. Writing and Analyzing \_\_\_\_\_

- **Mathematical Skills** \_\_\_\_\_

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- **Physical and Cognitive Demands**(if there are strenuous physical demands see attachment)

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**KEY RESULT AREAS**

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**WORKING RELATIONSHIPS**

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## PHYSICAL REQUIREMENTS/WORK ENVIRONMENT

Attach **Physical Requirements for Employment** form which describes activities such as bending, lifting, walking, sitting, turning, repetitive motion, and environmental conditions to the extent that the physician performing the pre-employment physical examination (if required) can determine whether the person is physically fit to perform the duties without injuring themselves or others. This form also addresses exposure risks to the employee (i.e., blood, body fluids or tissues). **Note: For most office positions, the statement "Work is primarily sedentary in nature, no special demands are required." is sufficient.**

The physical demands and work environment described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

This section need only be completed when the job has specific physical demands; otherwise it can be removed.

PHYSICAL REQUIREMENTS AND WORK ENVIRONMENT												
1. Check the frequency and number of hours a day the worker is required to do the following specific types of activities:												
ACTIVITY	FREQUENCY		# OF HOURS A DAY									
	CONTINUOUS	INTERMITTENT	1	2	3	4	5	6	7	8	8+	
a. Sitting												
b. Walking												
c. Standing												
d. Bending												
e. Squatting												
f. Climbing												
g. Kneeling												
h. Twisting												
i. Lifting												

LIFTING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	0-10 kgs.	10-15 kgs.	15-30 kgs.	Over 30 kgs.
2a. HAND MANIPULATION REQUIRED? _____ Yes (If yes, complete a,b,c,d,e) _____ No				
2b. Repetitive hand movements? _____ Yes _____ No				
2c. Simple Grasping?	Right Hand _____ Yes _____ No _____	Left Hand _____ Yes _____ No _____		
2d. Power Grasping?	Right Hand _____ Yes _____ No _____	Left Hand _____ Yes _____ No _____		

2e. Pushing Pulling?	Right Hand____ Yes____ No____	Left Hand____ Yes____ No____
2f. Fine manipulation:	Right Hand____ Yes____ No____	Left Hand____ Yes____ No____

3. (a) Does the job require worker to reach or work above the shoulder? \_\_\_\_Yes \_\_\_\_No  
\_\_\_\_Frequency  
(b) Reaching at or below shoulder level? \_\_\_\_Yes \_\_\_\_No \_\_\_\_Frequency (ONCE IN A WHILE)

4. Does the job require use of his/her feet to operate foot controls or \_\_\_\_Yes \_\_\_\_No  
for repetitive movement?

5. Are there special visual or auditory requirements? \_\_\_\_Yes \_\_\_\_No  
Describe: Working with computer terminal

**WORK ENVIRONMENT:**

a. Does the employee work near moving mechanical parts; in high, precarious places; and in outside weather conditions? \_\_\_\_Yes \_\_\_\_No

b. Is the employee exposed to fumes or airborne particles? \_\_\_\_Yes \_\_\_\_No

**BLOOD/FLUID EXPOSURE RISK: (check the right category) N/A**

\_\_\_\_**Category I:** Tasks involve exposure to blood, fluids or tissue

\_\_\_\_**Category II:** Usual tasks do not involve exposure to blood, body fluid, or tissues but job may require performing unplanned Category I tasks.

\_\_\_\_**Category III:** Tasks involve no exposure to blood, body fluids, or tissues. Category I tasks are not a condition of employment.

**EEO DATA RECORD**

Please complete and return this form to:  
Attn. EEO Office, Rowan University,  
Linden Hall, 201 Mullica Hill Road,  
Glassboro, NJ 08028

Applicants and employees are treated without regard to race, creed, religion, color, national origin/nationality, ancestry, age, sex/gender, marital status, familial status, affect ional or sexual orientation, gender identity or expression, domestic partnership status, atypical hereditary cellular or blood trait, genetic information, disability (including perceived disability, physical, mental and/or intellectual disability), or liability for service in the Armed Forces of the United States.

As employees/government contractors, we comply with government regulations and affirmative action responsibilities. Solely to help us comply with government record keeping, reporting and other legal requirements, please fill out the EEO Data Record. We appreciate your cooperation.

This data is for periodic government reporting and will be kept in a Confidential File separate from the Application for Employment. Upon receipt, this form will be reviewed by the Equal Employment Opportunity Officer.

