



# **Staff Employment Guide**

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## Employment Legal Perspective

Oklahoma State University, in compliance with Title VI and VII of the Civil Rights Act of 1964, Executive Order 11246 as amended, Title IX of the Education Amendments of 1972, Americans with Disabilities Act of 1990, and other federal laws and regulations, does not discriminate on the basis of race, color, national origin, sex, age, religion, disability, or status as a veteran in any of its policies, practices, or procedures. This includes but is not limited to admissions, employment, financial aid, and educational services.

Appointees to positions at Oklahoma State University are selected based upon merit and qualifications for which individuals are recruited. Adequate reference checks are conducted to satisfy OSU regarding the professional qualifications and credentials of the applicant. To this end, OSU reserves the right to access any records available to it under authority of law. OSU will protect privacy rights of individuals. Misrepresentation of fact in the application process is sufficient for termination of employment or cancellation of job offer without advance notice at any time.

The following are several laws that affect hiring decisions and practices:

- ◆ The Civil Rights Act of 1966 (“Section 1981”)  
Protects against discrimination on the basis of race or national origin.
- ◆ Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, as amended by the Civil Rights Act of 1991  
Prohibits discrimination in all aspects of employment based on race, color, religion, sex, and national origin.
- ◆ Age Discrimination in Employment Act of 1967, as amended (ADEA)  
Bans discrimination in all aspects of employment against persons over 40 years of age.
- ◆ The Rehabilitation Act of 1973  
Bans discrimination against handicapped persons and requires that reasonable accommodation be made in the work place.
- ◆ The Pregnancy Discrimination Act of 1978  
Bans discrimination against pregnant applicants and employees.
- ◆ The Equal Pay Act of 1963  
Requires equal pay for “equal work” without regard to sex.
- ◆ Executive Order 11246, (1965), as amended by 11375 (1967), and 11478 (1969)  
States the principle of affirmative action and requires employers to take positive steps to increase representation of women and minorities in the work force.

- ◆ The Vietnam Veterans Readjustment Act of 1974  
Requires affirmative action on the part of government contractors and subcontractors to employ and promote qualified disabled veterans and Vietnam Era veterans.
- ◆ The Americans with Disabilities Act (ADA) of 1990  
The ADA provides federal civil rights protection in several areas to people with disabilities. Building upon a body of existing legislation, particularly the Rehabilitation Act of 1973 and the Civil Rights Act of 1964, the Act states its purpose as providing “*a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities.*”

## Description Of OSU Staff Classification System

OSU's staff classification system groups positions by job duties to establish a basis for internal market comparisons and provides data for state and federal reporting. The classification system is comprised of several major job groups.

### EXECUTIVE

#### INDIVIDUAL CONTRIBUTOR III

Sr. Administrative Services Contributor  
Sr. Tech./Pro. Services Contributor

#### SUPERVISOR III

Sr. Admin. Services Manager  
Sr. Facilities Services Manager

#### INDIVIDUAL CONTRIBUTOR II

Administrative Services Specialist  
Tech./Pro. Services Specialist

#### SUPERVISOR II

Administrative Services Manager  
Tech./Pro. Services Manager

#### INDIVIDUAL CONTRIBUTOR I

Administrative Services Contributor  
Administrative Support Contributor  
Customer Support Contributor  
Facilities Support Contributor  
Technical Support Contributor  
Tech./Pro. Services Contributor

#### SUPERVISOR I

Administrative Services Supervisor  
Administrative Support Supervisor  
Facilities Support Supervisor  
Skilled Craft Support Supervisor  
Systems Support Technician

#### STAFF TWO

Advanced Administrative Support Staff  
Advanced Facilities Support Staff  
Advanced Skilled Craft Support Staff  
Advanced Technical/Paraprofessional Support Staff

#### STAFF ONE

Facilities Support Staff

## Customer Support Staff

The following descriptions explain the nature of the work involved in these job groups and some of the common job titles assigned to each job group.

### **Staff One:**

**Customer Support Staff (4009)** are entry-level, non-exempt from overtime positions whose duties are centered on supporting customer needs and are critical to the day-to-day functions of the unit. Typical titles within this job group are baker, bindery operator, cashier, cook, duplicating operator, sales clerk, stock clerk, storekeeper, printers helper, material expeditor, food production assistant, etc. There are no minimum qualifications for these positions.

**Facilities Support Staff (4008)** are typically entry-level, positions that are non-exempt from overtime provisions of the Fair Labor Standards Act. Such positions support the operations of the unit by performing routine tasks that have defined procedures and require supervision. Typical titles within this job group are animal caretaker, auto attendant, groundskeeper, laundry worker, material mover, parking garage attendant, vending attendant, refuge worker, etc. There are no minimum qualifications for these positions.

### **Staff Two:**

**Advanced Administrative Support Staff (0328)** have primary office or non-manual job duties that relate to management policies or general business operations and are non-exempt from overtime. These jobs provide service and assistance to another person or unit and perform academic support, student service, research, extension, and/or institutional support activities. The work is mostly routine in nature with some improvisation on isolated problems. While entry level, higher job skills are required and may require on-the-job training. The work is supervised although the individual may coordinate work of others such as students. Typical titles within this job group are clerk, clerk typist, financial assistant, information assistant, information processing assistant, office assistant, receptionist, secretary, sr. account clerk, sr. clerk, sr. data entry operator, sr. medical records technician, sr. secretary, staffing assistant, student loan assistant, hotel night desk clerk, technical secretary, technician, teller, unit assistant, etc. The minimum qualifications for these positions are a high school diploma or GED with one year of work-related experience.

**Advanced Facilities Support Staff (4047)** possess higher-level skills that support the operations of the unit although the positions are non-exempt from overtime. The duties involved typically result in or contribute to the comfort, convenience, and hygiene of personnel and the student body or contribute to the upkeep and care of buildings, facilities, or grounds. These positions provide service and assistance to units and perform academic support, student service, research, extension, and/or institutional support activities. Titles which typically are in this job group are assistant custodial foreman, bakery supervisor, building/equipment services representative, carpet maintenance technician, central sterile supervisor, costumer shop supervisor, groundskeeper III, herdsman I, II, III, laundry manager, lead material mover, motor vehicle operator II, parking garage supervisor, vending

warehouse foreman, warehouse foreman, etc. The minimum qualifications for these positions are a high school diploma or GED and one year of work-related experience.

**Advanced Skilled Craft Support Staff (4048)** support the physical operations of the unit following established procedures whose work is mostly routine with some improvisation on isolated problems. While entry-level and non-exempt from overtime, these positions require higher-level job skills although supervised and may coordinate the work of others. These jobs provide service and assistance to another person or department, academic support, student service, research, extension, and/or institutional support activities and participate in production of services required of organizational units of the University. Titles within this job group are such as heavy equipment operators, maintenance mechanics, photo lithographers, safety mechanics, safety mechanics, vending machine mechanics, vending supervisors, vending technicians, welders, etc. The minimum qualifications for these positions are a high school diploma or GED and one year of work-related experience.

**Advanced Technical/Paraprofessional Support Staff (3002)** support the operations of the unit performing duties requiring higher-level job skills. These individuals are non-exempt from overtime and are supervised. The incumbent may coordinate the work of others such as students. Assignments require a specialized knowledge of skills gained through experience or academic work. Duties involve extensive application of methods, procedures, or skills usually to provide or repair something but not at a professional level. This group includes individuals who perform some duties of a professional or technician in a supportive role, which requires less formal training or experience. Typical titles within this job group are agricultural technicians, animal technicians, dairy technicians, lab technicians, research technicians, media technicians, sr. telecommunication customer service representatives, TV engineer assistants, veterinary technicians, etc. The minimum qualifications for these positions are a high school diploma or GED and one year of work-related experience.

### **Individual Contributor I:**

**Administrative Services Contributor (0332)** job group duties typically are office or non-manual work relating to management policies or general business operations that require either college graduation or experience to equate comparable background. These positions are exempt from overtime. The work generally has some complexity and requires original thinking and decision making in application of procedures, methods, and established practices. The individual must be a self-starter and be able to work independently and provide input toward development of operational systems, processes and measurements. These individuals typically work primarily with facts. Titles within this job group are such as academic counselor, accountant, accounts receivable specialist, administrative associate, administrative assistant, assistant manager – Motor Pool, coordinator – Library publications, coordinator – Student Union Personnel, coordinator, Extension associate, Extension specialist, financial coordinator, food production coordinator, Grants & Contracts officer, International Programs specialist, radio news reporter, Purchasing coordinator, specialist, student loan specialist, technical writer, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Administrative Support Contributor (0338)** job group is non-exempt from overtime and is primarily office or non-manual work that relates to management policies or general business operations. Work related to this job group has some complexity and requires original thinking and decision making in application of procedures, methods, and established practices. The individual in this position assists in the operations of the unit by performing tasks requiring specialized knowledge or skills. Continuing education is usually required to stay current in specialization. The individual must be a self-starter and able to work independently and is responsible for a single or less diverse/complex area of responsibility (i.e., functional area, project, program or unit). Titles within this job group are academic records staff supervisor, accounting technician, admissions staff supervisor, certification technician, clerical supervisor, communications services traffic supervisor, computer sales assistant, data control analyst, financial control assistant, program technician, medical records supervisor, quality control services assistant, scheduling assistant, senior financial assistant, senior collector, senior information specialist, sr. office assistant, sr. staff assistant, sr. technician, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Customer Support Contributor (3003)** job group has interaction with patrons or individuals that use the unit's services. Non-exempt from overtime, these positions provide service and assistance to another person/department. These individuals perform academic support, student service, research, extension, and/or institutional support activities. These individuals must be self-starters and able to work independently and are responsible for single or less diverse/complex areas of responsibility (i.e., functional area, project, program, or unit). These positions exist primarily to perform specialized responsibilities. Titles within this job group are such as assistant park ranger, supervisor, supervisor-cadet parking officers, university policy detective, university police officers, university police dispatchers, and university police sergeants. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Facilities Support Contributor (4049)** job group is non-exempt from overtime. The work related to these positions has some complexity and requires original thinking and decision making in application of procedures, methods, and established practices. These positions assist the operations of a unit by performing tasks requiring specialized knowledge or skill with responsibility for a single or less diverse/complex areas of responsibility (i.e., functional area, project, program, or unit). These individuals work primarily with facts and provide input toward development of operational systems, processes, and measurements. These positions play a significant role in bringing about an end result. Individuals in this job group perform assignments requiring limited degrees of previously acquired skills and knowledge and in which workers perform duties, which result in or contribute to the comfort, convenience, and hygiene of personnel and the student body or contribute to the upkeep and care of buildings, facilities, or grounds. Typical titles within this job group are such as asbestos abatement mechanic, auto mechanic II, bindery operator II, building controls technician I, building maintenance mechanic II, building mason service worker I, boiler operator I and II, CADD technician, carpenter, electrician, exterminator, locksmith, mechanical designer, millwright, painter, plumber, welders, roofers, power plant

maintenance mechanic, water plant chemical operator, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Systems Support Technician (3148)** job group consists of non-exempt from overtime job duties which require regular interaction or independent group of duties providing basic support for resources, services, systems required for others to do their work and monitoring system performance. Such individuals identify needs, solve problems, document the system, provide service to another unit, and perform academic support, student service, research, extension, or institution support activities. Continuing education is usually required to stay current in specialization. Job titles within this job group are such as computer operator, data base technician, programmer, shift coordinator – computer operations, sr. computer operator, sr. data systems technician, sr. systems technician, systems technician, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Technical/Professional Services Contributor (3149)** job group positions require specialized knowledge or skills gained through experience or academic work. Duties involve intensive application of methods. The work involved has some complexity and requires original thinking and decision making in application of procedures, methods, and established practices. These jobs assist the operations of the units by performing tasks requiring specialized knowledge or skill with continuing education required to stay current in specialization. The individuals in this group must be self-starters and able to work independently. They propose and, after approval, implement operations in order to accomplish the unit's vision and goals. Titles within this job group are such as agriculturalist, assistant herd manager, chief flight instructor, coordinator electronics shop, coordinator - graphics, coordinator – laboratory services, environmental hygienist, graphic designer, graphic design analyst, kindergarten teacher, herd manager, lead teacher, medical technologist, microbiologist, product specialist, research specialist, sr. agriculturalist, sr. graphic designer, sr. medical technologist, teacher, TV artist, veterinary anesthesia specialist, virology, specialist, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Technical Support Contributor (3147)** job group contains occupations requiring a combination of basic scientific knowledge and manual skill. While non-exempt from overtime, these positions provide service/assistance for academic support, student service, research, extension, and/or institutional support activities and play a significant role in bringing about an end result. The work has some complexity and requires original thinking and decision making in application of procedures, methods, and established practices. The individual in such a position must be a self-starter and able to work independently although a supervisor would be assigned to the individual. Titles within this job group are such as aviation mechanic and technician, fire/safety foreman, lab manager II, hazardous materials technician, lab technologist I and II, LPN, medical/radiography technician, technician, TV engineer, TV studio operator supervisor, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

