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“A solid foundation for campus faculty diversity can be laid by search committee processes – processes which not only reflect the larger institutional commitment to diversity by which also serve as occasions for serious campus reflection on the barriers to recruitment and retention of faculty of color.”

- Association of American Colleges and Universities

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Search Process for Professional Staff Positions
(Professional and Bi-weekly)

Contact IU Northwest Human Resources at (219) 980-6775 for assistance.

**STEP ONE:** Request for a New Position
To establish a new, budgeted position, complete the Position Description and submit to Human Resources. Human Resources will obtain a classification level and new position number from UHRS and notify the hiring department.

**STEP TWO:** Prepare a Position Requisition
and forward, with Position Description attached, for appropriate signatures. Contact Human Resources to determine if this is a replacement position.

**STEP THREE:** Appoint Search Committee
The hiring administrator shall appoint a hiring Committee and designate a chairperson. The committee should consist of at least three people.

**STEP FOUR:** Advertisement
Human Resources will assume the responsibility for advertising position vacancies and will ensure that the advertising plan meets the goals of the Equal Opportunity/Affirmative Action policy.

**STEP FIVE:** PeopleAdmin
Applicant materials will be received and reviewed by Human Resources.

Job seekers that meet the minimum specified qualifications for the position will be referred to the hiring department or hiring committee for the interview/selection process.

**STEP SIX:** Screen Applicants
Applicants selected for personal interviews are contacted by the hiring department/hiring committee by written or telephone correspondence. When contacted, applicants should be reminded of the University’s policy of providing “reasonable accommodation,” if needed, to facilitate the interview process.

Structured interview questions should be developed around essential functions and job skills/experience qualifications to perform the job. Interview questions must be reviewed and approved by HR prior to interviews. The hiring department/committee should develop an evaluation system for essential and primary job functions. Essential functions will determine if a person meets the qualifications for a position.

**STEP SEVEN:** Extend Offer
The Administrator will complete a salary approval form, attach the resume, and submit it to Human Resources. Human Resources will check references and verify credentials.

Human Resources will make the formal written offer of employment and request formal acceptance by the candidate, following receipt of the Salary Approval form.

The hiring department will be informed of the formal acceptance. The letter of acceptance and forms must be returned to Human Resources by the date indicated on the offer letter.
SEARCH COMMITTEES

“The composition of the search committee is critical to its success. By involving people with different points of view or by bringing in a fresh face, the chair can ensure that multiple perspectives and fresh ideas are brought to bear in evaluating candidates.”

Membership
The membership of a search committee should reflect the diversity of the campus. To achieve this in less diverse departments, consider asking students, faculty, or staff members from other departments to serve on the committee.

The committee should include several members whose specialty is similar to qualifications listed for the position and at least one member who is knowledgeable about Indiana University Northwest’s hiring and Equal Employment Opportunity/Affirmative Action policies.

Responsibilities
It is the responsibility of the search committee to attract, evaluate, and recommend the best candidates for a position. To meet this responsibility, the committee must:

- review campus affirmative action plan data;
- attract a large and inclusive candidate pool through proactive advertising methods;
- use fair, objective, and uniform procedures to evaluate candidates;
- complete the search process in a timely manner.

Confidentiality
The committee should be advised about confidentiality. While it may be permissible to discuss candidates with relevant faculty and/or staff, these discussions should not involve others who are not members of the search committee. Candidates should not be discussed with other candidates or with colleagues outside the institution. This is especially important when there are internal candidates for a position. E-mail should not be used to discuss candidates.

Size
Generally a search committee is made up of no less than five people, including the chair of the committee. Practically, there should be few enough members that schedules and discussion can be managed effectively and enough members to ensure diverse perspectives and insights.

- Association of American Colleges and Universities

Charge
The Equal Employment Opportunity/Affirmative Action Statement and a statement from the dean and/or hiring manager and chancellor affirming Indiana University Northwest’s commitment to diversity should be part of the charge to the committee.