(PLEASE PRINT): Position(s) Applied for:

Date:

Referral:  Friend  Relative  Walk-In  Employment Agency  
Advertisement:  Other:

**AFFIRMATIVE ACTION DEMOGRAPHIC DATA**

Check one:  Male  Female  
Check one:  White  Black  Hispanic  American Indian/Alaskan Native  Asian/Pacific Islander  
Check one if applicable:  Vietnam Era Veteran  Disabled Veteran  Disabled

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, Higher Education Amendments of 1998 requires all colleges and universities that receive federal financial aid to distribute a campus security report on an annual basis. The report includes statistics for the previous three years concerning reported crimes that occurred on campus; in certain off-campus buildings or property owned or controlled by Rowan University; and on public property within, or immediately adjacent to and accessible from the campus. The report also includes institutional policies concerning public safety, such as policies concerning alcohol and drug use, crime prevention, the reporting of crimes, sexual assault, and other matters. You can obtain a copy of this report by contacting the Department of Public Safety or by accessing the following website: [http://www.rowan.edu/pdf/2005\\_campus\\_security\\_report.pdf](http://www.rowan.edu/pdf/2005_campus_security_report.pdf) .

**ROWAN UNIVERSITY**  
**EEO Hiring Record**

Completion of this form by the appropriate Department Chair, Program Director, Chair of the Search Committee, or other university official is required for all positions and due at the conclusion of the search. Approval of this form by the appropriate Vice President, Provost, or Dean is required and must have the concurrence of the Director of Equal Employment Opportunity.

If additional space is necessary to record the requested data please attach additional sheets to this form.

1. POSITION RANK/TITLE \_\_\_\_\_  
DEPARTMENT/OFFICE \_\_\_\_\_

2. CHAIR, SEARCH COMMITTEE \_\_\_\_\_

Recruitment Report  
*(Instructions Included in Recruitment Guidelines)*

3. MEMBERS OF SEARCH COMMITTEE:

NAME \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. \*ATTACH a copy of the advertisement(s) and a list specifying all names, dates and venues (Includes news media, national publications, professional journals, college placement offices, off-campus academic departments, women's and minority publications or organizations).

\_\_\_\_\_  
\_\_\_\_\_

\*Paid advertising in the news media must be arranged through the Office of the Provost or Human Resources Office.

5. PLEASE ATTACH A COPY OF INTERVIEW QUESTIONS AND CRITERIA USED IN SCREENING AND EVALUATING CANDIDATES

6. TOTAL NUMBER OF APPLICANTS \_\_\_\_\_  
(Attach list of all applicants in alphabetical order.)

7. Number of candidates INTERVIEWED.

	Names in alphabetical order	Place Interviewed	Source
A.			
B.			
C.			
D.			
E.			

8. Search committee recommendations (attaché resumes).

A. \_\_\_\_\_

B. \_\_\_\_\_

C. \_\_\_\_\_

Form 4, page 2

9. NAME OF CANDIDATE SELECTED AND RATIONALE FOR SELECTION *(TO BE COMPLETED BY PERSON MAKING SELECTION)*

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10. EQUAL EMPLOYMENT OPPORTUNITY GUIDELINES WERE FOLLOWED IN THE SEARCH AND INTERVIEW PROCESS FOR THIS POSITION. THE CANDIDATE RECOMMENDED FOR THIS POSITION IS THE CANDIDATE WHO MOST CLOSELY SATISFIES THE REQUIREMENTS FOR THIS POSITION.

A. INITIATOR OF THE FORM \_\_\_\_\_ DATE \_\_\_\_\_

B. DEAN/UNIT HEAD \_\_\_\_\_ DATE \_\_\_\_\_

C. PROVOST OR VICE PRESIDENT \_\_\_\_\_ DATE \_\_\_\_\_

11. FORWARD FORM TO Affirmative Action/EQUAL EMPLOYMENT OPPORTUNITY OFFICER FOR STATISTICAL PURPOSES.

Form 5

**Rowan University  
Reference Checking Form**

\*Verify that the applicant has provided permission before conducting reference checks

Reference  
Name \_\_\_\_\_

Candidate  
Name \_\_\_\_\_

Explain the reason for your call and verify the above information

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Please use additional paper to answer the following questions:

1. Please describe how and in what capacity you know the candidate.
2. How would you describe the applicant's relationships with coworkers, subordinates (if applicable), and with superiors?
3. What were his/her strengths on the job?
4. What were his/her weaknesses on the job?
5. What is your overall assessment of the candidate?
6. Would you recommend him/her for this position?
7. Do you have any other information you would like to share about the candidate?