## **Supervisor I:**

**Administrative Services Supervisor (0334)** job group are exempt from overtime and primarily are office or non-manual work requiring supervisory responsibility. These individuals possess specialized work skills and primarily fulfill responsibilities through direction, delegation and/or collaboration and/or facilitation. This job group provides administrative support for program/department/management and insures the implementation of university/department policies and procedures. These individuals are typically responsible for hiring, training, and evaluating clerical staff and student employees as well as oversight of the day-to-day operations of a unit. Titles within this job group are such as administrative associate, administrative assistant, assistant manager, coordinator and supervisor – area operations. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Administrative Support Supervisor (0340)** job group primary duty is office or non-manual work related to policies and general business operations. While non-exempt from overtime, these positions do have supervisory responsibility. The individuals in these positions typically must possess specialized work skills and primarily fulfill responsibilities through direction and delegation and/or collaboration and facilitation. These individuals oversee the day-to-day operations within an administrative unit. Titles within this job group are such as clerical supervisor, data entry operator supervisor, staff assistant, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Facilities Support Supervisor (4054)** job group consists of individuals whose assignments require some supervisory responsibilities, input toward development of operational systems, processes, and measurements. These positions are non-exempt from overtime and oversee the day-to-day operations of a unit, which result in or contribute to the comfort, convenience, and hygiene of personnel and the student body or contribute to the upkeep and care of buildings, facilities or grounds. Assignments require limited degrees of previously acquired skills and knowledge. Job titles found in this job group are such as custodial foreman, field foreman I and II, foreman – Physical Plant stores, general foreman, housekeeping foreman, housekeeping supervisor, interim house foreman, university apartments – maintenance foreman, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Skilled Craft Support Supervisor (4055)** job group consists of assignments typically requiring special manual skills and a thorough and comprehensive knowledge or processes involved which are acquired through on-the-job training, experience, apprenticeship, or other training methods. While non-exempt from overtime, the individuals in this job group possess specialized work skills and primarily fulfill responsibilities through direction, delegation and/or collaboration with others. These are supervisory responsibilities that provide oversight and guidance to staff. Titles within this job group are such as asbestos abatement assistant foreman, a variety of foreman titles (typically found in the Physical Plant), press operator II, trades foreman, water plant foreman, etc. The minimum qualifications are two

years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

### **Individual Contributor II:**

**Administrative Services Specialist (5058)** job group are middle management office or non-manual positions requiring discretion and judgment. The type of work accomplished is complex and requires original thinking in establishing criteria, formulating projects, or investigating and analyzing a variety of unusual conditions, problems, or questions. These positions typically require professional certification, licensing, or prolonged course of specialized instruction. Job titles within this group are such as administrative officer, assistant to the dean, assistant to the vice president, coordinator, ESL teacher, financial counselor, generalist, librarian, news director, park ranger, university accountant, telecommunications specialist, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

**Technical/Professional Services Specialist (3152)** job group are exempt level positions whose assignments require specialized knowledge of skills gained through experience or academic work. Duties involve intensive application of methods. Assignments require the performance of work directly related to management policies or general business of special phases of operations. The individual in this position would need to utilize specialized expertise in one or more areas to perform primary responsibilities and typically require a broad range of specialized knowledge or skills. Job titles within this job group are such as coordinator – nursing services, environmental hazards coordinator, manager, manager – buildings trade department, police lieutenant, station supervisor, superintendent – key/hardware department, etc. The minimum qualifications are two years of applicable post-secondary education and two years of work-related experience or a high school diploma or GED with four years work-related experience.

### **Supervisor II:**

**Administrative Services Manager (5057)** job group consists of exempt positions in middle management with complex work requiring original thinking in establishing criteria, formulating projects, or investigating and analyzing a variety of unusual conditions, problems or questions. The position utilizes specialized expertise in one or more areas to perform primary responsibilities and may require a broad range of specialized knowledge or skills. Assignments require the performance of work directly related to management policies. Job titles within this job group are such as alumni programs director, associate registrar, assistant director – purchasing, manager, marketing manager, senior administrative associate, sr. station superintendent, etc. The minimum qualifications are a Bachelor's degree with 3 years of work-related experience.

**Technical/Professional Services Manager (3151)** job group consists of exempt from overtime positions of a technical nature involving middle management responsibility, which is complex and requires original thinking. The job duties involve managing people,

programs, and financial resources of the unit or department and may require professional certification, licensing, or prolonged course of specialized instruction. These positions typically involve facts and concepts with multiple assignments that vary. Job titles within this job group are such as coordinator – nursing services, coordinator – printing services, environmental hazards coordinator, manager, manager – buildings trade department, manager – hospital lab/x-ray, manager – pharmacy, police lieutenant, station superintendent, superintendent – carpentry services, etc. The minimum qualifications are a Bachelor's degree with 3 years of work-related experience.

### **Individual Contributor III:**

**Sr. Administrative Services Contributor (5069)** job group positions are exempt from overtime and entail senior management administrative duties requiring independent complex original thought, conceiving and approving vision of areas of responsibility with ultimate accountability for the planning and execution of initiatives that drive the unit's mission. Titles utilized within this job group are such as administrator, associate director, assistant director, assistant to the dean, assistant to the executive vice president, director – ELI Instructor, director – ADA compliance, director, manager, specialist, sr. director – alumni programs, sr. director – fiscal affairs, etc. The minimum qualifications are a Bachelor's degree with 3 years of work-related experience.

**Sr. Technical/Professional Services Contributor (5057)** job group positions are exempt from overtime and involve senior management duties where the work is of the greatest complexity requiring original thought, isolating and defining unknown conditions, resolving critical problems, and developing new theories. The position incumbents develop strategic plans and have overall accountability for the planning and execution of initiatives that drive the unit's mission with management of a major department or unit. Position titles utilized in this categories are such as analyst toxicologist, associate director, assistant director – compliance, assistant director – creative services/ETS, coordinator – EAP program, financial planner, managing editor – Ag publications, pathologist, physician, AA, sr. analyst, sr. engineer, sr. fiscal officer, veterinarian, sr. research engineer, etc. The minimum qualifications are a Bachelor's degree with 3 years of work-related experience.

### **Supervisor III:**

**Sr. Administrative Services Manager (5066)** job group are exempt from overtime and consist of senior management positions where the work is complex, requiring original thinking and improvisation almost exclusively including isolating and defining unknown conditions, resolving critical problems, developing new theories and strategic plans with overall responsibility for the planning and execution of initiatives that drive the unit's mission. These positions conceive and approve vision of areas of responsibility and manage a major unit. Positions within this job group are such as associate director – alumni relations, assistant bursar, assistant director – accounting, assistant director – human resources, coordinator, director – campus life, director, director – public safety, managing editor – FPP, manager – administrative services, university registrar, etc. The minimum qualifications are a Bachelor's degree with 3 years of work-related experience.

**Sr. Facilities Services Manager (5067)** job group consists of positions which are exempt from overtime and involve senior management of a major unit whose workers perform duties that result in or contribute to the comfort, convenience, and hygiene of personnel and the student body or contribute to the upkeep and care of buildings, facilities or grounds. These position assignments require the performance of work related directly to management policies or general business operations of special phases of operation, which require discretion and independent judgment. Management of a major unit with ultimate responsibility is involved. Position titles within this category are such as assistant director – residential life/administration, assistant director – residential life/residence halls, manager – mechanical trade dept., manager – supplies/tool room, manager – utilities, etc. The minimum qualifications are a Bachelor’s degree with 3 years of work-related experience.

**Executive (5076)** job group is exempt from overtime and consists of the top-level members of management with overall responsibility for management of the institution. Job titles within this group are such as associate vice president, associate vice president/controller/secretary/treasurer, associate vice president/professor, assistant vice president, CEO OSU System & President, president/professor, vice president, vice president/professor, etc. The minimum qualifications are a Master’s degree and 7 years of work-related experience.

### **Points to Remember**

Minimum qualifications of the position may be exceeded by preferred qualifications, which are determined by the unit and stated on the job description. The preferred qualifications would be advertised along with the minimum qualifications of the job.

Individual Contributor I and Supervisor I are a mixture of both exempt from overtime positions and non-exempt from overtime positions. As mentioned in the descriptions above, if the word “services” is utilized within the job group title, then the position is exempt. If the word “support” is utilized in the job group title, then the position is non-exempt. The exemptions are stated within the descriptions above.

It is important to remember that an employee conceivably could remain in one or two job groups his/her entire career at OSU. However, the system is designed to provide for career progression and other incentive plans, which should be sufficient to provide opportunity for growth for employees.

## Establishing a Position

In order to establish a continuous position, the funding must be approved through normal budgetary procedures set forth by the Office of Planning, Budget and Institutional Research. Once the funding is approved, the unit administrator should contact OSU Human Resources to discuss the position for classification purposes.

Classification of job duties, which was described in the previous chapter, is an important part of the pay plan. All staff positions on campus are reviewed and placed into a job group with similar positions. OSU Human Resources works with unit administrators to determine the appropriate job group for new positions through discussion of the job duties. As agreement is reached as to where the position will fit within the classification system, the unit administrator will write a position description to detail the basic functions of the job, set minimum qualifications, describe any physical requirements of the position, etc. An up to date organizational chart is attached to the job description once it is written.

Only changes in duties that result in moving the position into a different job group are reviewed by OSU Human Resources. Updates within the job group are filed.

Part of the classification process involves evaluating the position according to requirements of the Fair Labor Standards Act (FLSA). FLSA is a federal law that provides criteria for determining whether classifications are exempt or non-exempt from overtime provisions of the law. Among other criteria, if 20% or more of the duties are routine or clerical in nature, FLSA guidelines require that the position be classified non-exempt

Suggested working titles are discussed by the unit administrator to ensure that the title is industry specific and will be reflective of the position job duties. Titles identify the position's role or job function in the workplace, to both internal and external customers. Unit administrators may assign titles to all positions within their units in accordance with guidelines. OSU Human Resources will assist units and provide suggestions for appropriate titles.

1. Job titles should be an accurate reflection of the duties and responsibilities as described in the job description.
2. The titles should be consistent with standard industry titles when appropriate.
3. Titles should have significance with people with whom an individual works, especially those outside of the organization.
4. Titles must be reasonably abbreviated, with a maximum of no more than 20 characters including spaces, so they can be maintained in the Human Resource System. To facilitate comparisons among positions, standard abbreviations are used for frequently used terms. For example, UNIV for University. A list of these standard abbreviations may be obtained from Human Resources.

5. To further facilitate pay comparisons in the internal (on campus) and external labor markets, each job will be matched to an Occupational Information Network position number. The Occupational Information Network provides a national standard for job titles.
6. Some positions with similar duties, such as office-clerical, require uniform titles to facilitate comparison with similar positions across campus. These positions are so designated by campus agreement among administrative officers. A list of these positions may be obtained from Human Resources.
7. Personnel actions involving positions of director or above may require approval by the Board of Regents. These titles include director, assistant vice president, associate vice president, vice president, etc., must meet the established university criteria and be approved by the appropriate vice president.
8. A change in title does not necessarily require reclassification (change in job group) and may or may not result in a change in pay.