The charge should include the following:
- position title and duties including reporting line;
- time schedule;
- adequate number of candidates to be interviewed;
- guidelines to maintain confidentiality;
- special concerns or skills needed with respect to the position;
- how search relates to long and short term goals of the department and the university;
- diversity initiatives of the department;
- geographic scope of the search.

The search committee recommends, to the department dean or supervisor, acceptable candidates for hiring.

Search Timing
Forming a search committee as soon as possible after determining a vacancy can decrease the difficulties in dealing with publication deadlines, payroll cut-offs, visa delays, etc. Publication deadlines can often be more than a month prior to the publication date and visa processing can take five to six months.

Management
At the first committee meeting, details such as meeting schedule and record keeping should be clarified. Members should be assigned responsibilities for candidate records, travel arrangements, correspondence, on and off campus interviews, phone interviews, reference checks, completing and submitting required search forms. A ‘Box’ account should be created to store all documents (candidate correspondence, evaluation method, reference checks, and etc.) related to the search.
"Whenever a vacancy occurs – whether for an existing position or for a newly created position, search committees should carefully review the position description to ensure that it is aligned with the commitment to diversify the faculty."

- Association of American Colleges and Universities

**Review**
Prior to a search the position description should be reviewed by the unit and/or hiring manager to ensure that it accurately reflects current department needs.

**Description**
The description should accurately reflect the duties of the position yet be written broadly enough to encourage a wide and inclusive candidate pool. Overly narrow definitions of specializations tend to limit the number of qualified candidates and may discourage minorities, veterans, and women from applying.

Duties or responsibilities such as teaching assignments, research expectations, service expectations, or department responsibilities can be highlighted if especially important or unusual. To stress our commitment to diversity, add wording indicating the person in the position will need “the ability to interact with a diverse student and faculty community.”

The following should be included in all position announcements:

- description of duties and responsibilities, qualifications
- salary or salary range (may also use “commensurate with qualifications and experience”)
- materials to be submitted
- search committee address (if applicable)
- deadlines
- Equal Employment Opportunity/Affirmative Action (EEO/AA) statement
- Indiana University Northwest or department website address.

**EEO/AA Statement**
The following standard statement MUST be included in every position announcement:

"Indiana University Northwest is an Affirmative Action / Equal Opportunity Employer."

**Deadlines**
The deadline for staff applications should be no sooner than 5 business days after the position announcement is posted. To preserve the option of accepting late applications or extending a search, use statements such as the following:

“Applications received by (date) will be assured consideration.”

“Review of applications will begin (date). The search will remain open until the position is filled.”

**Note:** It is important that all applications received after a deadline be treated uniformly.

**Qualifications**
All qualifications must be strictly job related. The announcement should distinguish between required and preferred qualifications. Degree requirements should be clearly defined. If possible, be flexible about arbitrary numeric measures such as years of service - this may exclude otherwise qualified candidates. Indiana University Northwest’s commitment to diversity should be noted, with wording such as:

“Demonstrated success working with diverse staff, faculty, and student populations.”

“Experience working in a diverse workplace.”

“Ability to contribute positively to a multicultural campus.”
RECRUITMENT PLAN

“Developing and aggressively implementing a comprehensive recruitment plan that uses multiple recruitment strategies simultaneously will significantly increase the diversity of the applicant pool.”

- Association of American Colleges and Universities

Purpose
The purpose of a recruitment plan is to generate a large and inclusive applicant pool. This will give the search committee a larger selection of candidates to review and thus increase the likelihood of finding the best person for the position.

Scope
The scope of a search is determined by the type of position. Even if a position does not require a national search, it may be in the department’s best interest to conduct a national search to ensure that it will recruit the best candidate.

Advertising
To ensure a complete and inclusive pool of candidates, it is necessary to advertise in multiple sources, for example, in discipline specific publications, memos to departments at other universities and discipline specific professional organizations.

The Office of Human Resources can provide assistance in identifying appropriate venues for publication. Publication deadlines should be noted.

