



HIRING PACKET FOR HOURLY POSITIONS

INTRODUCTION

The Human Resources Office in Vilas G-2, 229-5596, will assist you in finding the best person for the hourly position you need to fill in your department. This process is given priority over any other HR functions, but please keep in mind that there are numerous positions being filled simultaneously all year long.

We hope this basic information and hiring packet will be of use: contact Colleen Manley, Director of Human Resources, at any time with questions, 229-5988.

FIRST: Some definitions regarding employees.

Exempt and Non-exempt

An exempt employee is paid a monthly salary and is exempt from the laws on overtime pay. A non-exempt employee is paid by the hour and **IS** covered by the laws regarding overtime pay. SLU has employees in both categories, and there is a different selection procedure for each.

EXEMPT EMPLOYEES (include faculty): Selected via the search committee procedure administered through the Office of Equity Programs, Vilas G-1, 229-5509.

NON-EXEMPT EMPLOYEES: Selected via the hiring procedure described in this packet. Depending on the position being filled the procedure being used will be affected by the agreements (“contracts”) between one of the unions on campus and the University. The Non-exempt Hiring Procedure is administered by the Human Resources Office, Vilas G-2, 229-5596.

Internal vs. External Candidates

An internal candidate is someone who is already a regular SLU employee. Anyone else, including a temporary employee or a regular employee who applied “late” (after the posting deadline), is considered an external candidate. Because we want to provide opportunities for growth to present employees, most of our Non-exempt Hiring Procedures provide preferences and protections for our internal candidates. Read on, and call us at HR if you have any questions.

THE NON-EXEMPT HIRING PROCEDURE

Five basic steps / one required form / probationary evaluation & form

- ◆ **STEP ONE: Identification of vacancy/Approval to fill**
This is started by the hiring supervisor using the form called *Position Requisition Form* (available on the HR webpage or from HR, Vilas G-2).
 - Complete the form, attach a current job description and send to HR.
 - HR will obtain all necessary signatures.

- ◆ **STEP TWO: Meet with Director of Human Resources**
The Human Resources Director will meet with hiring supervisor to discuss posting process and to draft posting

- ◆ **STEP THREE: Recruitment** (Find applicants)
This is done by the HR office.
 - (a) “Post” the vacancy on campus for internal candidates
 - (b) If needed, advertise in local papers for external candidates**NOTE:** *Application materials are collected at the HR office, Vilas G-2.*

- ◆ **STEP FOUR: Interview** (Select the best qualified candidate)
This will involve checking to see which candidates meet the basic requirements, interviewing, and checking references. This is done by the hiring supervisor, but HR provides copies of the applications.

- ◆ **STEP FIVE: Selection** (Make final selection / Get final approval)
The hiring supervisor notifies HR of the final selection, HR must approve. This can be done via phone or email, and is confirmed via the completion of the *Position Requisition Form*. HR does a letter of appointment, when needed, to the selected individual, and also letters to applicants who were not selected.

- ◆ **FINAL STEP: Evaluation** (over probationary period)
A good start and careful evaluation during probation is critical. Once an employee completes probation that person’s status changes to regular employee. The evaluation form is provided to the hiring supervisor for each new employee and it is critical that the form be completed at each step. If there are concerns about an employee’s performance addressing those concerns early is very important, and supervisors should discuss concerns w/ HR.

**STEP ONE
IDENTIFYING THE VACANCY/GETTING APPROVAL TO FILL**

This process is started with the Position Requisition Form (obtained from HR). Complete the form, attach a current job description, and return to HR.

**STEP TWO
MEET WITH DIRECTOR OF HUMAN RESOURCES**

Director of Human resources will meet with hiring supervisor to review current job description and to draft posting.

**STEP THREE
FINDING APPLICANTS**

INTERNAL CANDIDATES

There are two ways of finding applicants. The first is to post the position internally.

SEIU and CSEA have different rules regarding eligibility for transfer or promotion. The hiring supervisor should be familiar with the union rules pertaining to his/her department. Summaries of each unit's rules on transfer and promotion are provided on the next page but they do not replace the contracts.

The first step in this process is to create a position announcement. HR does this based on the job description provided with the *Position Requisition Form*. The Director of HR will contact the hiring supervisor to discuss requirements prior to preparing the posting. It is critical that the posting accurately reflects the skills and qualifications needed to perform the job and that it specifies whether the skills and qualifications are required or preferred. If it doesn't, you may not attract applicants with the desired skills and qualifications. You may also screen out candidates who are qualified and could perform very well but who lack a required element and therefore do not apply.