OSU Human Resources encourages units to update job descriptions every two to three years to keep up with changes made to positions. However, in cases where changes in job duties in an established position potentially could result in reclassification of the position and shifting the position into a different job group due to major changes in job responsibility, the unit administrator may contact the OSU Human Resources to discuss the changes made to the position.

## **Guidelines for Setting a Hiring Range**

Hiring ranges are established for each position through a joint effort with OSU Human Resources and unit administrators. These ranges are set by analyzing the appropriate external market, doing internal comparisons, and taking into account the value-added for the position and budget.

### **Relevant Market Comparisons**

OSU Human Resources conducts a review of pay to determine relevant market matches for each job group. Market information is derived from the sources listed within the Market Comparison Guide on the next page that serves as the primary point of reference in determining hiring ranges. Another step in the process is for OSU Human Resources and the unit administrator to reach agreement on an appropriate salary range based upon both internal and external market considerations.

### **External Market**

External market reflects what the market is paying for a given position. The relevant labor market is established by determining from where OSU recruits for the position and who recruits our people in that position and from what locale. The relevant market could be, and often is, geographic in nature, but it also could be defined according to career field or other educational institutions.

Once a relevant market has been identified, OSU Human Resources will research data information for that market area. Data from the Economic Research Institute (ERI) is currently used for many market comparisons. ERI is a compilation of salary surveys from both the private and public sectors. Additional surveys include College & University Professional Association (CUPA) Human Resources Wage Surveys as well as surveys that a unit might have that are industry or career field specific.

After the appropriate market and surveys have been identified, the job duties are analyzed in comparison with jobs that are described in a survey to identify a market match.

The following market comparison chart shows the various market sources utilized as we compare our positions to those of the market:

## Market Comparison Guide

Job Group	Relevant Labor Market	Market Source
<i>Executive</i>		
Executive	National	<i>CUPA Administrative Compensation Survey Table 15: Doctoral Institution with Budgets of \$353 to 689.5 million</i>
<i>Individual Contributor III/Supervisory III</i>		
Sr. Admin Services Contributor	National	<i>CUPA Administrative Compensation Survey Table 15: Doctoral Institution with Budgets of \$353 to 689.5 million OR CUPA Mid-Level A/P Salary Survey Table 24: Average Salary Rates &amp; Rate Structure for Institutions with Budgets of \$106.1 Million or More</i>
Sr. Admin Services Manager	National	<i>CUPA Administrative Compensation Survey Table 15: Doctoral Institution with Budgets of \$353 to 689.5 million OR CUPA Mid-Level A/P Salary Survey Table 24: Average Salary Rates &amp; Rate Structure for Institutions with Budgets of \$106.1 Million or More</i>
Sr. Facilities Services Manager	National	<i>CUPA Administrative Compensation Survey Table 15: Doctoral Institution with Budgets of \$353 to 689.5 million OR CUPA Mid-Level A/P Salary Survey Table 24: Average Salary Rates &amp; Rate Structure for Institutions with Budgets of \$106.1 Million or More</i>
Sr. Tech/Pro Services Contributor	National	<i>CUPA Administrative Compensation Survey Table 15: Doctoral Institution with Budgets of \$353 to 689.5 million OR CUPA Mid-Level A/P Salary Survey Table 24: Average Salary Rates &amp; Rate Structure for Institutions with Budgets of \$106.1 Million or More</i>
<i>Individual Contributor II/Supervisory II</i>		
Admin Services Manager	Regional	<i>CUPA Mid-Level A/P Salary Survey Table 32 Average Salary Rates &amp; Rate Structure for the Southwestern Geographic Region OR ERI - Oklahoma</i>
Admin Services Specialist	Regional	<i>CUPA Mid-Level A/P Salary Survey Table 32 Average Salary Rates &amp; Rate Structure for the Southwestern Geographic Region OR ERI - Oklahoma</i>
Tech/Pro Services Specialist	Regional	<i>CUPA Mid-Level A/P Salary Survey Table 32 Average Salary Rates &amp; Rate Structure for the Southwestern Geographic Region OR ERI - Oklahoma</i>

## Market Comparison Guide

Job Group	Relevant Labor Market	Market Source
<i>Individual Contributor II/Supervisory II</i>		
Admin Support Contributor	Stillwater	ERI - Stillwater
Admin Support Supervisor	Stillwater	ERI - Stillwater
Admin Services Contributor	State	ERI OR CUPA Mid-Level A/P Salary Survey Table 32 Average Salary Rates & Rate Structure for the Southwestern Geographic Region
Admin Services Supervisor	State	ERI OR CUPA Mid-Level A/P Salary Survey Table 32 Average Salary Rates & Rate Structure for the Southwestern Geographic Region
<i>Individual Contributor I/ Supervisory I</i>		
Customer Support Contributor	Stillwater	ERI - Stillwater
Facilities Support Contributor	Stillwater	ERI - Stillwater
Facilities Support Supervisor	Stillwater	ERI - Stillwater
Skilled Craft Support Supervisor	Stillwater	ERI - Stillwater
Systems Support Technician	Stillwater	ERI - Stillwater
Tech/Pro Services Contributor	State	ERI OR CUPA Mid-Level A/P Salary Survey Table 32 Average Salary Rates & Rate Structure for the Southwestern Geographic Region
Technical Support Contributor	Stillwater	ERI - Stillwater
<i>Staff II</i>		
Adv Admin Support Staff	Stillwater	ERI - Stillwater
Adv Facilities Support Staff	Stillwater	ERI - Stillwater
Adv Skilled Craft Support Staff	Stillwater	ERI - Stillwater
Adv Tech/Parapro Support Staff	Stillwater	ERI - Stillwater
<i>Staff I</i>		
Customer Support Staff	Stillwater	ERI - Stillwater
Facilities Support Staff	Stillwater	ERI - Stillwater

### Internal Comparison for Like Positions

Internal consistency deals with how a position is paid compared to other positions at OSU. The review involves how the position compares to other similar positions across campus and how the position compares with others within the unit to make sure that there are no internal

equity concerns. For example, how would a Lab Technician I compare to a Lab Technician II? One would expect the Lab Technician I position's hiring range to be lower than that of a Lab Technician II. This type of consistency is reviewed to ensure the hiring range set is logical as compared to other positions within the unit.

### **Value-Added Principle**

The value-added principle refers to the importance of a position in accomplishing the mission of the unit. Things that will be considered in determining if a position has additional value-added to be considered in setting a hiring range are: (a) how the unit can function without the position, (b) how many of a given position there are within the unit, and (c) impact of the position in attaining unit goals.

### **Budget**

At times, the biggest constraint in setting a hiring range will be the unit's budget. It is important to establish a hiring range that the unit can afford. Setting a hiring range for the position that the unit cannot afford sets up false expectations by the applicant since the hiring range is what is communicated on job posting information. Therefore, budget considerations will be evaluated in setting a hiring range so that the unit sets a range that can be funded with their given budget.

### **Finalizing the Hiring Range**

Some colleges and divisions have specific guidelines established internally, based upon budgetary constraints, to provide consistency within their units. Often, hiring ranges will be 15% in width; however, this will vary from position to position. OSU Human Resources finalizes the process by completing the Classification Summary Form, securing final signatures within the unit and college/division. Then, the position may be opened for recruitment as described later within this guide.

### **Temporary Positions**

Temporary classified positions are not included in the pay plan. Normal recruitment procedures should be followed to fill temporary exempt positions as well as continuous exempt positions. This includes completing a *Request to Staff* form that goes to the Affirmative Action Office for their approval of the advertisement. (See *Opening A Position* on page 18.) The Affirmative Action Office staff will route the *Request to Staff* to OSU Human Resources to post the position for recruitment and advertisement.

## Opening A Position

Non-exempt positions under the OSU Pay Plan are classified within the Staff I, Staff II, and Individual Contributor I (Support Contributor) bands. These positions are opened through OSU Human Resources regardless of whether or not the position will be filled with an internal or external candidate.

The process is easy. Submit a completed *Staff Vacancy Request* form, which can be downloaded as a Word template file from the OSU Human Resources home page at [www.okstate.edu/osu\\_per/](http://www.okstate.edu/osu_per/) (click on *Administrative Helps, Download Guides and Forms, Staff Vacancy Request Form*) or by calling OSU Human Resources, 744-5646. OSU Human Resources can E-mail you a copy of the form if you are unable to access it from the website. If you have problems, please contact OSU Human Resources for assistance. Once the hiring official completes the form, it should be returned to OSU Human Resources via E-mail ([osups-hr@okstate.edu](mailto:osups-hr@okstate.edu)).

Information necessary to open a position is typically available on the job description and includes the following:

**Department Name:** **Department #:**  
**Reported By:** **Phone Number:**  
**Interviewer/Hiring Official:** **Campus Address (of hiring official):**

**Phone Number of Interviewer:**

**Designated pick-up basket:** \_\_\_\_\_ **Send applications by mail:** \_\_\_\_\_

**POSITION INFORMATION (As Stated on the current Position Questionnaire)**

**Title of Position & FTE%:**

**Class Code:**

**Position Number:**

**Work Hours for Position:**

**Job Group:**

**Start Date:**

**Hiring Range:** (per hour and per month)

**Recruitment Within Department Only:** **External:**

**MINIMUM QUALIFICATIONS: (As Stated on the current Position Questionnaire)**

**Typing Score: (cwpm) Preferred: Required:**

**JOB DUTIES:** List Four Major Job Duties (As stated on the current job description)

Consistent with OSU's commitment to providing equal employment opportunities, non-exempt from overtime positions are open for recruitment for a minimum of five working days or until an adequate pool of qualified applicants have applied. Internal recruitment on occasion can provide promotional opportunities for staff and is encouraged. In a rare instance, outside recruitment possibly may be waived with a request for exception from OSU Human Resources if a unit wishes to fill a non-exempt vacancy with an employee on layoff. Please refer to the section *Recruiting for A Position* for recommended procedures.

Employees in temporary positions (those hired for a six month period or less) are not considered continuous, regular employees; thus, departments may not automatically place temporary employees in a continuous regular position without going through normal recruitment and selection procedures.

All positions exempt from overtime guidelines of the Fair Labor Standards Act have been placed in Supervisor I, II, III (those with “Services” in the title), and Individual Contributor I and II (those with “Services” in the title). These job groups are explained in an earlier chapter. The positions within these job groups also are listed with OSU Human Resources who opens the position within their database regardless of whether or not the position will be filled with an internal or external candidate. This includes temporary, part-time, and continuous positions.

Vacancies within Supervisor I, II, III and Individual Contributor I and II (Service Contributor) job groups are to be open for an advertised specified length of time before an offer of employment can be made or “open until filled.” Some position titles are easier to recruit for than others.

The *Request to Staff* form should state whether the position is to be advertised or announced locally, statewide, or nationally. A minimum period of 10 working days is required after OSU Human Resources has opened the position and the advertisement has appeared in the media before the hiring official makes an employment selection. For those positions requiring a national search, which would be Sr. Administrative Services Manager, Sr. Facilities Services Manager, Sr. Administrative Services Contributor and Sr. Technical/Professional Services Contributor job groups, a minimum of 20 working days after the appearance of the advertisement in the media is required prior to making an employment selection.

Searches requiring either regional or national exposure may necessitate extending the search deadline beyond that indicated by these guidelines. Adequate time to place ads with publications should be considered when determining the deadline date. You also can use “or until filled” after the deadline date. The authority to modify and/or waive stated time limits rests with the Director of Affirmative Action or designee.

