

HUMAN RESOURCE
GUIDE
TO
EMPLOYMENT PROCEDURES

HUMAN RESOURCES GUIDE TO EMPLOYMENT PROCEDURES

The following guide represents a commitment from the Office of Human Resources (OHR) to assist departments to understand and carry out Florida Tech's employment procedures. Each section explains in detail all the steps necessary for new hires, transfers, demotions, and any type of personnel action.

This guide also provides steps on how to fill out paperwork necessary for changes in employment status for regular, part-time, research professionals, college roll, federal work-study, and graduate student assistants.

Please keep a copy of this guide in every department and have one available for each hiring official.

RECRUITING

Forms necessary for recruiting:

- Personnel Requisition
- Job Analysis Questionnaire
- Human Resource Action Form

Personnel Requisition (PR) – this form is used to formally open any job vacancy for a new position or for a replacement. This form must be approved by the hiring official and department head when the opening is a replacement of a previous employee. For a new position, the PR must include approvals from the department head, the appropriate vice president, and the president.

In the event a department has a temporary position to fill and requests the assistance of the OHR in the hiring process, OHR will advertise and post the position. However, when this happens, it is necessary to follow through for the week posting period. (Screening will be completed in the department only for temporaries and Human Resources will refer all applications to the hiring department.)

Job Analysis Questionnaire (JAQ) – this form constitutes the university job description. Every non-faculty/research position within Florida Tech must have a JAQ on file in the Office of Human Resources.

Human Resource Action Form – this form has a variety of purposes, including employment changes. The form can be used for transfers, promotions, demotions, raises, change in authorized hours, change in employee class, change in title, hiring temporary employees, college roll, etc.

Completion of a JAQ and a Personnel Requisition is required before any position can be posted.

POSTING

The normal posting period for any position is five (5) days in a normal workweek. During the posting period, Monday through Friday, the OHR will accept and review applications. The Office of Human Resources, (OHR) is responsible for the campus job posting that circulates to all departments, (usually on Monday afternoons), the job line recording and notifying the office of the Melbourne/Palm Bay Job Service, the Palm Bay Jobs and Benefits Center for Veterans, the WENDI Program at Brevard Community College and the Job Link of Brevard County. Additional advertising must be requested by the department. (See Advertising).

ADVERTISING

The OHR will only advertise on the campus job line, the job posting announcement and the Melbourne/Palm Bay Job Service, the Palm Bay Jobs and Benefits Center for Veterans, the WENDI Program at Brevard Community College and the Job Link of Brevard County. If the department is interested in conducting additional advertising, they must submit a written request to HR that will include specific details for the position. A draft must be included. Any draft will be subject to approval by the OHR. When no draft is submitted, HR will create the ad, based on the information provided on the Personnel Requisition and the JAQ.

The most effective day of the week for employment advertising is Sunday. HR will place all recruiting ads in the Sunday paper, unless any other circumstances or requests occur. Funding for the first ad will be provided by the OHR's advertising budget. Additional advertising will be at the hiring department's expense. Advertising for temporary positions will be funded by the hiring department.

REFERRALS

Applications will be referred to the hiring officials after the closing date. Normally, this will occur during the first two days of the week following the posting period. The OHR will notify hiring officials when the applications are ready for their review.

During the screening of applications, only the top five (5) to ten (10) applicants will be referred when less than sixty to one hundred applications are received. In the case where more than sixty to one hundred applications are received, up to fifteen applicants can be referred. Only applicants that apply during the posting period will be referred. Late applications will be considered as "unsolicited" and will not be screened.

At times, after one week of posting, the OHR will not receive five (5) qualified applicants. In this case, a re-posting will be required. There are different factors beyond OHR's control that affect the flow of applicants. For this reason, the OHR encourages departments to allow a reasonable amount of time for recruiting. Hiring officials are required to interview a minimum of five applicants for every position. The exception to this rule is when less than five (5) applications are received. This sometimes occurs when we are seeking specialized employees. I.E: Research Associates; etc.

