



Applicant Tracking System

An Instructional Guide for Affirmative Action Coordinators

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Contacts and Information, Proxies, and Exceptions to Search

Employment Services is available to support you in responding to many questions throughout the search process. The following people specialize in searches in their areas, however, others can respond to your questions in their absence. Please feel free to call or email us! It is always better to ask and find out the correct way to proceed than to need to worry about what has been done incorrectly.

You may contact the following people for questions:

Faculty = Hiring Manager, 885-3889, employment@uidaho.edu

Exempt = Hiring Manager, 885-3889, employment@uidaho.edu

Classified = Human Resources Technician, 885-3612, employment@uidaho.edu

Student/Temporary = Employment Service Specialist, 885-3737, employment@uidaho.edu

Affirmative Action Coordinator (AAC) Web Page

The Human Resources website hosts a page called “Affirmative Action Coordinator Connection” that is located by visiting www.uidaho.edu/humanresources and clicking on Employment Services then AACC on the menu bar. Helpful information will be posted here regularly.

Affirmative Action Coordinators for the University of Idaho

You may visit the Human Resources website at www.uidaho.edu/humanresources and click on ‘Employment Services’ then ‘Affirmative Action Coordinators’ to bring you to a current list of AACs. This is handy when shopping around for a proxy and for peer support.

Proxies

Employment Services is unable to post or approve your positions in the AAC’s absence. AACs should choose a proxy, another AAC from the current list, with whom they will call upon in their absence to review and appropriately route searches in their queue. You should cross train with your proxy(s) so they are familiar with any departmental policies or procedures.

Director of Human Rights Access and Inclusion

The Director of Human Rights Access and Inclusion approves all searches, except student and temporary, for affirmative action and provides guidance throughout the search process on diversity with search committees and will review recruitment strategies to ensure a diverse pool is encouraged. Questions may be directed to 885-4212 or HRAI@uidaho.edu.

Exceptions to Conducting an Open Competitive Search or Search “Waivers”

The Director of Human Rights Access and Inclusion has approved a list of exceptions to open-competitive search for student/temporary positions. This list is available on the Human Resources website at www.uidaho.edu/humanresources, Forms and Files, categorical, Student/Temporary. The Director of Human Rights Access and Inclusion will consider AAC requests for exceptions to conducting searches on a case-by-base

basis. Please note that it is expected that every effort should be made to avoid a situation where a hire is made without a search and without prior approved waiver to search.

Confidentiality, Definitions of Roles and Duties

CONFIDENTIALITY: Confidentiality must be maintained throughout the hiring process and thereafter. AACs, search chairs/designees, and search committee members must observe strict confidentiality with and about all application materials, interview responses, reference check information, and/or any other communication surrounding the search.

<p>Role and Duties of the <u>Affirmative Action Coordinator</u></p>	<p>Each responsibility center has an Affirmative Action Coordinator. The coordinators are trained to (a) explain affirmative action requirements to members of screening committees and others who express interest or concern, (b) help screening committees develop the required documentation for recruitment and screening procedures, and (c) brief Employment Services, as appropriate, on issues that arise during the search process related to affirmative action and equal opportunity employment. (FSH 3065, B-5)</p>
<p>Role and Duties of the <u>Search Committee Chair</u></p>	<p>In consultation with the departmental faculty and/or staff, the department administrator appoints a search committee chair. The chair of every search committee should be familiar with the affirmative action and equal employment opportunity requirements of the UI. The chair should also consult with Employment Services and their Affirmative Action Coordinator for help with how to conduct a search that maximizes the potential for attracting a diverse pool of applicants. (Ref: FSH 3065, APM 50.01, 50.02)</p>