Because the posting and any subsequent advertisement is based upon responsibilities and minimum requirements as stated in the *job description*, it is essential that the job description accurately reflect *current* job duties, responsibilities, and minimum qualifications of the position. If you need to update a *job description*, contact OSU Human Resources at 744-

7401 before circulating the *Request to Staff* form. Job descriptions should be updated at least every 3 years.

A *Request to Staff* form will be completed on all positions filled. A sample form is included on page 60. Additional forms may be requested by calling the Office of Affirmative Action, 744-5371. Include a job position announcement (using information consistent with the current *job description*) indicating the duties of the job, minimum qualifications, application materials to be submitted, deadline date, and the name and address of the person/department that will be receiving the application materials. After the *Request to Staff* form is completed and signed by the originator, forward it through the department head, dean, or funding agency head for appropriate signatures. In turn, it will be sent to the Affirmative Action Office who will approve the form including where the position will be advertised. Affirmative Action Office staff will forward a copy of the signed *Request to Staff* with the position announcement to OSU Human Resources.

A copy of the *Voluntary Information Sheet* will be forwarded to the hiring officials by the Affirmative Action Office for reproduction purposes to use in a mailing to the applicant(s) for exempt from overtime positions. Applicants are instructed to return the form directly to the Affirmative Action Office. In the event the applicant returns the form to the hiring official, the hiring official should forward the form to the Affirmative Action Office.

Applicants for non-exempt from overtime positions will receive the *Voluntary Information Sheet* from OSU Human Resources in the application packet. This form is available on the OSU Human Resources web page also. Applicants for non-exempt positions return the confidential form with the application to OSU Human Resources.

## Recruiting for A Position

OSU is committed to multicultural diversity and the hiring and advancement of women, minorities, veterans, and persons with disabilities. OSU's Office of Affirmative Action, 408 Whitehurst, 744-5371, is a resource for identifying and reaching applicants in these populations.

### Recruitment Within the Unit

OSU Human Resources encourages filling non-exempt positions by promotion or transfer either within or between departments.

A unit may recruit solely within the unit if it wishes to fill a non-exempt position vacancy with a qualified person from within the unit. Internal recruitment may be used in case of promotion, transfer, demotion, or by changing the employment status (% FTE) of a *current* employee; e.g., from 50% to 100% time, etc. Internal applicants, however, must meet the minimum qualifications of the position for which they are being considered, just as any other applicant.

Even though a position is filled internally, OSU Human Resources should be notified of the opening, and an Employment Representative will assist in the screening of all applications for non-exempt from overtime positions. A *Recruitment Report* must be completed when the position is filled. All employees within the unit should be notified of the vacancy, and those who qualify should be encouraged to apply through OSU Human Resources to update their application. Notification of all employees might include conspicuous posting of the vacancy within the department, announcing it in a departmental newsletter, or sending an announcement via e-mail.

Qualified employees from other departments at OSU may be considered only during the normal recruitment period after the job has been opened and posted with OSU Human Resources. Temporary employees are considered to be external candidates. To be consistent with OSU's equal opportunity commitments and to ensure that minimum position requirements are met, all temporaries hired into regular continuous positions must go through proper application and screening procedures with OSU Human Resources. Temporary employees are considered to be external candidates. To be consistent with OSU's equal opportunity commitments and to ensure that minimum position requirements are met, all temporary employees who apply for regular continuous positions must go through proper application and screening procedures with OSU Human Resources. *All persons who apply must have an updated current application (within the last six months) on file with OSU Human Resources.*

In the event of a layoff or potential layoff, affected employees are encouraged to apply and may be considered as internal candidates within their unit as long as they meet the minimum

qualifications of the open position; however, they do not have “bumping rights” to positions in either the same classification or lower classifications within the unit although every effort is made to assist the individuals in applying for positions on campus.

## Special Recruiting Tools

### Recruiting for Exempt from Overtime Positions

The Office of Affirmative Action maintains several directories of minority and other applicants classified by degree program(s) and/or field(s) of interest. The Office of Affirmative Action will provide information to departments from these directories, or you may stop by 408 Whitehurst to look through them. Directories on file at the Office of Affirmative Action, which are also available at the Edmon Low Library, include the following:

- ◆ *CIC Directory of Minority Ph.D. Candidates and Recipients*
- ◆ *Recruitment Resources* – This Office of Affirmative Action publication contains advertising sources for target populations plus personal contact sources for nominating applicants in a variety of affirmative action categories, faculty disciplines, and exempt staff fields. *Recruitment Resources* is available on-line at <http://osu.okstate.edu>, then by using the quick link to the Affirmative Action home page.
- ◆ *Minority Organizations: A National Directory*

The Office of Affirmative Action can assist units with reaching minority candidates via an on-line, web-based directory. For additional details about this service, contact the Office of Affirmative Action, 744-5371.

As a general rule, the Office of Affirmative Action requests that units recruit both internally and externally for open exempt positions unless a waiver of recruitment is obtained in advance.

### Recruiting for Temporary Non-Exempt Positions

Temporary jobs, defined as those lasting from one day to one day less than six months, may be opened through OSU Human Resources for Staff I and II and Individual Contributor I job groups or through the unit. Some units prefer to recruit and hire temporary employees themselves.

OSU Human Resources is available to assist in filling all temporary positions. To ensure that minimum position requirements are met, all applicants hired into continuous, regular positions must go through proper application and screening procedures. Temporary jobs that are opened with OSU Human Resources have no posting requirements and may be filled the first day they are open. Also, a *Recruitment Report* is not required for temporary positions.

Temporary appointments are intended to be short-term in nature and are not positions filled on a continuous basis. Since temporary employees receive no benefits, it is a disservice to

the employee to use him or her in a temporary capacity when the position is needed on a continuous basis since continuous employees receive benefits that temporary employees do not. The temporary employee should meet the minimum requirements of the position, as would any other applicant. If a temporary is hired who does not meet the minimum qualifications of the job, the person should be informed in writing that s/he will not be considered for the position on a continuous basis until s/he meets the minimum qualifications. S/he must complete a current application with OSU Human Resources in order to apply for a classified position.

As a service to units, OSU Human Resources, 744-5646, maintains a pool of applicants interested in temporary work, mostly of a clerical and secretarial nature. As a part of this service, the skills of applicants are matched with the requirements of a department. Temporary employment needs typically arise when regular employees are placed on special projects or leaves of absence. While we do not always have an adequate pool of temporaries available, OSU Human Resources will be happy to try to locate a pool of temporary employees for units.

### **Temporary Exempt Positions**

Recruitment procedures for a temporary exempt position are the same as for continuous exempt positions. This means the position must be opened, by completing a Request to Staff form that is processed through the Office of Affirmative Action. The Request to Staff form is then sent to OSU Human Resources, and the position is posted on the OSU Human Resources web page and the job board. Applications are then accepted until the position is filled. A waiver of recruitment may be requested through the Office of Affirmative Action. After the position has been filled, a *Recruitment Report* must be submitted to the Office of Affirmative Action.

## Advertising

When a position is opened with OSU Human Resources, it is automatically advertised in the following ways:

1. A *Notice of Position Vacancy* is posted in 106 Whitehurst on the job board.
2. A general advertisement for OSU Jobs appears twice weekly on Mondays and Thursdays in the OSU student newspaper, *The O'Collegian*.
3. A job list is included on the OSU Human Resources web site, [www.okstate.edu/osu\\_per/](http://www.okstate.edu/osu_per/). Each vacancy is linked to the corresponding job description.
4. A printed list of job vacancies is sent to the Oklahoma Employment Security Commission (OESC) who posts our jobs in their database.
5. Exempt positions are posted to Higher Education Jobs, Oklahoma's Job Bank, which is part of America's Job Bank, and a variety of other ways. The methods of advertisement mentioned above may be sufficient to generate an adequate pool for most positions, but often a more extensive search is required. Advertising in journals and newspapers may increase the number of applications and/or resumes received.

### When to Advertise

Advertisements for non-exempt positions should not be placed until the minimum and preferred qualifications of the position (taken from the job description) are confirmed with OSU Human Resources, and the position is open.

An advertisement for an exempt position can be placed only after the *Request to Staff* form has been routed to the Office of Affirmative Action. Once the Office of Affirmative Action has reviewed the Request to Staff, their staff will work with the unit to agree upon an application deadline date. It is important to include a deadline date on all openings. At times, units may use a deadline date or say "until filled," such as, "June 30, 2003, or until filled," which would give the unit more time to recruit if an adequate pool is not obtained by the deadline date. Deadline dates to place ads are listed on pages that follow.

### Where to Advertise

The key to successful advertising is to determine where and when you want an advertisement to run. Local advertising sites usually include the OSU web site and *The (Stillwater) NewsPress*. For *The (Stillwater) NewsPress*, we recommend the Sunday edition for one-time

advertisements. If additional days are needed, our recommendation would be to use the Wednesday issue, and then any other days you prefer.

Job openings are often advertised in the *Tulsa World* and/or the *Oklahoma City Sunday Oklahoman*, as well as other state newspapers. A list of newspapers is included in pages that follow. One important thing to remember when using smaller news publications is that not all newspapers have daily editions; therefore, some may only have a Sunday newspaper while other newspapers are issued only one day during the week. Also, the Thursday edition of the *Daily Oklahoman* usually has a larger classified section than other days of the week although the *Sunday Oklahoman* has the largest classified section.

National advertising, usually for higher level administrative positions, may include the *Chronicle for Higher Education*, *Black Issues In Higher Education*, *Black Chronicle*, *Oklahoma Eagle*, trade journals, etc.

### **Advertising Costs**

Cost estimates and advertising deadlines of the most frequently used papers are listed below. There is a wide variance in cost. Cost estimates for other local, state, and national publications are included in this guide. Another consideration is in the size of the advertisement and the size of font that is used. Most are comparable, but what may be a 1x3 advertisement in *The (Stillwater) NewsPress* for \$18 may be a 1x5 advertisement in the *Oklahoma Eagle* at \$35 because they use larger print in their publication. Also, advertisements in Sunday editions usually cost more than advertisements appearing during the week.

Note: Before paying advertisement statements, one should confirm that the advertisement actually was printed in the publication. Be aware that some companies send information that appears to be a bill, but is not. Example: *Employment Digest* in San Diego, CA. will send a document that looks like a statement with a tear sheet (copy of an advertisement). On the bottom of this document will be an obscure statement: "*This is not a bill; this is a solicitation.*"

### **Wording an Advertisement**

When one composes an advertisement for publication the following information should be included:

- OSU title
- Brief job description
- Minimum qualifications as per the job description on file with OSU Human Resources
- Preferred qualifications
- How to apply
- Application deadline date

- Where to apply
- Affirmative Action statement (*OSU is an AA/EEO Employer Committed to Multicultural Diversity.*)

### **Placing an Advertisement**

When typing an advertisement to be faxed to a newspaper, the format illustrated on the page that follows will be helpful. On plain white paper, type across the top of the page the name of the contact person, publication, type of advertisement, and date(s) the ad is to be run. Next, type the advertisement itself including OSU Jobs logo, title, and the desired text. Next, space down a few lines and type in the billing information. Include the unit name, contact person, room number and building, OSU, Stillwater, OK, 74078, and unit phone number including area code. At this time the only publication that requires an invoice/fast pay number is the *Tulsa World*. Other publications will use the billing telephone number as a reference number. Across the bottom of the advertisement, you might include the statement: "*Contact (name), (405) 744-#####, to confirm receipt of and cost estimate of ad.*"

All advertisements should contain the official OSU Jobs logo and Equal Employment Opportunity statement. Non-exempt positions should use the statement "*Apply with OSU Human Resources, Oklahoma State University, 106 Whitehurst, Stillwater, Oklahoma, 74078.*" Exempt position advertisements need to indicate what application materials are required and where any application materials are to be sent directly to the hiring unit with the appropriate unit address included in the body of the ad.

## Sample Format for Advertisements

(Newspaper Name)

Attn: (Contact Person)

One column display advertisement with OSU Jobs logo and border to appear in the Secretarial/Office section. If it is an exempt from overtime position, put it in the professional section.