Other comments?

Name of person conducting reference check: \_\_\_\_\_

Date of call: \_\_\_\_\_



Form 7-Master Summary Matrix

*Position:*

*Candidate Name:*

*Date:*

Use the Likert Scale provided to indicate what level of skill or behavior competency the candidate indicated during the interview. THIS MATRIX MUST BE COMPLETED IMMEDIATELY FOLLOWING THE INTERVIEW AND TURNED IN TO THE SEARCH COMMITTEE CHAIR.

<b>Candidate Name</b>	<b>Overall Assessment</b>	<b>Total Not Evident</b>	<b>Total Somewhat Evident</b>	<b>Total Evident</b>	<b>Total Strongly Evident</b>	<b>Total Very Strongly Evident</b>
	<b>Total</b>					

**Comments:**

Form 8

**ROWAN UNIVERSITY**  
**Appointment Recommendation Form**

***Candidate Information***

Candidate (full name): \_\_\_\_\_ Highest Degree: \_\_\_\_\_

New \_\_\_ FT \_\_\_ PT \_\_\_ Reappointment: \_\_\_ Temp: \_\_\_ Other: \_\_\_\_\_

Position Title: \_\_\_\_\_ Department/Office: \_\_\_\_\_

Faculty: \_\_\_ AFT Professional: \_\_\_ Adjunct: \_\_\_ Managerial: \_\_\_\_\_

Position Number (from Request to Hire Form): \_\_\_\_\_

Required for Appointment: Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_ Range/Step \_\_\_ Salary: \_\_\_\_\_

**Budget Sign Off:**

Position #: \_\_\_ Funds # \_\_\_ Org #: \_\_\_ Prog. #: \_\_\_\_\_ Initial & Date: \_\_\_\_\_

**Approvals:**

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

Divisional Approval/Designee: \_\_\_\_\_ Date: \_\_\_\_\_

VP/Provost Approval/Designee: \_\_\_\_\_ Date: \_\_\_\_\_

President (AFT & Managerial): \_\_\_\_\_ Date: \_\_\_\_\_

Internal Use Only: Employment contract (Y or N) \_\_\_ Board of Trustees Action (Y or N) \_\_\_

Internal (I)/External (E) Candidate: \_\_\_ Type of Appt: \_\_\_\_\_

**Note: All offers of employment are subject to approval of the Board of Trustees. No offer is final for professional, managerial and faculty positions until a contract has been prepared and executed by the President or designee.**

**The following forms are required for appointment:**

Application for employment: \_\_\_\_\_ Resume or CV: \_\_\_\_\_

Transcript (for positions requiring a degree) \_\_\_\_\_ Letters of Recommendation: \_\_\_\_\_

Ethics Acknowledgement Form: \_\_\_\_\_

Withholding Forms (state and federal) \_\_\_\_\_ I-9 Form(employment eligibility): \_\_\_\_\_

Social Security Card (copy or a copy of a previous W-2 statement or pay stub) \_\_\_\_\_

Prohibition Against Discrimination Acknowledgement Form: \_\_\_\_\_

Chart 1:

### When a Classified Position is Vacated or a New Position is Created

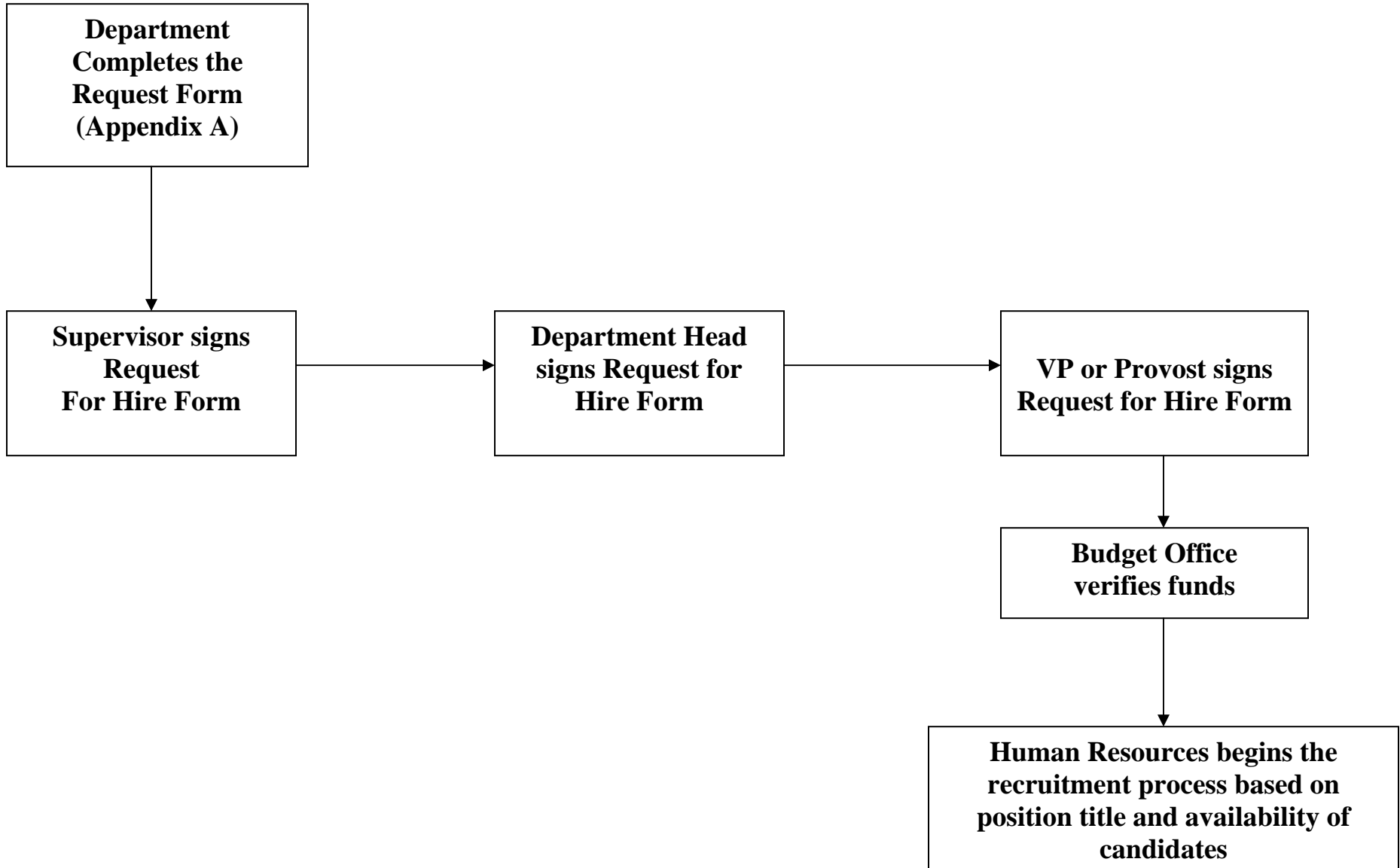


Chart 2