The most widely read national publication in higher education is the Chronicle of Higher Education. This publication provides the widest circulation. Also, consider nationally read, discipline-specific publications that may be less expensive but still provide extensive circulation in a specific discipline.

Direct Mailings
Direct mailings to comparable departments at other Big Ten universities or other peer institutions could provide additional exposure to the position. Announcements will most likely be posted on graduate student bulletin boards. Make them eye-catching and easy to read. Include your department or university website address so that it is easy for prospective applicants to get more information about your department and Indiana University Northwest. Make sure your address and deadline dates are clear.

Other Sources
You may also contact the career placement offices of other universities in the Big Ten or in your geographic region.

The Office of Human Resources is available to help you research other advertisement locations.
Mitigating Bias in Recruitment
A Guide for Search Committees

_The Equal Employment Opportunity/Affirmative Action Policy of Indiana University_ states:

“Indiana University prohibits discrimination based on arbitrary considerations of such characteristics as age, color, disability, ethnicity, gender, sex identity, marital status, national origin, race, religion, sexual orientation, or veteran status.”

It is important to keep this in mind when evaluating candidates for positions at Indiana University Northwest. Although it is unlikely search committee members would overtly discriminate against candidates based on the characteristics above, discrimination may never the less occur. Search committees may set criteria or make inquiries that screen out otherwise qualified candidates because of characteristics such as those above. They might also make assumptions about candidates based on such characteristics, which would therefore exclude the candidate from consideration. Interviewers might ask questions or make comments that would lead a candidate to believe one or more of the above characteristics will be a factor in their evaluation either negatively or positively. This may lead the candidate to “voluntarily” remove him or herself from consideration. The effect of these situations is the same as overt discrimination and is not in keeping with Indiana University’s non-discrimination policy.

In addition to finding the best qualified person for the position, search committees are often concerned with finding someone who will fit in well in their department. Nobody wants to hire a candidate who subsequently feels uncomfortable in the department. But whether a candidate will be comfortable in the department is an issue for the candidate to decide. This can best be accomplished if candidates have the opportunity to meet and interact with a large number of the faculty, staff, and students in the department. They can then form their own opinion about what the department is like and if they would fit in. A candidate should never be asked if he or she thinks they would fit into the department given an arbitrary characteristic unrelated to his or her administrative.

Specific information on characteristics that should not be used to evaluate candidates and ideas on how to avoid possible perceptions to the contrary is listed below.

**Age**

Persons age 40 and over are legally protected from discrimination on the basis of age. Questions that would reveal age should be avoided. Additional comments or questions that might indicate age as a factor should be avoided. Examples include:

“Our staff is young and on the cutting edge of research.”
“We are interested in getting new blood or new energy into the department.”

Some positions at Indiana University have a mandatory retirement age. This part of the position should be made known to all candidates, not just persons suspected of being close to the retirement age. If a position requires a specific term such as five years, then all candidates should be asked if they can fulfill that term.

**Citizenship**

All candidates should be asked only if they are currently eligible to work in the United States. This question should be asked of all candidates not just those suspected of being citizens of another country. After an offer is made, he or she will be required to produce documentation of eligibility.
Race/Color
A search committee should not use race or color as a decisive factor in evaluating candidates. While departments should take affirmative steps to ensure they evaluate and strongly consider a diverse pool of candidates, the best qualified person should always be selected. Questions or comments such as the following should be avoided.

“Our department is actively trying to diversify its staff.” “Would you like to meet minority staff in another department?”

Information about diversity, cultural centers, or minority related programs should be included in all candidate packets.

Religion
Religion or religious beliefs cannot be a factor in evaluating candidates and neither should assumptions about these beliefs. For example, search committees should not assume that because a male candidate is Muslim he will have a difficult time working with women or that because a candidate is wearing a religious symbol their beliefs will dictate their performance. Questions or comments about any religion or religious belief should be avoided when speaking with candidates.