Once the position announcement (the "posting") is prepared it is posted internally for a period of 5 business days. The position announcements are circulated by email and are posted on bulletin boards around campus. Interested parties are required to sign up personally in Human Resources. Present employees must apply during those 5 days to be considered internal candidates. Employees still on probation may **not** apply.

At the end of the 5-day posting period a list of internal candidates and their applications/resumes are sent to the hiring supervisor. The hiring supervisor is responsible for reviewing the information to determine if the candidates meet the minimum requirements as

described in the posting. Please understand the importance of keeping the applicant pool information **confidential**.

EXTERNAL CANDIDATES

If there are no qualified internal candidates, or a larger pool is desired, we may advertise outside. This includes newspaper and internet advertising as well as considering temporary employees who have applied.

HR will write an advertisement for the local papers and the internet and forward to the hiring supervisor. He/She is responsible for approving the copy. HR will assist the supervisor in determining the best advertising sources and will place the ad.

Resumes will be collected at HR and copies will be distributed to the hiring supervisor. The supervisor is responsible for reviewing the resumes and applications and selecting candidates to be interviewed. HR can assist in this process if needed.

UNION CONTRACT EXCERPTS

CSEA: (Article 13, Section 3)

“In selecting a candidate to fill a permanent vacancy, the University shall make its selection from among the applicants for the position based upon the following factors as they relate to the requirements of the posted position:

- a) present existence of skills necessary to perform the work;
- b) ability to learn the skills necessary to perform the work;
- c) quantity and quality of prior experience;
- d) special training; and
- e) education

Only in the event the University determines that based upon these factors two or more of the candidates are equally qualified for the position, University seniority shall be used to break the deadlock for selection. So long as the University’s determination that the candidates are or are not equally qualified under these factors is not unreasonable, it shall not be subject to change by an arbitrator.

Prior to interviewing outside candidates to fill any permanent vacancy, the University shall conduct an interview with each unit member under consideration, provided that employee meets the minimum requirements for the position.”

SEIU: (Article XIV)

“Preference shall be given to employees within the occupation where a vacancy exists before considering employees from other occupations. Employees with prior occupational seniority in a job will have the next preference for such a vacancy. Job postings will state the anticipated

job location, shift and workweek schedule and will also state that these conditions are subject to change by the University. Employees serving a probationary or trial period shall **not** be permitted to bid on any positions during that probationary or trial period.

With the exception of a job which is posted with a specified starting date, an existing employee who is awarded a job bid to a permanent job vacancy which is then unfilled, or is filled by a temporary employee, shall be placed in that new position within four weeks of the end of the posting period or shall receive any additional wages otherwise due them upon completion of any applicable trial period as if placed in that position at the end of that four week period.

If there are no interested and qualified employees within the occupation where the vacancy occurs, the University will give consideration to other employees who have indicated, in writing, a desire to be considered and to employees, who, because of previous experience or training are considered eligible by the University. In the event that experience, training and skill are equal, the candidate with the most seniority will be given preference.

Where there are no qualified employees available to fill permanent vacancies, the University reserves the right to hire qualified employees.”

STEP FOUR INTERVIEW PROCESS

All regular employees who meet the minimum requirements must be interviewed prior to other applicants. Employees who do not meet the minimum qualifications should **not** be interviewed. If uncertain, an employee should be interviewed to determine whether he/she meets the minimum qualifications of the position. (In those cases, the employee should be notified that the purpose of the interview is to determine whether he/she meets the minimum qualifications).

When conducting the interviews it is critical to be consistent. The same questions should be asked of each candidate. The questions should elicit information which indicates whether or not a candidate possesses the requirements of the job, as stated in the job posting.

If an ad is placed, HR collects resumes and forwards copies to the hiring supervisor. The hiring supervisor should review the resumes and determine who should be brought in for an interview. Candidates must meet the minimum qualifications. The same criteria for outside candidates must be applied for internal candidates.

Before making the final selection, reference checks must be conducted. The candidate should be able to provide a minimum of 3 professional references one of which should be a former supervisor. For internal candidates it is necessary to speak to their current supervisor. If a candidate has not listed his/her current supervisor for a reference the hiring supervisor should notify the applicant that contact will be made. The applicant should be given a reasonable amount of time to tell their present supervisor. Consult with HR if this is the case.

There may be too many candidates to interview in person. In this case, the supervisor should conduct phone interviews to identify the best candidates. The next step is to schedule personal interviews for the qualified candidates. Non-exempt employees can participate by explaining position duties and overall office functions. Non-exempt employees may not participate in the evaluation or selection process.