<p>Role and Duties of Search Committee Members</p>	<p>At least 3 members should be appointed to the committee. Most committees have 5 - 7 members. Committee membership may include staff or faculty from within the department or from other departments who will interact with the individual selected to fill the position. It is often appropriate to include students or persons from outside the university. Women and minorities should be represented on the committee. The committee assists the chair with identifying a qualified pool of candidates through an evaluation process. (Ref: FSH 3065, APM 50.01, 50.02)</p>
<p>Equal Opportunity</p>	<p>STATEMENT OF INTENT ON EQUAL OPPORTUNITY. The University of Idaho recognizes that previous discrimination in employment based upon race, color, national origin, religion, sex, age, disability, or status as a Vietnam-era veteran has foreclosed economic opportunity to a significant number of people in the United States. To correct this inequity and to afford everyone the opportunity to participate without discrimination, UI pledges to eliminate all vestiges of policy that tended, intentionally or otherwise, to discriminate on the grounds proscribed by federal and state laws and, in order to eliminate all traces of discrimination, to take affirmative action to recruit, employ, and promote qualified members of those groups formerly excluded. (Ref: FSH 3060)</p>

University of Idaho Policies of Interest to AACs, Required Documentation

Chapter 3 of the University of Idaho Faculty Staff Handbook, located at <http://www.webs.uidaho.edu/fsh/>, describes and outlines Employment Information Concerning Faculty and Staff. Sections especially pertinent to the role of Affirmative Action Coordinator, Search Chair, and Search Committee Member include, but may not be limited to:

3060 Affirmative Action and Equal Opportunity

3065 Affirmative Action and Equal Employment Opportunity Hiring

3080 Classification and Appointment of University Positions

3085 Recruitment Procedures for UI Employees

3090 Temporary Hourly Employment

Required Documentation for Temporary Searches

If you have a situation where you or the Search Chair would not like to post the position on ATS, this is permissible for student/temporary positions as long as the following conditions are met:

- UI Hiring Policy is followed
- The position description is approved by the Student/Temporary Employment Services Specialist.
- The position is posted in a public place for a minimum of three days and the posting must contain the following statement at the bottom, “To enrich education through diversity, the University of Idaho is an Equal Opportunity/Affirmative Action Employer.”.
- You require application materials to include the approved Employment Application available on the Human Resources website at www.uidaho.edu/humanresources under Forms and Files. The Chair is responsible to ensure the application is signed, check the Nepotism section for any conflict of interest, and check the Felony Conviction Area to see if the person has been convicted of a Felony. If the Nepotism section or Felony Conviction section contain information, please contact the Student/Temporary Employment Services Specialist. Additional application materials must be required to allow the applicants an opportunity to address the minimum and desired qualifications listed on the position description/announcement.
- Screening forms, interview questions, reasons for interviewing and offering are still required, you will just not be able to store them in ATS.
- You must keep all search records for a minimum of three years, however, five years is recommended by the Director of Human Rights Access and Inclusion.

Hiring Matrix Defining Steps for Hiring Faculty, Exempt, Postdocs, Classified, and Student and Temporary