Disability
The Americans with Disabilities Act (ADA) prohibits employment discrimination against qualified individuals with disabilities, as well as persons who have a record of disability or are perceived as disabled. It is of course not permissible to ask individuals if they have disabilities or about their disabilities. When requesting interviews, search committees should ask all candidates if they require an accommodation to participate in the interview.

When providing directions to candidates it is important to include information about accessible entrances and parking. If necessary, schedule interviews in a more accessible building.

Ethnicity/National Origin
Candidates should not be asked about their ethnicity or national origin and this information should not be used as a factor in their evaluation. For example, search committees should not evaluate a person of Middle Eastern decent differently given the current political climate. Neither should they dismiss a candidate based on the belief that there are already a lot of faculty and/or staff members of similar ethnicity or national origin in the department.

Avoid the following lines of discussion with candidates:

“We certainly do have a lot of Australians, such as yourself, already in the department.”
“Where is your family originally from?”
“That is quite the Irish accent you have.”
“Mueller. Is that German?”
**Veteran/Military Status**

Discrimination based on veteran status is illegal. It is permissible to ask questions about the skills and duties performed during service. However, search committees may not ask the type of discharge the candidate received. This may require the candidate to divulge private information, such as a medical history, which cannot be used as a factor in their evaluation. Additionally, search committees should avoid questions that ask about the candidate’s current military status such as:

- “Did you remain in the reserves after your service? Are you still in the reserves?”
- “How likely is this to affect your service to our department?”
- “Did you serve in combat?”

Information received from these types of questions is irrelevant to the candidate’s evaluation as service to the reserves or National Guard must be honored by employers and cannot be a factor in a person’s evaluation for hire, promotion, or termination.

**Marital/Family Status**

Do not use marital status as a factor in evaluating candidates. Neither should known or perceived family responsibilities be a consideration. Questions which would require the candidate to divulge this type of information should be avoided. When speaking with candidates, avoid questions or comments such as:

- “Do you have children? This department is very family-oriented.”
- “Are you married? How would your spouse feel about moving?”

Search committees should avoid making assumptions about a candidate’s ability to relocate because of their spouse or partner. These are issues to be worked out between the candidate and their spouse or partner, not the search committee. At the offer stage it is permissible to inquire if the candidate has any criteria that would make the offer more appealing.

**Pregnancy**

The Pregnancy Discrimination Act prohibits sex discrimination on the basis of pregnancy. The current pregnancy status of a candidate or her impending pregnancy status cannot be used as a factor in her evaluation. Search committees should not ask women if they plan to have children or what their childcare plans are.

**Sex**

It is not permissible to use sex or gender as a factor in evaluating candidates. All questions or comments related to gender should be avoided. If information about gender specific services (ex: Women’s Affairs) is included in candidate packets it should be included in all candidate packets, not just those of that gender. When speaking with candidates avoid comments such as the following:

- “How would you feel about working in a department of mainly men/women?”
- “It is rare to find a woman/man doing this type of work.”

Additionally, courts have ruled it is illegal to hire women for less pay than men, simply because the market will bear it. The financial implications involved with a person’s gender should not be a factor in his or her evaluation.

**Sexual Orientation**

Indiana University policy prohibits discrimination based on sexual orientation. A search committee cannot use sexual orientation as a factor in evaluating candidates. Search committees should not make assumptions about a candidate’s sexual orientation based upon mannerisms, appearances, volunteer work, or research interests. Questions which may require the candidate to divulge private information such as their sexual orientation should be avoided, as well as, comments about anyone’s sexual orientation.
Screening Applications

"Ultimately, to diversify the faculty, the criteria used for hiring and promotion must also be diversified."

- Association of American Colleges and Universities

Acknowledgment of Application
Job seekers create an account in the PeopleAdmin online application system. Prospective candidates are invited to complete a demographic survey when they apply for a specific position.

Organization of Applications
Applications and related materials are uploaded in PeopleAdmin by the candidates. This information may be accessed at any time if needed.