If any pre-employment tests are to be administered contact HR. The test must be given prior to the interview.

Please be aware that legal statutes prohibit employers from asking certain types of questions in personal interviews before selecting an employee. In general avoid any questions that are not job related and any questions on the following topics: race or color, gender, disability, religion or creed, marital status, arrest record, national origin, age, birthdate/place. See page 8 of this packet for further information on this topic.

Making an Offer

Once you have decided on a candidate, contact HR for final approval before extending an offer. Once HR approves, an offer may be extended verbally. HR will send an appointment letter to the individual once he/she has accepted the offer. Complete the bottom portion of the requisition form and return to HR.

FINAL STEP EVALUATION FORM

For new employees the evaluation period begins on the first day of employment and ends 90 days later for most office positions (CSEA, Confidential, Executive Secretary). Positions in Facilities Operations and Dining Services (SEIU) have a six month probationary period. Security (PCPSOA) has a one year probationary period. It is critical that the employee be evaluated during this period. The purpose for this probationary period is to ensure that the candidate you have selected truly has the skills necessary (or ability to learn) to perform the job. It allows a manager to observe the work habits and performance capabilities of the individual. If it is determined that this person is not qualified or behavior problems surface the probationary period allows the University to terminate employment without cause.

Current SLU employees who are transferring to a new position in their bargaining unit must complete a trial period instead of a probationary period. The trial period for CSEA is 90 days. The trial period for SEIU is 90 work days. During the trial period it is important that the employee be evaluated to insure that the new appointment is a good match for the employee and the University's needs.

SEIU contract Article XIV section 3:

“A transferred employee shall serve a trial period of up to 90 work days during which time the employee’s qualifications shall be judged for permanent transfer. A transferred employee may voluntarily return to his/her former position without penalty any time prior to the close of the trial period.”

CSEA contract Article 13 section 4:

“A transferred employee shall serve a trial period of ninety (90) days, during which time the employee’s qualifications shall be judged for permanent transfer. If the employee unsuccessfully completes this period, she/he will be returned to their former position, with no loss of any seniority rights. ...At any time prior to, or immediately upon, successful completion of the ninety (90) day trial period, the employee shall have the opportunity to return to her/his former position without any loss of seniority rights.”

The probationary period is not a substitute for conducting a thorough search, interview and reference checks!

It is strongly recommended that you monitor the performance of the new employee and regularly discuss what is working and what is not. You should meet formally at the specified intervals to review. In all fairness to the employees you must tell them what they need to do to improve in order for them to be successful. See pages 11-13 for the performance evaluation forms for SEIU and CSEA.

At the end of each of the evaluations you should send a copy to Human Resources. If at any time you feel you need more direction please contact Colleen Manley, Human Resources Director, at 229-5988.

LEGAL AND ILLEGAL QUESTIONS IN PERSONAL INTERVIEWS

Legal statutes prohibit employers from asking certain types of questions in personal interviews **BEFORE** selecting an employee. The following list provides examples of inquiries that have been ruled lawful and unlawful.

[Source: [NYS Fair Employment Practice Laws](#)]

<i>It is unlawful to ask ANY questions on the following topics</i>				
RACE OR COLOR	RELIGION OR CREED	NATIONAL ORIGIN	GENDER	MARITAL STATUS
	AGE DISABILITY	ARREST RECORD	BIRTHDATE/PLACE	

TO ASK OR NOT.....WHY? The key issue regarding what to ask, or not ask, is *respect for privacy*. You can ask about any professional qualities related to the job, but do not ask about private issues. *How old are you?* is private, don't ask. ***How long did you teach xyz?*** is about the profession, ask away.

SUBJECT	Lawful	Unlawful
A. Address or duration at residence	What is your place of residence? How long have you been a resident of this state [or city]?	What are your personal/family plans? Will your spouse/children like it here?
B. Age	Are you 18 years of age or older? If not, state your age.	How old are you? What is your date of birth? What are the ages of your children, if any?
C. Arrest Record	Have you ever been <u>convicted</u> of a crime? (Give details)	Have you ever been arrested?
D. Birthdate	NONE	To require an applicant to submit a birth certificate, naturalization or baptismal record, or proof of age in the form of birth certificate or baptismal record.
E. Birthplace	NONE	Birthplace of applicant. Birthplace of applicant's parents, spouse or other close relatives.
F. Citizenship	If you are offered this position do you have the legal status to take this job in Canton, New York to begin the job for the date the position is needed?	Of what country are you a citizen? Whether an applicant is naturalized or a native-born citizen; the date when the applicant acquired citizenship. Requirement that applicant produce naturalization papers. Whether applicant's parents or spouse are naturalized or native-born citizens of the United States; the date when such parents or spouse acquired citizenship.
G. Disability*	NONE	Do you have a disability? Have you ever been treated for any of the following diseases. . . . ? Do you have now, or have had, a drug or alcohol problem?