### Competitive With A List (Promotional)

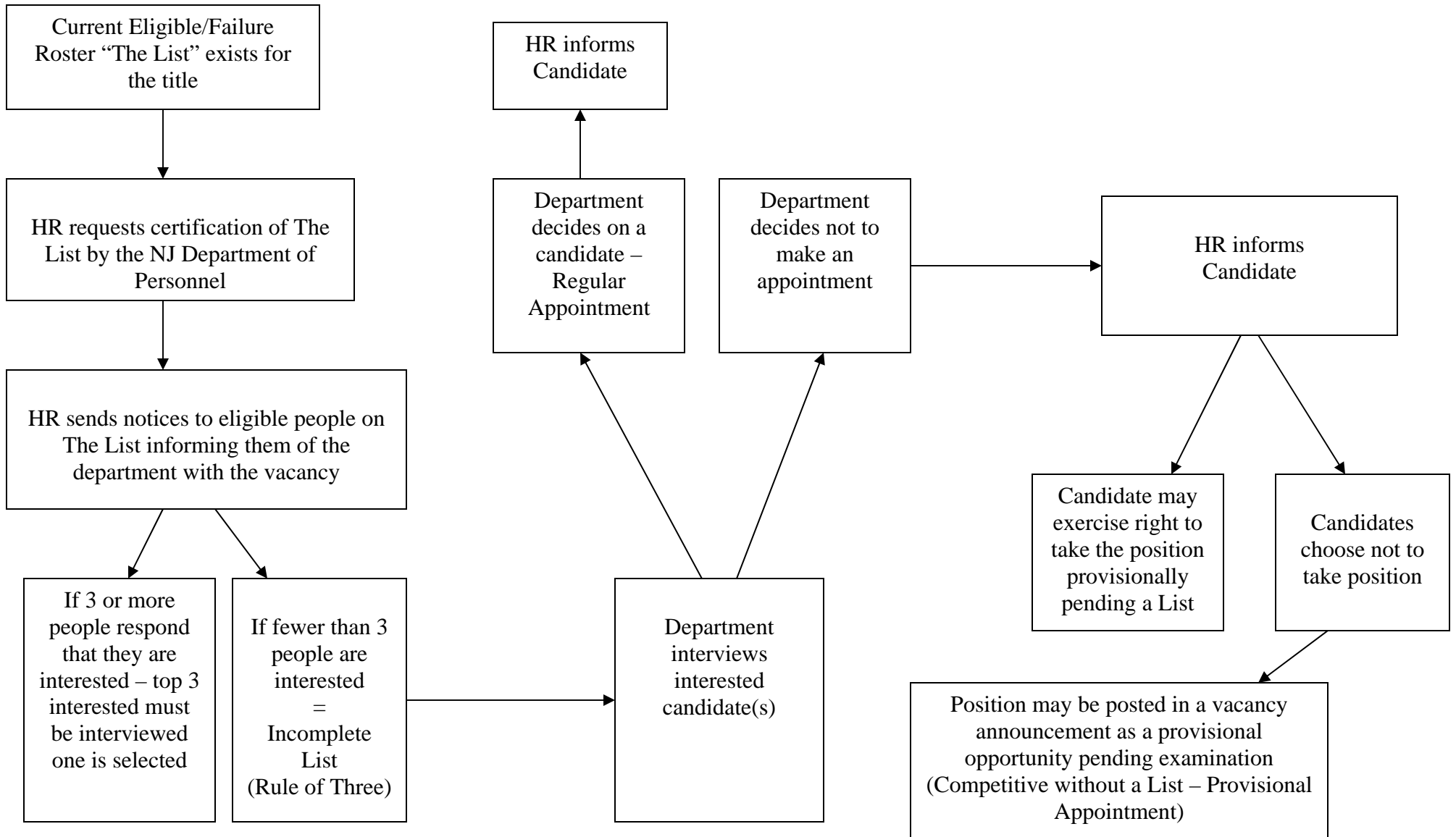


Chart 3

### Competitive Without A List (Provisional