INTERVIEW PROCESS

Once the applications have been received by the departments, the hiring officials are responsible for scheduling interviews. Applicant Referral Control Forms are included with every package of applications. The interviewing official is required to complete one for each applicant interviewed. This form includes a section for Selection/Non-Selection Statement, which must include only job related reasons. The OHR ensures that each applicant meets at least the minimum qualifications. This form is part of our Affirmative Action Plan in compliance with Equal Opportunity Commission guidelines against any type of discrimination.

SELECTION

Once all interviews are completed and the hiring official is ready to make a selection, the next step is to complete the Applicant Referral Control Sheet information, obtain proper signatures and take to the OHR to make the formal job offer. When the offer is accepted, the hiring official completes the Human Resource Action form for new hires or promotions or transfers by current employees into a new job. This is a new form and may be obtained in OHR. A copy is attached for your review. This form does everything the old Temporary Personnel Authorization, (TPA), Authorizations to Hire, and Change in Status forms did. Instead of using several forms to accomplish payroll and employment changes, we now have one form to accomplish it all. After this has been completed and signed, it will be returned to OHR with the rest of the applications and the Applicant Referral Control Sheets. New hires may start at different pay rates according to the corresponding pay grade for the position. For new hires starting between minimum and first quartile, only department head signature is required for hiring. New hires starting beyond first quartile require department head signature, OHR concurrence, and corresponding vice president signature. New hires starting beyond mid-point require department head, OHR concurrence, vice president, and president's signature. Some guidelines apply for lateral transfers, promotions, and demotions. Should an internal applicant be selected for the position, the hiring and releasing supervisors will agree on an effective day of transfer that will cause the least disruption to the normal operation of the releasing department. Normal notice is two weeks. In the event that the supervisors are unable to arrive at a mutually agreeable time frame, the maximum time the employee can be retained in the old position is one month.

Once the Applicant Referral Control Sheet is received and approved the OHR will make the formal job offer. *The selection decision must remain confidential between the hiring official and HR until and offer has been made and accepted.*

If the hire is for a director level or above, the job offer may be made by the hiring official (usually a vice president) after agreement with OHR. The OHR will confirm such offers in writing.

NEW HIRE DOCUMENTS

Once the employment offer is made and accepted, the new hire and the hiring department are responsible for providing the following documents within the first three days of employment

- W-4 Form
- I-9 Form including copies of proper identifications as describe on the back of this form.
- Measles or measles inoculation proof. This applies to all new employees born after December 31,1956 and it must be admitted by the first day of employment. (See Measles Policy.)

EMPLOYEE BENEFITS ORIENTATION

Employee benefits become effective 30 days from the date of hire. Employee benefits orientations will be conducted by the Benefits Coordinator. The new employee will be contacted by the Office of Human Resources once all the documents are received and the new hire is in the payroll system.

HUMAN RESOURCES ACTION FORM

Let me introduce this new form. It is intended to be used for the purpose of placing a new employee on the payroll or changing the status of someone who is currently an active employee.

NOTE: This form is not to be used for GSA appointments, Name Changes, Address Changes, or ID Changes.

NEW HIRES

- 1. Complete all information on this form, excluding the shaded areas, which will be completed by the Office of Human Resources.**
- 2. Secure the appropriate signatures and forward the form to the Office of Human Resources with the W-4, I-9, and Measles proof attached.**

STATUS CHANGES

Changes in existing data may be activated as follows:

- 1. Place a mark in the status changes “box” at the top of the form**
- 2. Enter a proposed effective date.**
- 3. Enter a Social Security Number and Name.**
- 4. Indicate the new information in the appropriate space.**

Secure the appropriate signatures and forward to the Office of Human Resources.

Send all copies of this form to the Office of Human Resources, the department and the employee copy will be returned to the sending department after the change is entered.