	Faculty	Exempt	Postdoctoral Fellows	Classified	Student and Temporary
Questions? Call:	Hiring Manager 885-3889 employment@uidaho.edu	Hiring Manager 885-3889 employment@uidaho.edu	Hiring Manager 885-3889 employment@uidaho.edu	Human Resources Technician 885-3612 employment@uidaho.edu	Employment Services Specialist 885-3737 employment@uidaho.edu
Step 1	<u>Position Authorization Form</u> Chair/designee completes & obtains approval (see position approval guidelines)	<u>Position Authorization Form</u> Chair/designee completes & obtains approval (see position approval guidelines)	<u>Position Authorization Form</u> Chair/designee completes & obtains approval (see position approval guidelines)	<u>Position Authorization Form</u> Chair/designee completes & obtains approval (see position approval guidelines)	<u>Position Authorization Form</u> Not required for Student/Temporary positions
Step 2	<u>Position Description</u> Chair and/or designee develops/modifies the position description and obtains <i>approval from the Dean</i> and sends to the Provost Office with PAF	<u>ROJD</u> Chair and/or designee develops/modifies ROJD (see template on HR website) and obtains <i>ES approval</i> from the Classification and Compensation Specialist	<u>Position Description</u> Chair and/or designee develops/modifies the postdoctoral position description (see HRAI approved template) and obtains <i>HRAI approval</i> .	<u>ROJD</u> Chair and/or designee develops/modifies ROJD (see template on HR website) and obtains <i>ES approval</i> from the Classification and Compensation Specialist	<u>Position Description</u> Chair and/or designee develops/modifies the position description and obtains <i>ES approval</i> from the Student & Temporary Employment Specialist.
Step 3	<u>Create Announcement</u> Chair and/or designee creates announcement in ATS and requests AAC approval to recruit	<u>Create Announcement</u> Chair and/or designee creates announcement in ATS and requests AAC approval to recruit	<u>Create Announcement</u> Chair and/or designee creates announcement in ATS and requests AAC approval to recruit	<u>Create Announcement</u> Chair and/or designee creates announcement in ATS and requests AAC approval to recruit	<u>Create Announcement</u> Chair and/or designee creates announcement in ATS and requests AAC approval to recruit
Step 4	<u>Announcement Review</u> AAC reviews request to recruit and approves at AAC level or returns to search chair for correction	<u>Announcement Review</u> AAC reviews request to recruit and approves at AAC level or returns to search chair for correction	<u>Announcement Review</u> AAC reviews request to recruit and approves at AAC level or returns to search chair for correction	<u>Announcement Review</u> AAC reviews request to recruit and approves at AAC level or returns to search chair for correction	<u>Announcement Review</u> AAC reviews request to recruit and approves at AAC level or returns to search chair for correction
Step 5	<u>Interview Request Review</u> AAC reviews request to interview and approves at AAC level or returns to search chair for correction	<u>Interview Request Review</u> AAC reviews request to interview and approves at AAC level or returns to search chair for correction	<u>Interview Request Review</u> AAC reviews request to interview and approves at AAC level or returns to search chair	<u>Interview Request Review</u> AAC reviews request to interview and approves at AAC level or returns to search chair	<u>Interview Request Review</u> Not required for Student/Temporary positions. Just proceed with interviews.
Step 6	<u>Offer Request Review</u> AAC reviews request to offer and approves at AAC level or returns to search chair for correction	<u>Offer Request Review</u> AAC reviews request to offer and approves at AAC level or returns to search chair for correction	<u>Offer Request Review</u> AAC reviews request to offer and approves at AAC level or returns to search chair for correction	<u>Offer Request Review</u> AAC reviews request to offer and approves at AAC level or returns to search chair for correction	<u>Offer Request Review</u> AAC reviews Interview Notes and Offer Notes and gives <i>final approval to offer</i> or returns to search chair for correction
Step 7	<u>Offer Letters/Agreements</u> AAC assists with offer letter and agreements after receiving <i>final approval to offer from Human Resources</i>	<u>Offer Letters/Agreements</u> AAC assists with offer letter and agreements after receiving <i>final approval to offer from Human Resources</i>	<u>Offer Letters/Agreements</u> AAC assists with offer letter after receiving <i>final approval to offer from the HRAI</i>	<u>Offer Letter/Agreements</u> AAC assists with offer letter and agreements after receiving <i>final approval to offer from Human Resources</i>	<u>Offer Letter</u> Recommended but not required for Student/Temporary positions unless the successful candidate is an International Student.

Instructions for Approving Searches

When a search comes to your queue as 'AA Coordinator Approval Requested', you will want to check the following items:

- 1) For Faculty, Exempt, and Classified searches, a Position Authorization Form (PAF) is required. This is a Budget Office form that the Search Chair or Designee should have submitted to the Budget Office for approval. You should also have a copy of this form or a system in place to ensure that the appropriate budget approvals have been obtained to begin posting the position. If you do not have approval or a copy of the form, you should not approve the search in your queue until the PAF is approved.
 - a) The Position Authorization Form is located on the Budget Office website at http://www.webs.uidaho.edu/ipb/Budget_Office/budget_forms.htm.
 - b) Approval guidelines for filling/changing Classified staff, Exempt and Faculty positions may be obtained by visiting the Provost Office website at <http://www.provost.uidaho.edu/default.aspx?pid=73194>.
- 2) The required documents section for all searches include four pre-started notes-see below. You will need to check each of these areas for the following things:
 - a) Search Committee Members-required for all searches except Student/Temporary searches. The committee should be diverse and the following information is required: Name of Committee Member, Department, Gender. The search chair and/or designee should be labeled as well.
 - b) Interview Questions-required for all searches. Review the questions to make sure they are appropriate, lawful and job related. This field may be noted, "Interview Questions will be provided for approval prior to interviews" if desired.
 - c) Screening Form-required for all searches. You should review this to ensure the screening form exactly matches the minimum and desired qualifications on the job description/announcement. The form should have a section establishing a rating scale, (or yes/no for the preliminary screening form) and an area for the applicant's name and the reviewer's name. The minimum and desirable qualifications should be visibly labeled.
 - d) Advertising-if you will be advertising in a publication, newspaper, website, journal, or other venue, please ensure this information has been entered by the department and a budget number has been provided along with dates. [Please see attached page for Suggested Advertising if the committee is asking guidance on advertising.](#)
- 3) Review the Announcement Details section to double check that the location is correct, the wage range is appropriate to what is listed on the Position Authorization Form, the position is accurately reflected as part-time or full-time, and the closing date is within the acceptable time frame for the position.
- 4) Check to make sure the chair/designee is asking for appropriate application materials for the applicants to address the qualifications required for the position.