Initial Screening
Initial screening is based on the minimum qualifications set out in the job advertisement. Job seekers are screened against criteria such as education requirements, years of experience, and other relevant criteria.

Screening Criteria
Search Committees must discuss in advance the criteria they will use to evaluate all candidates. All criteria must be based on actual position needs and must not unnecessarily screen out candidates because of their race, sex, age, veteran status, disability, race, or ethnicity. Be mindful of biases that inadvertently eliminates well-qualified candidates with nontraditional career paths. Recognize that diverse paths and experiences can contribute positively to a candidate’s qualifications who could perform the job.

Evaluating Candidates
All members of the search committee should review each candidate’s application and evaluate it using the agreed upon criteria. Resist the impulse to label candidates the “most promising” because this may make it difficult for other candidates to be fully considered. Avoid unfounded assumptions, e.g., members of a particular racial group do not like living here, women who pursued degrees part-time are not serious professionals, excellent candidates will be heavily recruited, or a married candidate’s spouse will not be willing to move. Let applicants decide these issues for themselves. Do review how a candidate’s diverse experiences or commitment to diversity can contribute to the department.

IU Staff Competencies
Competencies are observable skills and behaviors that contribute to workplace success. The Indiana University Staff Competencies give employees a common language to describe how we work together, what to expect from each other, and how to maximize our potential at IU.

IU Staff Competencies were informed by the mission, vision, and values of IU, and will help foster accountability among staff. They also create a roadmap for staff to view personal development opportunities and assist with career planning. IU Staff Competencies create a foundation for Human Resources initiatives including: recruitment, career progression, performance management, training and development, and more.

The IU Staff Competencies are:

- **Ensures Accountability:** Holding self and others responsible and accountable to meet commitments

- **Collaboration:** Building partnerships and working collaboratively with others to meet shared objectives.

- **Instills Trust:** Gaining confidence and trust of others through honesty, integrity, and authenticity.

- **Values Differences:** Recognizing the value that different perspectives and cultures bring to an organization.

- **Customer Focus:** Building strong internal and external customer relationships and delivering customer-centric solutions.

The IU Staff Competencies are a framework for “how we do our jobs” at IU and provide a language of accountability for work teams. Committee should include these competencies when evaluating candidates.
Evaluating Candidates

All members of the search committee should review each candidate’s application and evaluate it using the agreed upon criteria. Resist the impulse to label candidates the “most promising” because this may make it difficult for other candidates to be fully considered. Avoid unfounded assumptions, e.g., members of a particular racial group do not like living here, women who pursued degrees part-time are not serious professionals, excellent candidates will be heavily recruited, or a married candidate’s spouse will not be willing to move. Let applicants decide these issues for themselves. Do review how a candidate’s diverse experiences or commitment to diversity can contribute to the department.
INTERVIEWING CANDIDATES

“A well-hosted campus visit allows candidates to make well-informed decisions on whether the position and the place is a right ‘fit’ for them.”

- Association of American Colleges and Universities

Preparing Interview Questions
The committee should compose a group of core questions based on the job-related criteria to evaluate candidates. These questions should be asked of all candidates to ensure that crucial job-related information is obtained. Open-ended questions tend to relax candidates and encourage free speaking. Developing questions ahead of time need not be unduly restrictive. Follow-up questions based on the responses to pre-determined questions will most likely vary with each candidate. Core questions should be reviewed to ensure they do not unnecessarily screen out women and minority candidates. Interview questions must be reviewed and approved by HR prior to interviews.

Campus Visits
The campus visit serves a dual purpose. The candidates are evaluating the campus and they themselves are being evaluated.

Candidates should be given the itinerary for the visit in advance and should be invited to request any special accommodations they might require. It is also appropriate to ask if there are any special offices on campus the candidate would like to visit or if there is anyone he/she would like to meet so appointments can be made prior to the candidate’s arrival.

While evaluating the candidate the committee should also assist the candidate in making an informed decision about the campus by letting him or her meet the administrators, staff, faculty, and students with whom the successful candidate will engage.