Run: Month, Day(s), Year



SR. SECRETARY

Person to be responsible for composing correspondence, word processing, scheduling appointments, ordering/maintaining office supplies, and detailed record-keeping. Requires high school diploma or equivalent and two years of responsible secretarial experience. Computer/Word processing skills required with preferred\*\* keyboarding at 45-55 wpm. Keyboarding and spelling test is mandatory. Prefer experience/training with Microsoft Word for Windows.

Apply with \*OSU Human Resources/Staffing Services, 106 Whitehurst, Stillwater, OK 74078. OSU IS AN AA/EEO EMPLOYER COMMITTED TO MULTICULTURAL DIVERSITY.

(\*If the position is exempt from overtime, the applicants for the position should apply directly to the unit. Please use the unit address instead of the OSU Human Resources address.)

(\*\*Please indicate if the words per minute are required or preferred)

Bill to: Unit Name  
Contact Person

Oklahoma State University  
Address (Your Unit Address)  
Stillwater, OK 74078  
405-744-####

PO #XXXXXXXXXX (if applicable)

Please contact (Name) at 405-744-#### to confirm receipt of and cost estimate of ad.

## List of Commonly Used Publications

Altus Times & Democrat  
218 West Commerce  
Altus, OK 73521  
580-482-1221  
Fax: 580-482-5709  
\$6.20 per column inch (Daily)  
\$8.40 per column inch (Sunday)  
Deadlines: Tuesday by noon (Thursday)  
& Friday by noon (Sunday)

Bartlesville Examiner Enterprise  
P.O. Box 1278  
Bartlesville, OK 74003  
918-335-8200  
Fax: 918-335-3111  
\$8.32 per column inch (Daily)  
\$8.73 per column inch (Sunday)  
Deadlines: Monday by noon (Wednesday)  
& Wednesday by 3 PM (Sunday)

Black Chronicle  
P.O. Box 17498  
Oklahoma City, OK 73136  
405-424-4695  
Fax: 405-424-6708  
Thursday Edition Only  
\$16.44 per column inch  
Deadline: Tuesday by 1 PM (Thursday)

Black Issues in Higher Education  
4002 University Drive  
Fairfax, VA 22030  
703-385-2981  
Fax: 703-385-1839  
Bi-Weekly  
\$145 per column inch  
\$750 per Quarter Page  
Deadline: 15 days prior to issue date.

(Chickasha) Express Star  
302 North 3rd  
Chickasha, OK 73018  
405-224-2600  
Fax: 405-224-7087  
Must pay in advance  
\$6.10 per column inch  
Deadlines: Monday by 5 pm (Wednesday)  
& Thursday by noon (Sunday)

Chronicle of Higher Education  
1255 23rd Street N.W., Suite 700  
Washington, D.C. 20037  
202-466-1050  
Fax: 202-296-2691  
jobs@chronicle.com  
\$115 per column inch  
Deadline: Monday by 5 pm (Friday Only)

Cushing Daily Citizen  
114 S. Cleveland  
Cushing, OK 74023  
918-225-3333  
Fax: 918-225-1050  
Daily except Saturday  
\$5.50 per column inch  
Deadline: Monday by 10 am (Wednesday)

Daily/Sunday Oklahoman  
P.O. Box 25125  
Oklahoma City, OK 73125  
1-800-375-3450  
Fax: 405-475-3513  
\$222.04 for 2" daily; \$249.20 for 2"  
Sunday Deadlines: Tuesday by 4 pm for  
Wednesday & Friday by 3 pm for Sunday

**List of Commonly Used Publications  
(Continued)**

Dallas Morning News  
Communications Center  
Dallas, TX 75222  
214-977-7963 (voice mail)  
Fax: 214-977-8637  
\$364 per column inch (Sunday)  
\$308 per column inch (Daily)  
Deadlines: Tuesday by 4 pm  
(Wednesday)  
& Friday by 3 pm (Sunday)

Denver Post  
P.O. Box 1709  
Denver, CO 80201  
303-820-1010  
Fax: 303-820-1469  
\$529.20 per column inch (Sunday)  
\$364 4" minimum (Daily)  
Deadlines: Friday by 5 pm (Wednesday)  
& Wednesday by 5 pm (Sunday)

Duncan Daily Banner  
P. O. Box 1268  
Duncan, OK 73534-4746  
580-255-5354  
Fax: 580-255-8889  
Will not run ad unless payment is received  
by publication date.  
\$8.55 per column inch  
Deadlines: Monday by noon (Wednesday)  
& Thursday by noon (Sunday)

El Nacional, The Hispanic Connection  
304 S.W. 25th  
Oklahoma City, OK 73109  
405-632-4531  
Fax: 405-632-4533  
\$60 - 2"x2"; \$135 - 2"x 4";; \$30 - less  
than 30 words ; \$40 - more than 30 words  
.  
Deadline: Tuesday by 1 pm (Friday: Bi-  
weekly)

Enid Eagle News  
P.O. Box 1192  
Enid, OK 73701  
580-233-6600  
Fax: 580-233-7645  
\$12.57 per column inch (Daily) \$12.88 per  
column inch (Sunday)  
Deadlines: Monday by 4 pm (Wednesday)  
& Thursday by 5 pm (Sunday)

Guthrie Daily Leader  
P.O. Box 879  
Guthrie, OK 73044  
405-282-2222  
Fax: 405-282-7378  
\$7.00 per column inch  
Deadlines: Monday by 5 pm (Wednesday)  
& Thursday by 5 pm (Sunday)

The Hispanic Outlook in Higher  
Education  
P.O. Box 68  
Paramus, NJ 07653-9897  
201-587-8800  
Fax: 201-368-0433  
\$130 per column inch  
Deadline: 15 days prior to publication (Bi-  
Weekly)

Houston Chronicle  
801 Texas Ave.  
Houston, TX 77002  
713-220-7171  
Fax: 713-220-7835  
\$337.96 per column inch (Daily)  
\$463.40 per column inch (Sunday)  
Deadlines: Tuesday by 3 pm (Wednesday)  
& Friday by 3 pm (Sunday)

**List of Commonly Used Publications  
(Continued)**

Kansas City Star  
1729 Grand Blvd.  
Kansas City, MO 64108  
816-234-4000  
Fax: 816-234-4033  
\$285 per column inch  
Deadlines: Tuesday noon (Wednesday)  
& Friday by 5 pm (Sunday)

Lawton Constitution  
P.O. Box 648  
Lawton, OK 73501  
972-357-9545  
Fax: 972-585-5103  
\$16.10 per column inch (Daily) \$17.45 per  
column inch (Sundays)  
Deadlines: Monday by 2 pm (Wednesday)  
& Thursday by 2 pm (Sunday)

Muskogee Phoenix & Times  
P.O. Box 1968  
Muskogee, OK 74402  
918-684-2828  
Fax: 918-684-2878  
\$39.76 per column inch (Daily)  
\$41.30 per column inch (Sunday)  
Deadlines: Monday by noon (Wednesday)  
& Thursday by 2 pm (Sunday)

Norman Transcript  
215 E. Comanche  
Norman, OK 73069  
405-321-1800  
Fax: 405-366-3520  
\$11.85 per column inch  
Deadlines: Thursday noon (Monday)  
& Thursday noon (Sunday)

Oklahoma Eagle  
P.O. Box 3267  
Tulsa, OK 74101  
918-582-7124  
Fax: 918-582-8905  
\$14.80 per column inch  
Thursday Only  
Deadline: Friday by 5 pm (Thursday)

Okmulgee Daily Times  
114 E. 17th  
Okmulgee, OK 74447  
918-756-3600  
Fax: 918-756-8197  
\$6.90 per column inch (Tuesday through  
Friday)  
\$7.75 per column inch (Sunday)  
Deadlines: Monday by 5 pm (Wednesday)  
& Thursday by 5 pm (Sunday)

Pawnee Chief  
P.O. Box 370  
Pawnee, OK 74058  
918-762-2552  
Fax: 918-762-2554  
\$5.00 per column inch  
Deadline: Tuesday by 10 a.m. (Wednesday  
Only)

The Perkins Journal  
122 S. Main, P.O. Box 40  
Perkins, OK 74059  
405-547-2411  
Fax: 405-547-5640  
\$7.50 per column inch  
Deadline: Monday by 6 pm (Thursday  
Only)

**List of Commonly Used Publications**

**(Continued)**

Perry Daily Journal  
P.O. Box 311  
Perry, OK 73077  
580-336-2222  
Fax: 580-336-3222  
Daily except Sunday  
\$7.04 per column inch  
Deadline: 2 days prior to publication  
Saturday deadline is Friday at 10am

Ponca City News  
P.O. Box 191  
Ponca City, OK 74601  
580-765-3311  
Fax 580-762-6397  
\$5.20 per column inch  
Deadline: Tuesday by 2 pm (Wednesday)  
& Friday by noon (Sunday)

The (Stillwater) News Press  
Attn: Jerry Crenshaw  
P.O. Box 2288  
Stillwater, OK 74076  
405-372-5000  
Fax: 405-372-3112  
\$6.94 per column inch  
Deadline: Monday by 4 pm (Wednesday)  
& Friday by 6 pm (Sunday)

Tulsa World  
P.O. Box 1770  
Tulsa, OK 74102  
918-583-2121  
Fax 918-583-3550  
\$61.04 per column inch weekdays; \$82.18  
per column inch Sundays  
Deadlines: Monday by 11 am  
(Wednesday) & Thursday by  
11 am (Sunday)

Wichita Eagle Beacon  
Attn: Paula Reeder  
P.O. Box 820  
Wichita, KS 67201  
316-268-6000  
Fax: 316-268-6234  
\$139.30 per column inch (Sunday)  
\$101.64 per column inch (Daily)  
Deadlines: Tuesday by 10 am  
(Wednesday) & Tuesday by  
5 pm (Sunday)

## Reviewing Application Materials

### Non-Exempt Positions

Applicants for non-exempt positions apply through OSU Human Resources, 106 Whitehurst. Persons applying directly to units for non-exempt employment should be directed to OSU Human Resources.

OSU Human Resources staff will screen all incoming applications for non-exempt positions. Screening is based upon established minimum qualifications as stated in the most current *job description*. The unit may choose to add preferences of job-related knowledge, skills, and abilities to exceed the minimum qualifications of the position; however, OSU Human Resources will refer applications based upon minimum qualifications only.

Once the required recruitment period is over and an adequate pool of applicants has been referred, the position will be put on “hold” to give the department ample time to complete the interviewing and selection process.

Appropriate reasons for not hiring include:

- ◆ Applicant failed to meet minimum qualifications.
- ◆ Applicant had no previous job experience or insufficient relevant experience.
- ◆ Another applicant was better qualified. (List on that candidate’s application or evaluation form specific reasons why you believe the candidate is the best-qualified person for the job.)
- ◆ Applicant is unable to do the job and cannot, with reasonable accommodation, perform the essential functions of the job.
- ◆ Applicant had bad references (relevant to job duties).
- ◆ Applicant falsified information on the application.
- ◆ Accommodations could cause undue hardship.
- ◆ Applicant rejected the offer.
- ◆ Applicant withdrew from consideration.

After the hiring decision has been made, all hiring documentation, including applications and resumes, must be kept by the hiring unit for a minimum of two years to satisfy legal requirements or longer, if legal action is pending.

### Exempt Positions

Persons interested in exempt positions apply directly to the unit that is advertising the vacancy. To satisfy legal requirements, application materials must be retained in the unit for a minimum of two years. If legal action relative to the position is pending, the documents must be kept until the case is settled. Departments are encouraged to acknowledge receipt of application packages from applicants as a courtesy to the applicant.

The Office of Affirmative Action requires units to send *Voluntary Information Request* forms to all applicants for exempt positions. A letter (with instructions) and a pre-addressed *Voluntary Information Request* form will be sent directly to each unit as the Office of Affirmative Action approves the *Request to Staff* form. The form is then copied and enclosed with the acknowledgment letter to the applicant. Departments will be billed for postage only on the forms that are returned.