- 5) If anything is incorrect, missing, or confusing, you may note your question or direction to the chair/designee in the Notes/Misc. section and return the search to their queue for correction.

When a chair/designee puts the search in your queue requesting permission to interview or requesting permission to offer, you will want to check the following items:

- 1) Make sure all of the applicants have been passed or failed.
- 2) Appropriate comments should appear in the Screening Notes section for why the applicant was failed and also why they were passed. For temporary positions, the Screening Notes area should only have Passed minimum qualifications, Did not pass minimum qualifications, or Incomplete Application in this field. HR screens Classified positions and will enter the Screening Notes. [Please see the attached page with instructions on Comments on Evaluating applicants.](#)
- 3) All comments listed in the Interview Notes and Offer Notes sections should contain purely objective information relating to how the applicant meets or does not meet the minimum and desirable qualifications listed in the job announcement. Information should not be vague, generalized or assumed, but rather specific and verifiable by an auditor looking through the announcement and the candidate's application. [Please see the attached pages with Comments on Interviewing and Comments on Selection.](#)

PLEASE NOTE: [If fields in the announcement details section or required documents section are incomplete, incorrect, or inappropriate, the search will be returned to the chair/designee with notes instructing a change. This means a delay in posting the position and may cause missed advertising deadlines.](#)

[If inappropriate Screening, Interviewing or Offer Notes are documented, HR or the Director of Human Rights Access and Inclusion will return the search to the chair/designee with notes instructing the change. This will result in additional time required to research and update the information and send the job back through the queues to be approved. Please contact Employment Services with questions on appropriate documentation.](#)

National Advertising

PUBLICATION	OPTIONS	ESTIMATES	OPTIONS
Chronicle of Higher Education:	-Display ads -Line Ads -Online Only	Print Ads - Call for quote Online only: \$265 for 30 days unlimited text	-Free online with print (includes display and line ads).
HigherEdJobs:	-Online only	\$155.00 for up to 60 days unlimited text	
Career Builder Discounted job posting	-Online only	\$125 for 30 days online unlimited text	Exposure on 900+ partner sites. -Includes 85+ diversity sites.
Monster.com Discounted job posting	-Online only	\$121 for 30 days online unlimited text	Job Board & Media Partners -BlackPlanet -MiGente -AsianAve -GLEE -Hire Disability Solutions -Consorte Media Network -iHispano Network - iHispano.com - National Society of Hispanic MBA's (NSHMBA) - Association of Latino Professionals in Finance and Accounting (ALPFA) - Latinos in Information Sciences and Technology

			<p>Association (LISTA) - QuePasa.com -LatinaStyle National Hispanic Professional Organization (NHPO) - Telemundo Broadcasting Network</p> <p>Job Board Partners</p> <ul style="list-style-type: none"> • Kappa Alpha Psi • New York Urban League (NYUL) •MSWorkplace <p>Media Partners</p> <ul style="list-style-type: none"> • Women In Technology International (WITI) •WorkplaceDiversity.com <p>Other Diversity & Inclusion Partnerships</p> <ul style="list-style-type: none"> • NAACP Executive Career Fairs • One Economy • The Retired Enlisted Association
Inside Higher Education:	-Online only	\$165.00 for 30 days unlimited text	
Women in Higher Education:	-Display ads -Online only	<p>Display Ads - Call for Quote</p> <p>Online Only \$195.00 - 30 days or until the closing date specified in your ad copy; whichever is longer; unlimited text</p>	Free online with print
Academic Careers Online:	-Online only	\$165.00 for 30 days	