PRE-EMPLOYMENT

INTERVIEWS

"DO'S AND DON'TS"

PRE-EMPLOYMENT INTERVIEWS IN SUMMARY: "DO'S AND DON'TS"

Prohibited or Suspicious Inquiries:

- ◆ Age
- ◆ Color
- ◆ Marital Status
- ◆ National Origin
- ◆ Physical/Mental Disability
- ◆ Race
- ◆ Religion
- ◆ Sex
- ◆ Arrest Record
- ◆ Childcare Problems
- ◆ Contraceptive Practices
- ◆ Credit References
- ◆ Garnishment Record
- ◆ Height and Weight
- ◆ Plans to Have Children
- ◆ Transportation
- ◆ Type of Discharge From Service
- ◆ Unwed Motherhood

Permissible Inquiries:

- ◆ Appearance as Related to Job Functions
- ◆ Authorization to Work in U. S.
- ◆ Education
- ◆ Military Work Experience
- ◆ Past Job Experience

INTERVIEW QUESTIONS

1. What are your long-range and short-range goals and objectives?
2. When and why did you establish these goals?
3. What specific goals, other than those related to your occupation, have you established for yourself in the next 10 years?
4. What do you see yourself doing five years from now?
5. What do you really want to do in life?
6. What are your long-range career objectives?
7. How do you plan to achieve your career goals?
8. What are the most important rewards you expect in your career?
9. What do you expect to be earning in five years?
10. Why did you choose your career?
11. Which is more important to you - the money or the type of job?
12. What do you consider to be your greatest strengths/weaknesses?
13. How would you describe yourself?
14. What motivates you to put forth your greatest effort?
15. Why should I hire you?
16. What qualifications do you have that makes you special?
17. What do you think it takes to be successful in our company?
18. In what way do you think you can contribute to our company?
19. What qualities should successful managers possess?
20. Describe the relationship that should exist between a supervisor and those reporting to him/her?
21. What two or three accomplishments have given you the most satisfaction? Why?
22. What do you look for in a job?
23. Can you work under pressure; deadlines; etc.?
24. What can you do for us that someone else cannot do?
25. What kind of salary are you worth?
26. How long would you stay with us?

These are all safe areas. You will note that they are closely job related. That, of course, is the key to success in interviewing without discrimination. The job should be the subject under discussion.

BUT - Some Things Are Just Plain Illegal.....

- *Applicant's race* (During telephone interviews you must not ask an applicant to tell you his or her race or color.)
- *Applicant's national origin*
- *Applicant's marital status* (You might get away with this one if you ask both sexes and nothing else in your record points to discrimination. Otherwise this question could be considered further proof that you have discriminated.)
- *Applicant's religion.*

What You SHOULD NOT Ask

Any inquiries on the following subjects could reveal information you should not be gathering during a job or promotion interview. Any of this information you need to know once you have hired an applicant (for insurance purposes, for example) you can gather after you have made the hire. Asking before hire is just asking for trouble.

- *Former name*
- *Parents' names*
- *Place of birth*
- *Second Language* (unless the job require use of a second language)
- *Arrest record* Conviction record is all right to get if you have a job opening that would require an applicant with no conviction record and you can prove the business necessity of that requirement.)
- *Who will take care of the children while applicant works* (unless you ask both sexes and your eventual hiring or promotion of candidates does not show that the answers reflect against one sex more than the other)
- *Occupation of spouse* (unless both sexes are asked, and there is not unfair impact on one sex or the other that appears to be based on the answers.)
- *Name of religion or clergy*
- *Religious clubs or organizations*
- *Date of birth*
- *Age*
- *Educational background* (unless you can prove it is job related)
- *Physical disabilities* (unless they would affect performance of job)

What You Can Ask

There are many questions you are free to ask any applicant for any job. You will note that all of them will elicit more information that applies to the job than any of the questions that could lead to discrimination charges:

- *Do you understand what this job entails?* (A discussion of the job can lead to interesting observations about the applicant's abilities, experience, enthusiasm, etc.)
- *Why do you think you are suited for this particular job?*
- *Have you ever had any hobbies that would help you do this job?*
- *Have any extracurricular activities given you experience that would help on this job?*
- *Have you done any jobs like this before?*
- *What can you tell me about yourself that makes you think you would be good at this job?*
- *From what I have told you about it, do you think you would like working at this company? Can you give me any particular reasons?*
- *How do you feel about our hours of business?* (But be careful not to get into religious holidays or Sabbath hours that might conflict with the applicant's religion.)
- *Do you have any other information about yourself or about your interests that you think would help me make a decision about filling this job?*

RECENT TRENDS

THIRD PARTY QUESTIONS

"What would your boss say if I asked him/her.....?"