Skills Demonstration
Indiana University Northwest policy encourages that candidates demonstrate professional skills. It is important this requirement be administered consistently with all candidates and that all candidates have enough notification to properly prepare as well as to make any special request for equipment or accommodations.

Telephone Interviews
Departments may use telephone or video interviews as a “pre-interview” near the end of the screening process. It is important that you let the candidate know in advance that you would like to schedule a phone interview so that he or she is prepared and understands it is part of the screening process. It is also important that during these interviews, you are consistent when questioning all of the candidates and inappropriate questions are not asked. (Refer to Mitigating Unconscious Bias in Recruitment: A Guide for Search Committees on page 6).

This should NOT be the only interview conducted with successful candidates.
The Interview
Beware of saying anything that could suggest unstated criteria such as “We need new, young people with ideas.” Understanding that minority candidates may have concerns about the diversity of the campus, search committees can ask if the candidate has any special concerns or would like to meet with anyone else on campus. Search committees should be prepared to offer candidates assistance with faculty, staff, and student demographics, programs, and centers. Candidates should also be provided opportunities during the interview to ask questions.

Open Sessions
Candidates should have time to interact with staff, faculty, and students from the department and/or related departments during open sessions. It is important during these engagements that committee members are careful not to solicit personal information unrelated to the position such as marital or parental status. However, incidental conversation which includes these topics is permissible. Staff and faculty members should feel comfortable conversing with the candidate as they would any other colleague.

Reference Checks/Letters
Search committees and/or hiring managers are required to check references or to request letters of reference. However, telephone calls to candidate’s references may provide added insight. The committee may ask the candidate if he/she is comfortable with their seeking additional references from anyone else they feel appropriate. When contacting a reference, the committee should describe the position. Areas of questioning should be consistent across candidates.
**Interview Questions**

*What you may ask about. What you shouldn’t ask about.*

*Indiana University prohibits discrimination based on arbitrary considerations of such characteristics as age, color, disability, ethnicity, sex, gender identity, marital status, national origin, race, religion, sexual orientation or veteran status.*

Avoid questions that would lead applicants to believe these characteristics are a factor in their employment.