In keeping with legal requirements and equal employment opportunity commitments, job-related criteria should be uniformly applied in screening applicant credentials and determining whom to interview. Screening committees should discuss selection criteria and agree on the relative importance of certain criteria before screening applicants. Before interviewing the applicants, the hiring official should contact the Affirmative Action Coordinator of the unit to review the applicant pool and determine whether or not a “good faith” effort has been made to generate a diverse pool of applicants.

## Sample Letter Acknowledging Receipt of Application

In order to adequately recruit, we have to ask applicants to fill out a Voluntary Information form that can be obtained from the Office of Affirmative Action. When applicants for non-exempt from overtime positions apply, the packet they receive includes the Voluntary Information form. When the form is returned to OSU Human Resources along with the application, the information volunteered is placed in the OSU Human Resources database and is kept confidential. This information is utilized at a later time once the position is filled to provide information to units needed for the Recruitment Report. For exempt from overtime positions, the Voluntary Information form must be mailed by the unit to applicants in response to resumes received for the open position(s). Once completed by the applicant, the form is mailed directly to the Office of Affirmative Action for their records. The Office of Affirmative Action provides the voluntary information to the unit for the Recruitment Report once the position is filled.

We encourage units to utilize business etiquette by sending out a letter acknowledging receipt of application materials. *The Voluntary Information form will only be sent for exempt from overtime positions; thus, the statement in this letter referring to the form would be excluded from letters to applicants for non-exempt from overtime positions.* The following is a sample letter to applicants acknowledging receipt of application/resume for an exempt position.

DATE

NAME

ADDRESS

CITY, STATE ZIP

Dear (Mr./Ms. Applicant's Name):

We have received your resume and supplemental materials for the position of (position title) and appreciate your interest in working for Oklahoma State University. OSU is a wonderful place to work and grow. Our employees enjoy a multicultural environment.

A pre-addressed *Voluntary Information Request* form is enclosed for the Affirmative Action Office's use in evaluating the University's recruitment record. Please take a moment to complete the form and drop it in the mail. This form is strictly voluntary, and failure to return it will not result in any adverse action.

Applications will be evaluated in the near future, and you will be contacted for an interview if you are selected as a finalist for this position. Thank you for your interest in employment with Oklahoma State University.

Sincerely,

(Hiring Official's Name)

(Hiring Officials' Title)

## Testing Applicants

Since 1972, the Equal Employment Opportunity Commission (EEOC) has issued guidelines stating test questions must be related to bona fide occupational qualifications and that test scores of applicants must be directly correlated to the important elements of job success.

It is often difficult to show a direct correlation between test performance and job performance. Due to this difficulty in establishing test validity, OSU Policy and Procedures Letter 3-0706 (2.03) *Employment, Promotion, and Transfer for Classified Staff*, states that **no** selection tests should be administered since non-standardized, non-validated testing is contrary to affirmative action policy.

Keyboarding and spelling tests are required for those applicants seeking employment in the Advanced Administrative Support job group. Keyboarding and spelling tests are administered by the Oklahoma Employment Security Commission at 711 Krayler in Stillwater or the local office nearest the applicant. The keyboarding test is a 5-minute timed test, and the spelling test is limited to 10 minutes. The test scores are recorded on a card and will be given to the applicant. OSU Human Resources/Staffing Services will add this information to the individual's application. The keyboarding test is scored as follows: one point subtracted for each error; i.e., if the applicant types 50 wpm with 2 errors, the correct words per minute (cwpm) would be 48. Internal OSU employees can be tested in OSU Human Resources/Staffing Services with an appointment between 11 a.m. and noon each workday.

If the job description requires a certain keyboard score, such as 45 correct words per minute (cwpm), applicants must successfully complete testing at that level before their applications are referred to units.

## Interviewing Applicants

If recruitment has been successful, the result should be an adequate pool of applicants from which to interview. The interview is an opportunity for an information exchange between the candidate and the hiring official. It is an indicator for the hiring official if the person's experience and education should be adaptable to the job and for the candidate to decide if the job content is the type of work s/he desires to do. There is no set number of applicants that the hiring official must interview; however, OSU Human Resources recommends interviewing at least two or three applicants before a hiring decision is made.

Whoever is responsible for interviewing should have a good working knowledge of the position. This information can be gained by reviewing the current job description and by talking with the current job incumbent (if the incumbent still occupies the position).

It is important for interviewers to be well-prepared and informed about Equal Employment Opportunity Commission guidelines and the Americans with Disabilities Act concerning lawful and unlawful inquiries. In general, questions should be *job-related* and not of a personal nature. To the extent possible, questions should be uniformly and consistently applied; i.e. asked of all applicants in the same manner. *A Guide to Appropriate Pre-Employment Inquiries* is included in this publication along with sample interview questions.

If one has questions about interviewing, OSU Human Resources is available to assist you with the date of the next training seminar that covers this topic. Videos are also available. The following tips may contribute to the success of an interview:

- ◆ Before the interview, review selection criteria and formulate questions addressing skill, knowledge, abilities, physical requirements, and behaviors necessary to do the job. Study the applicant's resume/application.
- ◆ During the interview, be relaxed but businesslike. Put the applicant at ease and maintain an open, friendly attitude.
- ◆ Take time to get to know the candidate. Try not to let early impressions affect your overall assessments.
- ◆ Ask job-related questions pertaining to: education and training; technical skills and abilities; employment likes and dislikes; reasons for leaving prior jobs, and the reason this job is of interest.
- ◆ Obtain information by keeping the applicant talking. Ask open-ended questions and respond in neutral terms to the candidate's statements; e.g. "I see..." and "Why is that?" or "Could you elaborate on that statement?"
- ◆ Keep the position's job duties constantly in mind. Determine what part of the candidate's background and previous experience is relevant to the position.

- ◆ Discipline yourself to be an observer and listener. Listen patiently and be alert to contradictions and inconsistencies. Watch for silent clues such as what the interviewee emphasizes, reactions under stress, and ability to organize and express thoughts.
- ◆ Describe the duties of the position and encourage the candidate to ask questions about the position and the organization. Provide as much information as possible to enable the candidate to assess whether or not the job is the type of work s/he wants to do.
- ◆ Close the interview by letting the candidate know when you expect to make a hiring decision and the method you plan to use to inform him/her of your decision. End the interview in a courteous manner.

Take a few minutes after the interview to consider everything that was said. Make notes of major points and document job-related reasons for hiring decisions. These notes will be very important if your hiring decision is ever questioned, so be careful to make notes that will reflect the fact that you are being completely objective and not taking into consideration factors that might be considered discriminatory in nature, such as writing “Applicant is a single black woman over 40 with three small children...babysitting problems?”

## Guide to Pre-Employment Inquiries

	<b>Permissible Inquiries</b>	<b>Inquiries to be Avoided</b>
1. Arrest Record	None	Number and kind(s) of arrests.
2. Conviction Record	Inquiry into conviction, if job related.	Any inquiry about conviction, unrelated to job requirements.
3. Availability for work on weekends and/or evenings	If asked of all applicants and it is a business necessity for the person to be available to work weekends and/or evenings.	Any inquiry about religious observance.
4. Child Care	None	Inquiry into child care arrangements of female applicants.
5. Citizenship	Whether applicant is lawfully eligible to be employed in this country.	Whether applicant is a U.S. citizen.
6. Creed or Religion	None, except where religion is a bona fide occupational qualification.	Applicant's religious affiliation, church, parish, or religious holidays observed.
7. Credit Records	None, unless job related.	Inquiries about charge accounts, bank accounts, etc.
8. Family Status	Whether applicant has responsibilities or commitments that prevent him/her from meeting work schedules if asked of all applicants regardless of gender.	Marital status, number, and age of children, spouse's job, etc.
9. Disability	Whether applicant can physically perform the job functions in question.	To ask applicant to explain his/her disability.
10. Height and Weight	None, unless job related.	Any inquiry unrelated to job requirements.
11. Military Service	Military experience or training.	Reason for discharge.
13. Language	Languages applicant speaks or writes fluently, if job related.	Language used by applicant at home, or how applicant acquired the ability to read, write, or speak a foreign

14. Name	Whether applicant has worked under a different name.	language. The original name of an applicant whose name has been legally changed or the national origin of an applicant's name.
15. National Origin	None, except whether or not applicant is legally eligible to work in the U.S.	Applicant's lineage, ancestry, national origin, descent, parentage, nationality of applicant, or applicant's parent or spouse.
16. Organizations	Applicant's membership in professional organizations if job related.	All clubs, social fraternities, societies, organizations, or lodges of which an applicant belongs.
17. Photographs	None, except after hiring.	Photograph with application or after interview, but before hiring.
18. Pregnancy	None.	Any inquiry into pregnancy, medical history of pregnancy, or family plans.
19. Race or Color	None	Applicant's race or color of applicant's skin.
20. References	Names of character or work related references.	Name of applicant's pastor or religious leaders.
21. Gender	None, except where sex is an occupational qualification.	Any inquiry except where occupational qualification.

## Sample Interview Questions

The following sample questions are only a few suggestions to enhance your interviews:

1. What three accomplishments do you take pride in?
2. Would you rather have a lot of control over how you do your job or would you prefer to have expectations clearly spelled out by your superiors?
3. How do you define success? Give me an example.
4. Tell me about a time when you went above and beyond what was required of your position.
5. Give me an example of how you set specific work goals?
6. Do you believe employee or employer loyalty is as strong as it once was? What can the employer and employee do to strengthen loyalty?
7. Tell me about a time when circumstances for a project changed at the last minute and you were asked to work outside of normal hours. What did you do?
8. In the last year, about how many days of work have you had to miss? How about during the previous year?
9. Describe the type management style you prefer from your supervisor?
10. What do you do to keep current of developments that impact your field? How many seminars have you attended in the past year and on what topics?
11. How do you feel about making tough decisions? What makes a decision tough for you?
12. In situations when there is no clear-cut good outcome to a decision, some managers believe that in these cases no decision can be a good decision. How do you feel about this?
13. What are your strengths when interacting with people on the job? What could you do to make your interaction better?
14. Think of a situation you've been in that required an ability to think on your feet. What was the situation and how did you respond?
15. Have you ever solved a problem or correctly analyzed a situation that no one else was able to solve or analyze? Describe the situation and the outcome.
16. If you had "the perfect job," what would it be?
17. What methods do you use to organize and prioritize your work?
18. What would you do if your supervisor were to override a major decision you have made?
19. How would those who know you describe you?
20. How do you ensure that something you write is going to be understood by those who read it?

21. How difficult is it for you to express your thoughts and ideas to others? What techniques do you use to make yourself clear and to insure your audience has understood?
22. What have you found to be the most effective way to change someone else's mind?
23. Describe to me a time when you went above and beyond what was required of your position.
24. This position requires a great deal of contact with people and good communication skills. Specifically, what do you think are the interpersonal skills required for effective performance?
25. Describe to me a time when you did something special to satisfy a customer.
26. Describe some of the things that motivate you and make a job fulfilling.
27. What can managers do to get maximum performance from their employees?
28. Describe a time when you missed an important deadline or failed to complete a task that others expected you to complete.
29. We should all learn from our mistakes. Describe what you learned from a mistake you have made.
30. How would you handle a normally good employee who has recently developed a very sarcastic attitude when working with others and it is affecting the performance of the unit?

## Checking References

Checking references is essential before making a final hiring decision. The purpose of reference checks is three fold: 1) to check criminal backgrounds of certain applicants, (2) to verify work history provided by the candidate, and 3) to gain additional job-related information. As in interviewing, questions posed to references should be job-related rather than personal in nature. Reference checks should be conducted on all applicants who are considered finalists for a position. A sample *Reference Check* form is included on page 47.

Oklahoma State University acknowledges a responsibility to minimize the liability to the University and supervisors for negligent hiring; increase the safety and welfare of employees, students, and visitors; reduce financial costs of misconduct that result from poor hiring decisions; and maintain a positive public image of accountability to citizens of the State of Oklahoma and other constituents. OSU adopts a program of researching the experiences, credentials, abilities, and attributes of job candidates.