"What would your co-workers say if I asked.....?"

"What would your subordinates say if I asked.....?"

Uses:

to increase accountability

to give a different perspective

CATEGORICAL ELIMINATION

1. "What are you looking for in a perspective employer?"
2. "What would you consider your most significant accomplishment?"
3. "Everyone has made mistakes. What have you learned from yours?"
4. "What is your greatest strength?"
5. "If there was one thing you could change about yourself, what would it be?"
6. "What are your short term objectives?"
7. "What are your long term objectives?"
8. "What salary are you looking for?"

	PERMISSIBLE INQUIRIES	INQUIRIES TO BE AVOIDED
Citizenship	<p>“Are you a citizen of the United States?” “If you are a U. S. citizen, have you the legal right to remain permanently in the U.S.?” “Do you intend to remain permanently in the U.S.?” “If not a citizen, are you prevented from lawfully becoming employed because of visa or immigration status?” “Statement that, if hired, applicant may be required to submit proof of citizenship.</p>	<p>“Of what country are you a citizen?” Whether applicant or his or her parents or spouse are naturalized or native born U.S. citizens. Date when applicant or parents of spouse acquired U.S. citizenship. Requirement that applicant produce his or her naturalization papers. Whether applicant’s parents or spouse are citizens of the U. S.</p>
Ancestry or National Origin	<p>Languages applicant reads, speaks, or writes fluently. (If another language is necessary to perform the job.)</p>	<p>Inquiries into applicant lineage, ancestry, national origin, descent, birth place, or mother tongue. National origin of applicant’s parents or spouse.</p>
Education	<p>Applicant’s academic, vocational or professional education; school attended. Inquiry into language skills such as reading, speaking, and writing foreign languages.</p>	<p>Any inquiry asking specifically the nationally, racial affiliations, or religious affiliations of a school. Inquiry as to how foreign language ability was acquired.</p>
Experience	<p>Applicant’s academic work experience, including names and addresses of previous employers, dates of employment, reasons for leaving, salary history, other countries visited.</p>	
Conviction, Arrest, and Court Record	<p>Inquiry into actual convictions that relate reasonably to fitness to perform a particular job. (A conviction is a court ruling where the party is found guilty as charged. An arrest is merely the apprehending or detaining of the person to answer the alleged crime.)</p>	<p>Any inquiry relating to arrests. Ask or check into a person’s arrests, court, or conviction record if not substantially related to functions and responsibilities of the particular job in question.</p>
Relatives	<p>Names of applicant’s relatives already employed by this company. Names and addresses of parents or guardian of minor applicant.</p>	<p>Name or address of any relative of adult applicant, other than those employed by this company.</p>
Notice in Case of Emergency	<p>Name and address of persons to be notified in case of accident or emergency.</p>	<p>Name or address of any relative of adult applicant, other than those employed</p>

Organizations	Inquiry into the organizations of which an applicant is a member providing the name or character of the organization does not reveal the race, religion, color or ancestry of the membership. "List all professional organizations to which you belong. What offices are held?"	"List all organizations, clubs, societies, and lodges to which you belong." The names of organizations to which the applicant belongs if such information would indicate through character or name the race, religion, color, or ancestry of the membership.
References	By whom were you referred for a position here? Names of persons willing to provide professional and/or character references for applicant.	Require the submission of a religious reference. Request reference from applicant's pastor.
Miscellaneous	Notice to applicants that any misstatements or omissions of material facts in the application may be cause for dismissal.	
Any inquiry should be avoided that, although not specifically listed among the above, is designed to elicit information as to race, color ancestry, age, sex, religion, handicap, or arrest and court record unless based upon a bona fide occupational qualification.		
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