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<tr>
<th><strong>May Ask</strong> (questions are job related)</th>
<th><strong>Shouldn’t Ask</strong> (questions are not job related)</th>
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<td><strong>Name</strong></td>
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<td>Applicant’s full name.</td>
<td>What is your maiden name?</td>
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<td>Have you ever worked at IU under a different name, including nickname?</td>
<td>Applicant’s original name if changed by court order or otherwise.</td>
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<td>Is there any additional information I need to check your work record?</td>
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<td><strong>Age</strong></td>
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<td>Are you 18 years or older?</td>
<td>Date of birth, date graduated from high school/college, or date of degree earned. May discuss date of degree if provided in application.</td>
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<td>You cannot ask to see a birth certificate, passport, or a driver license until after the hire.</td>
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<td>Avoid questions that allude to or assume an applicant’s age including: How do you feel about working for someone younger than you? Are you getting close to retirement age?</td>
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<td><strong>Marital/ Family Status</strong></td>
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<td>Can the applicant perform specific job related requirements such as travel, weekend/unusual hours, or extended work days?</td>
<td>Are you single? married? divorced? Is your spouse a student or employee at IU?</td>
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<td>Do you have any children? What are your childcare arrangements?</td>
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<td>It is the applicant’s responsibility to decide if they can manage working in addition to their marital/family issues, not the hiring department.</td>
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<td><strong>Pregnancy</strong></td>
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<td>A woman’s current or pending pregnancy status cannot be used in her evaluation.</td>
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<td>Are you pregnant?</td>
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<td>Do you intend to become pregnant in the future?</td>
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<td><strong>Military Service</strong></td>
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<td>You may inquire about job related experience acquired while in military service.</td>
<td>What type of discharge did you receive?</td>
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<td>How do you think your experience in the military would benefit you in this position?</td>
<td>An applicant’s current status with either the reserves or National Guard cannot factor in his or her evaluation. Therefore you should not ask if they are currently in the reserves or National Guard.</td>
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<td><strong>Religion</strong></td>
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<td>Can you work the required schedule?</td>
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<td>Avoid comments or questions that imply that sex or gender is a factor in the employment decision.</td>
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<td>How would you feel about working for a man/woman?</td>
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<td>Do you have any experience being the only man/woman in your office?</td>
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<td>You don’t often find men/women in this line of work. How did you become interested in this?</td>
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<td>Do you prefer Mr. Mrs. Miss or Ms.?</td>
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<th><strong>Height/Weight</strong></th>
<th><strong>May Ask</strong></th>
<th><strong>Shouldn’t Ask</strong></th>
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<td>An applicant’s height or weight cannot be used in his or her evaluation.</td>
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<th><strong>Race/Color</strong></th>
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<td>You should not make assumptions about an applicant’s race based on name, appearance, or mannerisms. Applicants should not feel their race is a factor either positively or negatively in their evaluation and comments or questions that imply otherwise should be avoided.</td>
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<td>There aren’t very many minorities in our department. Will that be a problem for you?</td>
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<td>You look like you have an interesting family history. How would you define your race?</td>
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<th><strong>Citizenship</strong></th>
<th><strong>May Ask</strong></th>
<th><strong>Shouldn’t Ask</strong></th>
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<td>Are you legally eligible to work in the United States?</td>
<td>You should avoid asking if an applicant is a United States citizen.</td>
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<tr>
<td>Applicant will be required to provide proof, only after a conditional offer has been made.</td>
<td>What country are you a citizen of?</td>
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<td>Do you regularly follow workplace safety rules?</td>
<td>Have you ever filed for worker’s compensation?</td>
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<td></td>
<td>Have you had any prior work injuries?</td>
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<tr>
<td><strong>May Ask</strong> (questions are job related)</td>
<td><strong>Shouldn’t Ask</strong> (questions are not job related)</td>
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<td><strong>Sexual Orientation</strong></td>
<td>You should not make assumptions about an applicant’s sexual orientation based on mannerisms or dress. Since an applicant’s sexual orientation cannot be used as a factor in their evaluation, you should avoid comments that would lead the applicant to believe otherwise including comments about your own sexual orientation or the sexual orientation of others in the department.</td>
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<tr>
<td>If an applicant asks about domestic partner benefits, you may provide the information. However, if you will be discussing benefit information with applicants, the domestic partner benefit should be discussed with all applicants.</td>
<td>Are you married? What is the name of a relative to be notified in case of emergency? (Emergency notification can only be asked post-hire). We no longer offer domestic partner benefits.</td>
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<tr>
<td><strong>Disability</strong></td>
<td>An applicant’s visible or non-visible disability cannot be a factor in their evaluation. Avoid comments that would lead them to believe it is a factor such as: That’s a noticeable limp. Those are very thick glasses. You get around really well for being in a wheelchair.</td>
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<td>Are you able to perform the duties of the job with or without accommodation?</td>
<td>Are you in good health?</td>
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<td>If the applicant indicates that he or she can perform the tasks with an accommodation, you may ask what accommodations would be needed.</td>
<td>Do you have any physical disabilities that prevent you from performing this kind of work?</td>
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<tr>
<td>Now that you have heard the hours, leave policies, and other requirements of this position, do you feel you will be able to meet these requirements?</td>
<td>Will you require time off because of your disability or for treatment? What is the prognosis for your condition?</td>
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<td>How many days were you absent from work last year? Should only be if being asked of all applicants.</td>
<td>Please list any conditions or diseases you were treated for in the last three years.</td>
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<td>An employer may make medical inquiries or require a medical examination of all candidates at the stage of a conditional job offer.</td>
<td>How many days were you absent last year because of illness?</td>
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<td></td>
<td>Have you ever been treated by a psychiatrist or counselor?</td>
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<td></td>
<td>Do you provide care for family members relatives who are disabled? Will this require time off?</td>
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</tr>
<tr>
<td><strong>May Ask</strong> <em>(questions are job related)</em></td>
<td><strong>Shouldn’t Ask</strong> <em>(questions are not job related)</em></td>
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</tbody>
</table>
| National Origin | Are you legally eligible to work in the United States? An applicant will be required to verify this after the conditional offer is made.  
Inquiry into languages applicants speak or write fluently, if it is a requirement of the job.  
Are you proficient in speaking and writing in English? Should only be asked if asked of all applicants. | Where were you born? Of what country are you a citizen?  
Is your last name German? You have quite an Irish accent.  
I see you speak Spanish. Did you learn that in your native country or in school? |
| Finances | If an applicant is applying for a financial position, you can let them know that a credit check will be done after a conditional offer has been made and give them a chance to explain anything that might show up there. | Do you own your own home?  
How long have you lived at your present address?  
Have your wages ever been garnished? |
| Education/Licenses | You are allowed to verify all credentials on the applicant’s application or resume.  
You may inquire if applicant has licenses required for the position (including driver’s license). Licenses (including driver’s license) can only be verified after a conditional offer has been made. | Can I see your driver’s license?  
When did you graduate from high school/college or receive your degree? |
| Unions/Organizations | You may ask about organizations the applicant lists on his or her application or resume. Including how he or she feels membership in that organization would benefit them in the position. | Are you a union member?  
List all clubs, societies, and lodges to which you belong. |
**CHOOSING THE FINALIST(S)**