		or \$195.00 for 3 months unlimited text	
Hispanic Outlook in Education:	-Display ads -Online only	Display Ads - Call for quote Online only \$195.00 for first 500 words. 30 day posting. Unlimited text	Free online with print
Diverse Issues in Higher Education	-Display ads -Online only	Display Ads - Call for Quote Online only \$195.00; unlimited text	Free online with a print ad
Additional Sources:			
<ul style="list-style-type: none"> • Professional/Trade Publications • Distribution Lists • Member Associations • 1 or more local papers 			

Comments on Evaluating Applicants

The Search Chair should provide a copy of this instruction sheet for each member of the committee and discuss the content at the first meeting to make sure all committee members thoroughly understand the procedure. The basic task of search committees is to evaluate all persons who apply for the position and identify the person(s) considered to be best qualified.

<p>1. Screening the Applications</p>	<p>Evaluations should initially be done independently. Committee members should not discuss the applicants prior to the completion of the first evaluation phase.</p> <p>It is important that evaluators understand that while rating forms are kept confidential as long as possible, they are a part of the legal record for hiring, subject to discovery, and may be used as evidence in court. Rating forms must be filled out in ink. Initial and date any changes.</p> <p>Evaluators should include comments to explain or augment numerical ratings.</p>
<p>2. Keep in mind</p>	<p>Evaluators should be sensitive to discrimination issues. It is illegal to make any negative judgment based upon sex, race/ethnicity, age, disability, religion, or marital status.</p> <p>It is inappropriate to consider the applicant's present salary, how long he/she might be expected to remain in the position, or whether or not he/she might be viewed by some as "over-qualified".</p>
<p>3. Discussing Screening Results</p>	<p>Your committee now meets to discuss applicants and identify finalists. Committee members may change their rating after hearing other people's views, but it is important to have justification for and to initial and date the change.</p>

Comments on Interviewing Applicants

Subject	Pitfall/Avoid	Permissible	Hints and Outcomes
Name	Inquiries about the applicant's name that would indicate ancestry, national origin, or marital status	Inquiring if they have worked here under different name	Inquiries may not be intentionally discriminatory, but have that result
Marital and Family Status	Any inquiry as to marital status, children, child-care arrangements, pregnancy	Whether applicant can meet work schedules, anticipated work absences, as long as they are consistent for all applicants	Do not treat the female candidates any differently than the male candidates
Age	Any inquiry to state age or date of birth	Statement requiring the candidate be over 18	Be cautious about asking for dates of graduation
Birthplace/Citizenship	Where applicant lives or was born or that of relatives	Statement that if hired the applicant will need to submit proof of eligibility to work in the USA	Some positions may require US citizenship (Grants, Safety, etc.) This should be specified on vacancy announcement
Criminal Activity	Arrests or convictions not related to position	Convictions related to position	Convictions do not necessarily prohibit the person from being employed. The nature of the conviction, date, relevancy to position and rehab. will be considered
Relatives	Inquiry of relatives not employed by institution	Names of relatives already employed by institution	UI Policy prohibits relatives being in a reporting relationship, even indirectly
Transportation	How they are arriving to work, interview, etc.	State as requirements of position, i.e. driving license, etc.	As long as they can arrive to work on time, it doesn't matter how they got there
Organizations	Inquiry as to ALL organizations to which they belong	List all professional organizations and positions held	Hiring decisions should not be made on religious and social organizations affiliation
Disability	Inquiry as to whether they have a physical or mental impairment	Question of all candidates – Are you able to perform the essential functions of the position with or without a reasonable accommodation?	The candidate will let you know whether an accommodation is needed and what it may be – HR will assist in this process -
Miscellaneous		If position requires, notifying the candidate the selected person will need to complete a criminal history check or medical screening	If they are required for the position, they must be stated on the vacancy announcement