Oklahoma State University affirms respect for the privacy of individuals by conducting checks that are relative to job duties and maintaining confidentiality of such information. OSU avoids unreasonable intrusion into areas where individuals have a legitimate expectation of privacy. Specific checks are in direct proportion to the level of responsibility and potential risk of harm inherent in the position. A list of positions where criminal or other special checks are required for all finalists will be maintained in OSU Human Resources, and notification that such checks are required will be posted with the position opening. Additional criminal or other special checks will be conducted only after approval of the respective vice president. Credit checks will be conducted only where required by law or regulation or in such instances where the fiscal responsibility associated with the position is such that the appropriate vice president has determined the check needed. OSU will conduct any checks required by law.

The following statement sets forth the position of Oklahoma State University on employment checks:

***“Appointees to positions at Oklahoma State University are selected based on merit and qualifications for the positions for which individuals are recruited. Adequate reference checks will be conducted to satisfy OSU regarding the professional qualifications and credentials of the applicant. To this end, OSU reserves the right to access any records available to it under authority of law. OSU will protect privacy rights of individuals. Misrepresentation of fact in the application process will be sufficient grounds for termination of employment or cancellation of job offer without advance notice at any time.”***

This statement will be used on recruiting documents, where feasible. The current application used for classified staff has been changed to add this statement near the top of the application. The statement/release at the end of the application has been eliminated. The application will continue to require applicant's signature and date, just as an applicant would sign a cover letter applying for a faculty or administrative/professional position.

The following statement would be added to the Recruitment Report, which is completed for all continuous regular positions (faculty, administrative/professional, and staff) and signed by the hiring official:

***“I affirm that adequate reference checks have been conducted regarding the professional qualifications and credentials of the applicant.”***

These procedures, including the list of positions where criminal or other special checks are required or conducted, will be periodically reviewed and revised after input from the chairpersons of Faculty and Staff Advisory Councils.

### **Procedures for Securing Criminal Background Checks**

OSU Human Resources maintains a list of positions for which a criminal background check is required for finalists. In general, individual positions that have access to master keys were included on the original list. Criminal background checks are required of ALL finalists for positions on the list. A statement on the job posting indicates if a background check is required. This includes employees and outside candidates who are a finalist for one of these posted positions.

The positions are “marked” in the Staffing Services database so that Staffing Services can remind the hiring official of the requirement. The hiring official contacts OSU Human Resources at 744-7401, upon selecting the finalist for the open position and supplies the name (including maiden) and a telephone number where the applicant can be reached during the day. OSU Human Resources contacts the applicant to explain that s/he is a finalist for the position and that we are now requesting a background check. Staff will ask the applicant for the applicant's social security number, birth date, race, and sex. Once sufficient information is received, OSU Human Resources will complete and fax an OSBI order to Oklahoma City. OSBI faxes a response usually within 48 hours to OSU Human Resources indicating whether or not the applicant has a record. If the applicant has no record, OSU Human Resources contacts the hiring official indicating that there is no problem in giving the applicant further consideration for employment.

If the applicant has a record, the information is reviewed by OSU Human Resources. Criteria used to determine eligibility for further hiring consideration is dependent upon the individual's criminal record (type offense(s), frequency, time lapse, etc.) and the duties of the position for which the applicant has applied. A conviction record does not necessarily disqualify an applicant from consideration. In cases where there may be some question as to whether or not the record is sufficient to warrant disqualification from further consideration, additional information may be requested from the applicant. The applicant is entitled to view the report and is given an opportunity to provide additional information.

If the determination is made that the applicant is unsuitable for the position, the hiring official is notified. No details of the conviction are relayed to the hiring official. If the hiring official is unwilling to accept the decision not to hire the applicant, the hiring official can request an inquiry by a higher-level official. Specific information in the background check will only be discussed with a vice president, dean, or key department head.

The hiring official documents the recruitment file that a background check was conducted by OSU Human Resources, and the applicant was found to be a satisfactory or unsatisfactory applicant. The background check is maintained in the confidential files of OSU Human Resources for the required three years and then destroyed.

Only the respective vice president may authorize a criminal background check on a finalist for a position not included on the list.

### **Reference Checks**

Reference checks may reveal performance problems, attendance problems, and other deficient areas that may not meet OSU standards. Because OSU can be held legally responsible for poor hiring decisions, it is important to obtain as much information as possible.

Some companies may have a policy of not providing references when contacted because of potential liability in the misrepresentation of information. If this is the case, do not let it bias you against the job applicant. Organizations with this policy typically provide no information, either pro or con; so the withholding of information should not be viewed as negative. Organizations that are hesitant to give references may be willing to verify information if it is provided to them. In this situation, try phrasing your questions so they simply request verification of what you've already been told; e.g., "The applicant says she had excellent attendance while working for you. Can you verify that?"

Finally, if you do get an unfavorable reference for a job candidate, remember to weigh the information along with other available evidence.

Companies frequently call OSU for reference checks on former OSU employees. *State agencies are not allowed under current state law to give references without the signature of the individual, employee, or former employee authorizing the release of the information.* The following is an example of a release of information statement that the individual would sign authorizing reference information to be released:

*"By signing this statement, I hereby authorize Oklahoma State University to give factual information related to my employment at OSU to other employers who are checking my references."*

If an employer phones for information and indicates they have a signed release, it is appropriate to ask the employer to fax a copy of the individual's signed release. If the employer does not have a signed release, notify the employer that you require one before releasing information other than name, dates of employment, and title of position. We never verify salary on the telephone.

## Sample Reference Check Form

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

Reference: \_\_\_\_\_ Title: \_\_\_\_\_

Firm: \_\_\_\_\_ Phone #: \_\_\_\_\_

Relation to Applicant: \_\_\_\_\_

1. What position title did the applicant hold in your firm and what were the duties of the the position?
2. How many years and months did this person work for your firm?
3. Would you rehire this person?
4. How many years have you worked with this individual?
5. Overall, how would you rate his/her performance (average, above/below average)?  
Comments:
6. What were or are his/her strong points?
7. What are areas in which this person could improve?
8. Was/is this person a team player?
9. How much supervision did/does this person require?
10. Did/Does this person follow through with assigned tasks?

11. Please comment briefly on the individual's:
  - a. Attendance
  - b. Ability to supervise others
  - c. Attitude
  - d. Quality of work
12. Is there anything you would like to add regarding the applicant's work or job performance?
13. "Thank you so much for taking the time to assist us with the answers to these questions. Have a great day!"

## Determining What to Offer

In considering what to pay the finalist for a position, take into consideration the fact that OSU hiring ranges consist of a minimum and a maximum as explained in the previous section. The minimum of the range represents the pay for an employee who meets the minimum requirements of the position in terms of experience, education, and skill. The hiring maximum can be utilized for candidates who have exceptional qualifications, experience, and/or education.

The hiring official may (a) elect to offer an increase up to the hiring maximum of the hiring range, (b) keep pay at the individual's current salary as long as it falls within the salary range or requests and is granted an exception beyond the salary range, or (c) reduce the individual's salary, as long as the reduction takes the individual's salary to no less than the minimum of the hiring range.

If the hiring official wishes to request a pay exception, the exception may be requested in writing by the unit head through the Administrative Officer. OSU Human Resources will review the exception before forwarding a recommendation to the appropriate Vice President or the President, when appropriate, for approval.

Offers to applicants of international origin may be contingent upon satisfactory evidence of appropriate immigration status. It is the responsibility of the applicant to secure and provide proof of the appropriate current work permit/clearance. Responsibility for meeting immigration requirements of the United States rests with the applicant. This includes determining what immigration status is appropriate and consistent with the law and taking appropriate steps to secure it. Immigration is a legal relationship strictly between the international candidate and the United States Government.

The following personnel actions shall be included in the Board agenda for approval prior to implementation except for separation, retirement, and death that are included as information items only.

1. All permanent faculty actions that grant, potentially grant, or have already granted tenure including terms of appointment, reappointment, rate change, title change, promotion, sabbatical leave, transfers, and corrections require Board action. Separation, retirement, and death are for information only. FTE, fund changes, or summer assignments are not board items.
  - *Note: Permanent faculty titles are Professor, Associate Professor, Assistant Professor, and Instructor.*
2. All permanent personnel actions concerning presidents, provosts, vice presidents, deans, department heads, directors (excluding Cooperative Extension Service county and district directors), head coaches, including terms of appointment, reappointment,

rate change, title change, promotion, transfers, and corrections require Board action. Separation, retirement, and death are for information purposes only.

- *Note: Assistant department head, assistant director titles, and/or interim titles (acting) do not require Board Action.*

Units should check with their Administrative Officer for college deadlines to allow for adequate processing time. Dates by which such requests must be submitted to OSU Human Resources (usually three weeks before the Board meets) are on the Human Resources web page at [www.okstate.edu/osu\\_per/payroll/sch\\_deadlines.htm](http://www.okstate.edu/osu_per/payroll/sch_deadlines.htm) or by phoning 744-7420. The appointment date, contingent upon Board approval, is the first working day after the Board meeting.

## Making the Hiring Decision

OSU Human Resources encourages hiring officials to carefully select the best candidate for the open position. In accordance with OSU's commitment to providing equal employment opportunities, hiring decisions must be nondiscriminatory and based upon job-related criteria. While OSU Human Resources serves in an advisory role to units, accountability for hiring decisions rests with the hiring official. The hiring official is required to maintain evidence of the job-relatedness of the hiring decision in the event the employment decision is questioned by the Equal Employment Opportunity Commission (EEOC), Office of Federal Contract Compliance Programs (OFCCP), or the Office of Affirmative Action. Regular audits are performed by the OFCCP to ensure hiring practices are non-discriminatory.

OSU Human Resources urges units to provide documentation for the file on each applicant to indicate the job-related reason(s) why the individual hired and/or was not hired. All records of recruitment and selection efforts must be kept for two years in the hiring department or longer if legal action is pending. In particular, the screening and selection process that led to the final decision should be carefully documented, as well as noting any special recruitment efforts on behalf of under-represented minorities, women, veterans, and persons with disabilities.

Once a hiring decision has been made, the hiring official typically will contact the individual selected by phone to extend the job offer but then should follow up the conversation with a written letter of offer including the job title, pay, and general benefits information, including parking fees, to confirm the details of your conversation is recommended.

In talking with the applicant, the following items should be covered with the individual:

- Thank the person for participating in the hiring process and congratulate them on being selected for the position, reiterating the title of the position.
- Give the applicant information regarding the salary offer based upon criteria.
- Determine when the individual will be available to start working.
- Explain how the individual will get a parking permit, what the cost is to park, etc.

OSU Human Resources encourages units to keep their applicants informed of what their status is during the hiring process. Because OSU's image as a professional organization is very important, writing to all applicants, especially those who received personal interviews, is a good business practice. When communicating with applicants, use common courtesy and your own professional judgment. If you need assistance in wording letters tailored to specific situations, OSU Human Resources will be happy to assist you.

## Sample Letter to Applicants Following A Hiring Decision

The following is a sample letter to inform applicants of a hiring decision.

DATE

NAME

ADDRESS

CITY, STATE ZIP

Dear (Applicant's Name):

Thank you for your interest in the   (Title)   position. A number of qualified persons have applied and have been interviewed, and we have made our final selection. While we selected another individual for this position, we appreciated the opportunity to meet with you and to evaluate your credentials.

We encourage you to continue to consider open positions at OSU and hope you will apply for future openings.

Again, thank you for your interest in Oklahoma State University. We wish you success in meeting your career goals.