Promotion)

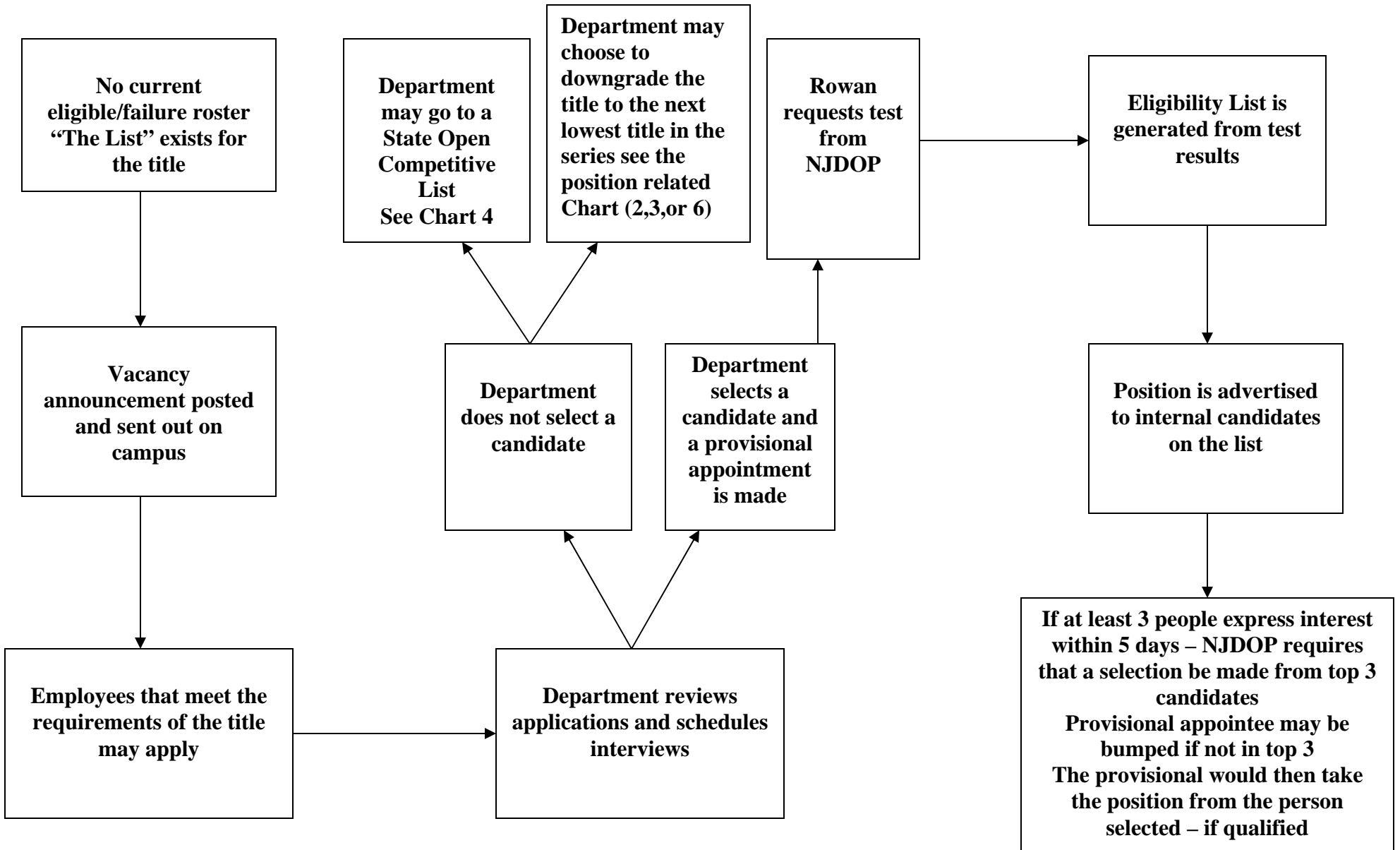


Chart 4

### **Open Competitive With a List**

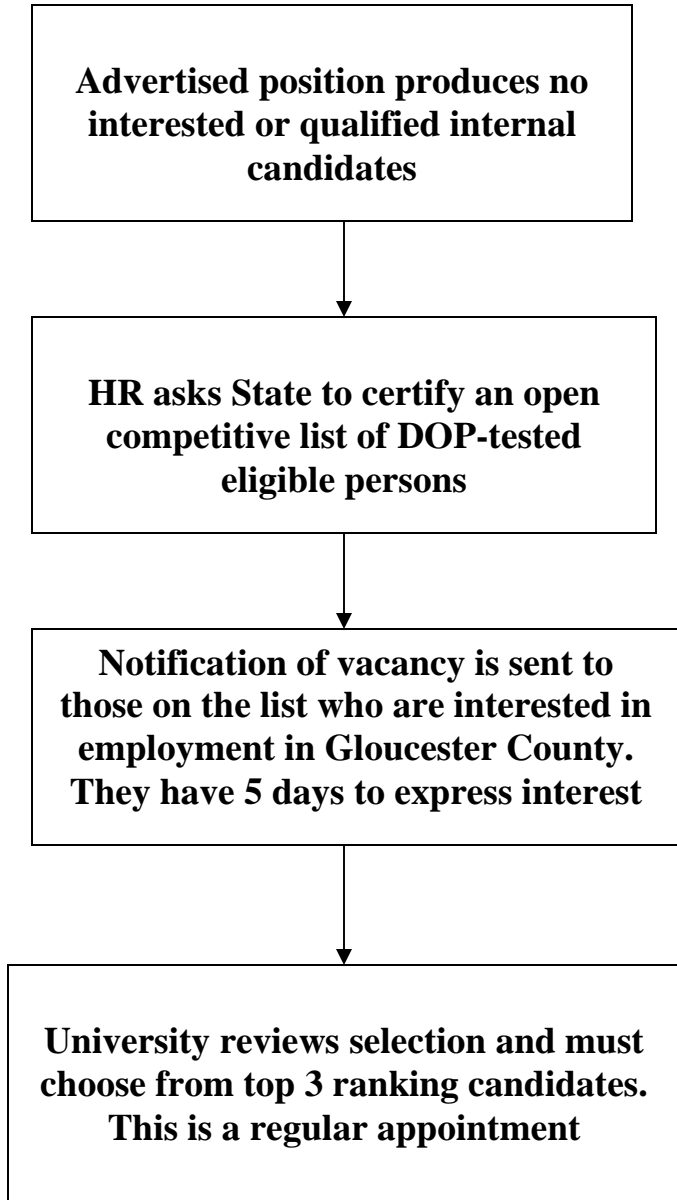