* It is UNLAWFUL to inquire, either directly or indirectly, about an applicant's/employee's disabilities. An employer may inquire only whether a prospective employee can perform specific tasks in a reasonable manner. An employer may not disqualify an applicant/employee because of suspected FUTURE risk to his/her health while performing a specific job.

The above limitations apply equally to questions which may be asked of an employee who applies for or is under consideration for promotion, transfer, upgrading, etc. These limitations also apply equally to questions asked by a prospective employer, either in person, by telephone, in writing or otherwise, of a former employer, with reference to an application or a person under consideration for employment.

SUBJECT	Lawful	Unlawful
H. Driver's License	Do you possess a valid NYS driver's license (if a driver's license is necessary for the position applicant is seeking)?	Requirement that applicant produce a driver's license.
I. Education	Inquiry into applicant's academic, vocational or professional education and the public and private schools attended is allowed.	Questions about year(s) of attendance/ Date(s) of graduation are not allowed.
J. Experience	Inquiry into work experience is allowed.	
K. Language	If the duties of the position applicant is seeking require fluency in a particular language, inquiry may be made into whether applicant speaks or writes that language fluently.	What is your native language? Inquiry into how applicant acquired ability to read, write or speak a foreign language.
L. Marital Status	NONE	Do you wish to be addressed as Miss? Mrs.? Ms.? Are you married? Single? Divorced? Separated? Name or other information about spouse.
M. Military Experience	Inquiry into applicant's military experience in the Armed Forces of the United States or in a State Militia. Inquiry into applicant's service in particular branch of United States Army, Navy, etc. Did you receive a dishonorable discharge?	Inquiry into applicant's military experience other than in the Armed Forces of the United States or in a State Militia. Did you receive a discharge from the military in other than honorable circumstances?
N. Name	Have you ever worked for this company under a different name? Is additional information relative to change of name, use of an assumed name or nickname necessary to enable a check on your work record? If yes, explain.	Original names of an applicant whose name has been changed by court order or otherwise. Maiden name of a married woman.
O. National Origin	NONE	Inquiry into applicant's lineage, ancestry, national origin, descent, parentage or nationality. Nationality of applicant's parents or spouse.
P. Race or Color	NONE	Complexion or color of skin. Coloring
Q. Religion/ Creed	NONE	Inquiry into applicant's religious denomination, religious affiliations, parish or church, religious holidays observed. Applicant may not be told "This is a (Catholic, Protestant, Jewish, etc.) organization."
R. Sexual Orientation/ Sex/Gender	NONE	All questions in this area unlawful

**SAMPLE
TELEPHONE REFERENCE CHECK**

CANDIDATE NAME: _____ **DATE:** _____

FORMER EMPLOYER: _____ PHONE: _____

DATE OF EMPLOYMENT: _____ TO _____

POSITION TITLE: _____

DUTIES: _____

How long and in what capacity have you known (**candidate**)? _____

What strengths does/did the candidate demonstrate in performing daily responsibilities? _____

What weaknesses does/did the candidate demonstrate in performing daily responsibilities? _____

What do you regard as (**candidate's**) most significant contribution or achievement in his/her current position? (**Or, if not employed at candidate's current institution...“in his/her position during the period of your professional association with (candidate).”**) _____

In what sort of professional environment or atmosphere would (**candidate**) be most comfortable or potentially productive? _____

What evidence can you provide of **(candidate's)** sensitivity to students/colleagues of diverse backgrounds? Please give any examples you might have. _____

To your knowledge, what interest does **(candidate)** have in multicultural issues? _____

In what capacity or regard will **(candidate)** be most missed should he/she decide to leave **(institution)**? _____

How would you rate this candidate's overall performance? _____

How would you describe the candidate's working relationship with his/her colleagues? _____

Is there anything else you would care to tell us about **(candidate)**? _____

Would you rehire? _____ Yes _____ No. If not, why? _____

Additional Comments: _____

Information received from: _____

Title: _____ Date _____

Received by: _____

(Signature)