Sincerely,

HIRING OFFICIAL

TITLE, DEPARTMENT

## Closing the Position and Completing a Recruitment Report

Please communicate hiring decisions to OSU Human Resources by e-mail at *osups-hr@okstate.edu* or by phoning 744-5377 as soon as an applicant accepts the offer. This will enable us to close the position in our system. Hiring decisions are documented in a *Recruitment Report*. A *Recruitment Report* is required for:

- New Appointments
- Transfers from department to department
- Transfers from one job group to another job group
- Promotions (internal included)
- Demotions
- Re-appointments

The *Recruitment Report* is required for all positions including temporary exempt positions; however, the form is not required for temporary non-exempt positions, student positions, reclassifications, title changes (within a job grouping), or % FTE changes. For information on completing a *Recruitment Report*, refer to the Affirmative Action web site at <http://home.okstate.edu/homepages.nsf/toc/aap>.

Recruitment Reports are also required for all faculty appointments and for graduate assistants. Contact the Office of Affirmative Action, 744-5371, for details.

The *Recruitment Report* documents a department's hiring decision by listing all applicants who applied for the position, both those who received interviews and those who did not.

For classified jobs, OSU Human Resources will verify all applicants referred by OSU Human Resources/Staffing Services, including name, sex, and race. A list of applicants with information necessary for the *Recruitment Report*, including those not referred because of being screened out due to the applicant not meeting the minimum qualifications of the job, will be given to the hiring official for use in the *Recruitment Report*.

The *Recruitment Report* should be sent directly to the Office of Affirmative Action for both non-exempt and exempt positions.

Units should keep a file including a copy of the *Recruitment Report*, applications of all applicants, and other documents pertaining to the hiring decision for at least two years. If legal action relative to the position is pending, the files should be retained for a longer period of time.

## Signing-Up New Employees for Payroll

There are certain forms that must be completed by new employees in order to pay them. *Payroll Sign-Up Packets* (including a checklist and instructions) are available by calling OSU Human Resources at 744-5449. Also, forms are available to be downloaded from the OSU Human Resources website at [www.okstate.edu/osu\\_per](http://www.okstate.edu/osu_per), such as the HR Star Program *Complete Guide to the Human Resources System & Payroll Processing*. This guide is used to assist departments in completing sign-ups for new employees and explains other payroll functions.

The hiring unit prepares the *Payroll Sign-Up Forms*. If the unit is unable to do this, the employee can call OSU Human Resources at 744-5449 to schedule an appointment for assistance in completing the appropriate forms.

A payroll sign-up must be completed before employees can be paid and preferably within three days of the employee's start date. Employees will need their social security card, and their I-9 must be completed within three days of employment to fulfill Federal law.

In the case of an employee of international origin, the individual must have work clearance approval from the Office of International Students and Scholars (ISS), 076 Student Union. If a tax treaty applies, ISS will assist the new employee in completion of this document. Tax treaty documentation is specific to the home country of the international. ISS will ensure the proper paperwork is completed and that OSU remains in full compliance with Internal Revenue Service requirements.

If you have questions about the payroll sign-up process, please call OSU Human Resources at 744-5449.

## **Enrolling New Employees for Benefits**

Continuous, regular employees with appointments of six (6) months or longer, and with .75 FTE or greater, are eligible for various benefit programs. The hiring department should contact OSU Human Resources in 106 Whitehurst, 744-5449, to schedule an appointment for enrollment in appropriate benefit programs. Making an appointment as soon as possible ensures that benefits will become effective at the earliest possible date. The employee should come to the enrollment session with a copy of his/her completed Employment Action form. Enrollment sessions last approximately 2 ½ hours.

Employees should enroll in OSU benefits within 30 days of their date of hire. OSU Human Resources Employee Services' staff offers a minimum of one benefit enrollment session each week. If the unit waits until the 24th to the 29th day after hire to schedule a benefits enrollment, a session may not be available that would meet the 30-day requirement. If an employee is not enrolled within 30 days, OSU Human Resources will enroll the employee in the Health Choice High Option plan and OSU paid life insurance (providing we are aware that an employee should be enrolled). Family members cannot be covered until the following plan year. The new plan year begins in January.

Coverage becomes effective the first of the month following the month of hire. If an employee is hired August 1, coverage is effective September 1. Coverage cannot become effective August 1 even if the employee enrolls on August 1. If an employee hired August 15 enrolls in early September, coverage would be backdated to September 1. Enrollment would not be permitted after September 14 (30 days from date of hire).

## Orientation of New Employees

A thorough orientation to the unit and OSU helps smooth the way for new employees. Within a short time of beginning employment, each new employee will receive an invitation to attend a *New Employee Orientation* session sponsored by OSU Human Resources. These sessions provide information about OSU, its policies and procedures, and the many benefits and services available to OSU employees. Attendance at these valuable sessions is highly encouraged. When a new employee is hired, send an E-mail to OSU Human Resources at [upstrng@okstate.edu](mailto:upstrng@okstate.edu), 744-5374, to enroll the individual in a *New Employee Orientation* session.

In addition to encouraging employees to attend *New Employee Orientation*, units can help orient employees in the following ways:

- Show the new employee around the office, introducing co-workers, and describing various functions and responsibilities.
- Point out break areas, refrigerator, microwave, food machines, restrooms, etc.
- Explain University and departmental policies regarding overtime, sick leave, compensatory time, annual leave, breaks, and dress code. Provide an employee handbook if your unit has one. Be specific when describing what is and what is not acceptable.
- Explain how to complete a time sheet correctly and explain the pay schedule.
- Explain how to get a Staff ID card.
- Explain parking procedures and how to get a permit.
- Give the employee a copy of his/her *Job Description*, explaining job duties and expectations.
- Talk about the probationary period and performance reviews. Indicate the importance of appraisals and when they normally will be given.
- Provide training as necessary for the job and indicate people to whom the new employee may go for help.
- Explain what to do in case of an accident or emergency and arrange for the employee to attend mandatory *Quarterly Safety Training*.

## **Providing Performance Feedback**

### **Orientation Period**

All non-exempt from overtime employees new to OSU, as well as those promoted into new positions within the University, serve a three-month orientation period. The orientation period is extremely important in that it allows both the supervisor and the employee an opportunity to evaluate progress. If a new hire is dismissed from the University during the 90 day orientation period, s/he is not eligible to appeal under OSU Policy and Procedures Letter 3-0746, Grievances and Appeals for Administrative/Professional and Classified Staff. If any problem during the orientation period is detected, please call OSU Human Resources at 744-7401 for assistance. Problems that are allowed to continue past the three-month orientation period are often more difficult to solve.

### **Performance Review**

OSU endorses the consistent application of a valid performance review system. Any system for evaluating staff performance is merely a tool of management and not an end in itself. Reviews can be a positive means of assisting staff members in improving job performance. A performance review system further allows management an opportunity to make known to the staff the objectives and goals of the department and of the University and what is expected of the employee toward the attainment of the objectives and goals of the job. Staff members cannot be expected to meet performance standards that have not been clearly defined and explained as a part of the requirements of their position. Measurement of job performance in a uniform manner by trained supervisors will provide all staff with a reliable rating of their achievements.

Supervisors, trained through campus workshops, are required to explain the performance review system to those they supervise, either one-on-one or in a group meeting. The system needs to be perceived by both the rater and the employee being rated as accurate and fair and significantly related to organizational goals and standards.

Employee morale will be affected positively by awareness of strong links between effort and performance and between performance and rewards. The employee should feel his/her efforts influence the outcome.

The foundation of a good performance appraisal system is interactive communications between supervisors and employees. The employee should be made aware, as far ahead of the evaluation as possible, what the standards are for the tasks to be performed.

In evaluating performance, it is important to mention both positive and negative aspects of the performance. We evaluate performance, not people. Praising positive attributes in the

appraisal is important in the communication process and helps bolster the employee's confidence and self-esteem.

When pointing out negative aspects of performance, it is important to mention them in a positive way whenever possible. For example, if a person constantly turns in work with typographical errors, one could say, "More attention to detail should assist the employee in eliminating all typographical errors."

A *Performance Review* form is used in many areas on campus. Copies of this form may be obtained by calling OSU Human Resources at 744-7401. OSU Policy and Procedures Letter 3-0741, *Performance Evaluation Program for Staff*, does not require use of a specific form. If you wish to use another form, check OSU Policy and Procedures Letter 3-0741, *Performance Evaluation Program for Staff*, for guidelines to see if the form conforms to policy and/or call OSU Human Resources at 744-7401 for assistance.

## **Appendix**



## Instructions For Completing A Recruitment Report

**Purpose of Form:** This form is in two parts. The top part serves as the authorization to recruit and hire individuals for faculty and administrative/professional positions within the University. Additionally, after an applicant is hired for a classified, faculty, or administrative/professional position, the bottom portion of the form will be completed and forwarded to Affirmative Action Programs for processing and use in assessing the Affirmative Action Program Request to Staff.

The form requests specific information on the faculty or administrative/professional position. Detailed instructions for most of this information are not needed because the headings are self-explanatory. Critical items requiring additional instruction or caution are:

- **Position Number.** This is the number provided on the position questionnaire. The position number is the number used by the Affirmative Action Programs office to track the opening. Therefore, this number should not change during the employment process. If a different position number is used at the point of hire, then write this number above the existing position number. If there is no position number, leave this blank and University Human Resources will assign a number after they receive it from Affirmative Action Programs.
- **Class Code.** This is the 4-digit classification code found on the position questionnaire.
- **EEO Code.** This is a 3-digit number used by Affirmative Action to categorize the position into a job group. Your affirmative action coordinator can provide you the 3-digit EEO code if it is unknown to you. If further assistance is needed, contact Affirmative Action Programs.
- **Date position will be filled by.** This is a projection of when an applicant will begin working in the position. There should be a date entered, not “as soon as possible” or other words implying urgent action. Allow enough time for the entire recruitment and hiring process.
- **Recruitment will be.** Check the levels of recruiting to be used. Indicate where the position will be advertised by listing the names of the papers, Internet sites, journals, or other venues to be used to attract applicants for the position. Include a copy of the announcement. For the ad, it is advisable to refer to the position questionnaire for the qualifications for the position.
- **Salary.** Enter the dollar amount for the position and indicate if the amount is either the monthly or yearly salary for the position. Insert the 12-digit account number to the right of the appropriate salary source and the percentage of the salary allocated from each specified account number.
- **Rationale for waiving recruitment.** If a waiver of either the recruitment area or the time the position is to be open is desired, provide the rationale. Ideally, the space provided on the form should be sufficient for the rationale supporting the waiver

request. In lieu of entering the rationale on the form, a memorandum can be attached which justifies the waiver request.

Changes to the form may be made by copying the completed form and making appropriate corrections. Write "Corrections Requested" at the top of the form. Line through information to be changed, add the new information and initial the change. Submit the copy for processing as if it was an initial request to staff.

Note: If you decide not to fill the position, notify Affirmative Action Programs.  
Recruitment Report

The first step in completing this portion of the form is to get demographic information on applicants from Affirmative Action or Human Resources. Since all the applicants do not complete the voluntary information request form, it is necessary to determine the sex of those failing to return the form. Do not guess the applicants race, just the sex. The only exception to this is the applicant individual hired. This individual must "self-identify" a race.

For all positions except classified, use the request to staff portion of the form returned at the beginning of the process. For classified, use a blank form and attach the staff vacancy request form provided by Human Resources.

The second step is to complete the form by filling in the information requested. Again, most of the information requested is self-explanatory. Added instructions are:

- **For classified positions enter.** Add department name and number, plus the 4-digit class code and the 3-digit EEO Code.
- **Attached additional pages providing names,** race, and sex of each applicant. If the race is unknown, enter a "U". Rank order of the applicants and indicate which applicants were interviewed. For classified positions, use the staff vacancy request and add the numerical ranking of applicants interviewed.
- **Applicant summary.** This provides the sex and race of all the applicants. Use the information form Affirmative Action Programs or Human Resources to provide this numerical representation of the applicants.
- **Copy of Pages(s) in which ad appeared attached.** Attach a copy of the job announcement as it appeared in the advertising media and insert an "X" in the box provided. If it was published in more than one source, include copies for all sources.