It is crucial that job criteria remain the basis for the decision through the concluding phase of the selection process. Departmental practices vary as to whether, how, and at what point candidates are numerically ranked. It is beyond the scope of this document to recommend a particular method. However, as in every other stage of the search process, there must be consistency in how candidates are evaluated and ranked based on job criteria.

There should be a written rating for each candidate in regards to how they fare in relation to the job criteria. At the early phase of the search process, that could take the form of a simple checklist of the agreed-upon minimum qualifications. A second screening should include thorough written comments on a spreadsheet outlining all the selection criteria.

At the final stage of evaluating candidates, documentation should reflect the results of the interview itself, as well as reference checks, job talks or other presentations, and any other selection method utilized for all semi-finalists and/or final candidates.

Different departments have created varying practices regarding the format for presenting the finalist(s) to the hiring authority. A good rule of thumb is this: only objective, job-related information should be presented to the person making the final decision. A summary of each individual’s weaknesses and strengths as it pertains to the job criteria would be appropriate.

**MAKING THE OFFER**

**The Offer Package**
To discuss an offer package, the dean or hiring manager should contact Human Resources to obtain information about the standard benefits provided by the University such as health and life insurance, retirement, and tuition benefit. It is a good idea to familiarize yourself with IU policy on moving expenses. Discuss this early with the candidate to reduce complications later. In negotiations it is important to emphasize that no commitments are final until they have administrative approval and are written into the offer letter.

**Salary Equity**
When making a salary offer, departments should keep in mind equity issues including minimum salary requirements set annually by campus administrators. Remember it is illegal to pay a woman less than a man simply because the markets will bear it, even though it may have been negotiated by the candidate.

**Notifying Unsuccessful Candidates** Since some first offers are rejected, it is important to maintain candidate interest in the position. Unsuccessful candidates should be notified only after an offer has been accepted.

**Rejected Offer**
When an offer is rejected, the search committee may go back to the candidates it has already interviewed and reevaluate the alternate candidates. If an offer is to be made to a candidate who has already been interviewed.

If there is no interest in any of the other candidates interviewed, contact Human Resources.
Background Check
Hiring is contingent upon the receipt of an acceptable background check, and completion of I-9 verification.

Failed Search
If a search committee is unable to achieve an accepted offer or a viable candidate, the search has failed. A failed search may be reopened without completing a new position requisition within a three month period. Please contact the Office of Human Resources about reopening a search to make sure you continue to comply with equal opportunity guidelines.