Chart 5

## Open Competitive Without a List

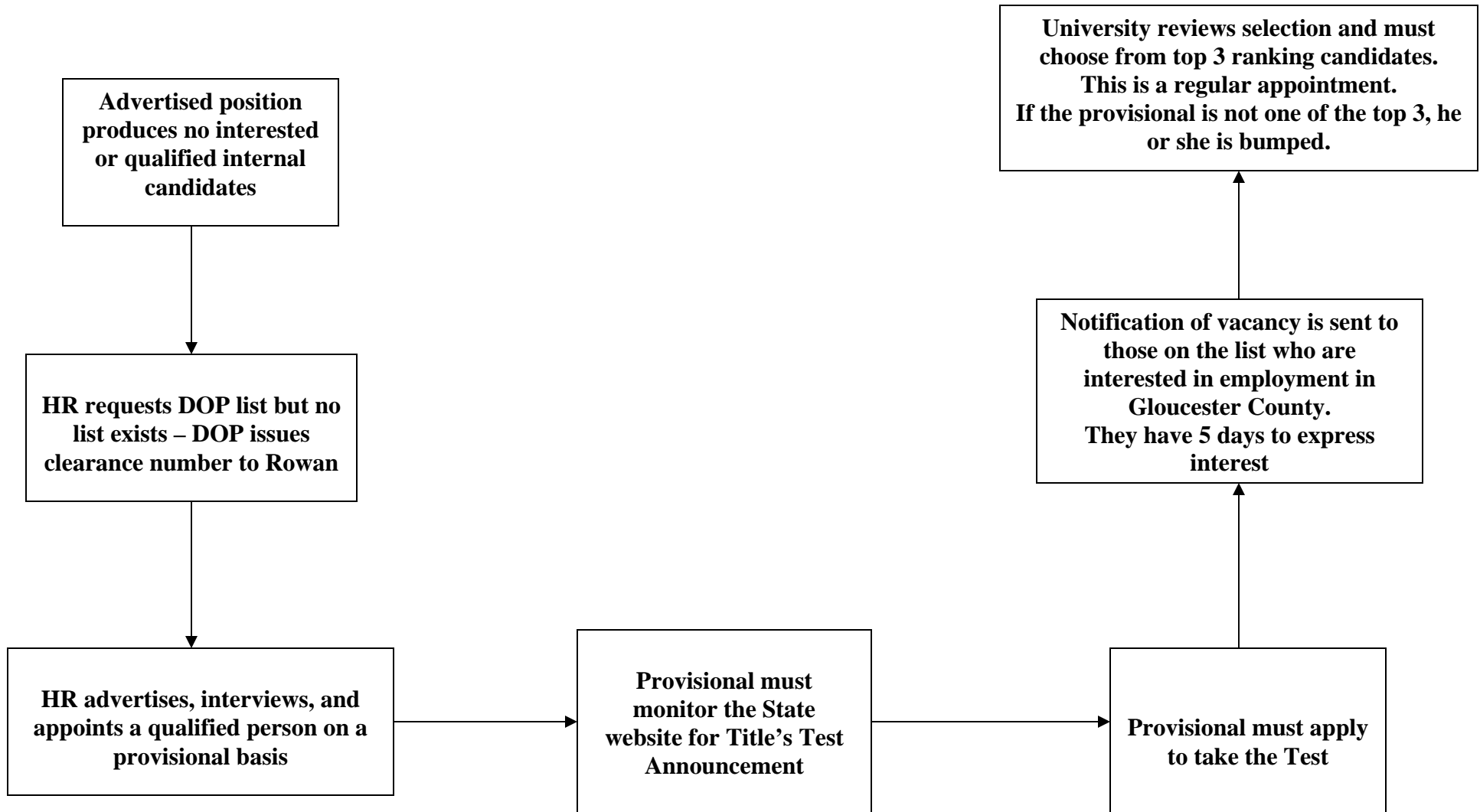


Chart 6

## **Non-Competitive**