Reference Checking Questions and Answers

- **Can reference checking be a predictor of success on the job?** Yes. Reference checking allows the prospective employers to receive first hand information about the candidate's skills, qualifications, attitude, and ability to fit the position needs and responsibilities.
- **When is the best time to conduct reference checks?** It depends. May be used as a tool to narrow the interview pool prior to interviews being conducted, or as a way to confirm the information provided by the candidate in the interview. However, caution needs to be taken when contacting the candidate's current employer. As a courtesy to the applicant, consider calling this person only if the candidate is a finalist.
- **What can reference checking accomplish?**
 - Ferret out the untruths and exaggerations in application materials and confirm information given during the interview.
 - Verify their employment history and level of education.
 - Limit exposure to being sued for negligent hiring.
- **May I contact more than just the professional references listed on the UI application?** Yes. The candidate signs a statement authorizing the prospective employer to contact any of their previous or current employers listed within their employment history.
- **May reference questions vary from one candidate/reference to another?** No. All reference questions should be consistent and relate to the position. Note that follow-up questions may be asked if they are job-related.
- **Are letters of recommendation a good indication of the suitability of the prospective employee?** A letter may be tailored to focus on the positive characteristics of a candidate, but leave out information that could be critical to the candidate's ability to be successful in the position. Pay close attention to the tone of the letter and if follow-up questions or additional contact is encouraged.
- **Is it ok to have different members of a search committee check references to expedite the process?** It is recommended the same person ask the reference questions or a group of people to ensure consistency between references. TIP: Have two people call references. One to ask the questions and the other to record the answers. Consider tape-recording, but request permission first and tape-record for each applicant interviewed. It is also helpful to describe the position for which the person is applying.
- **Is it appropriate to ask for additional references?** Yes. Especially if someone is unavailable or is a personal reference.
- **May I call off-list?** You may only call off-list if you have the explicit permission from the applicant. **A note of caution:** The off-list reference may be unduly biased (negatively or positively) depending upon their working relationship with the applicant. He or she may not be in the best position to evaluate the candidate's performance.

Comments on Selection

Example	Description	Pitfall	Hints and Outcomes
Providing job-related reasons that do not correspond to the description within the vacancy announcement/job description.	The justification given to interview applicants and offer the position to successful candidates must be job-related. Often times, reasons given do not correspond to the job responsibilities or Minimum and Desirable Qualifications listed on the job description.	One applicant mentions in their materials that he/she has a skill in an area the committee finds to be valuable to the position. The committee gives this applicant points for this skill.	Is this fair? No, as others applicants may have this same skill but if it is not known to be desirable, they may not address it in their materials.
Reasons provided are subjective.	The reasons provided need to be based in fact and relate to the qualifications listed on the job description.	The committee assumes that because an applicant is overqualified, they will not remain in the position for any length of time if hired.	In reality, the applicant has had a life-style change and this position will fit in with their current needs. Lifestyle changes could include changes within their family and a reduction in the level of responsibilities may be desired to maintain a healthy balance within their life.
Adequate justification is not provided for a candidate.	Thorough reasons must be provided for candidates and the reasons must relate to the position.	The reason provided for not considering the candidate is lack of eye contact/ handshake or standing too close. According to American culture, it is thought that an individual may be not be honest if they do not make eye contact.	The applicant's culture is one wherein <ul style="list-style-type: none"> ▪ making eye contact is a sign of disrespect. ▪ shaking hands is against their religion ▪ standing within close proximity is customary
Not reserving the right to interview or re-evaluate candidates in the pool.	Reserving the right to interview or re-evaluate applicants gives the search committee flexibility in determining which applicants are the most qualified should other applicants withdraw or be deemed unacceptable.	The Chair did not reserve the right to interview or re-evaluate any of the remaining candidates and all applicants listed for interview decline or it is determined they are not acceptable for the position. The committee is unable to evaluate any of the other applicants as they were determined to be unsuitable & search must be re-opened.	The committee identifies the 2 nd most qualified group and reserves the right to interview or re-evaluate these candidates should their top candidates decline or are deemed unsuitable.
Unable to identify candidate ranking.	Detailed, job-related reasoning is necessary to determine which applicants are the most qualified. Applicants should be identified in ATS in the order that they ranked.	Reasons listed are too generic to make a determination as to who ranked higher than another candidate. For example, all applicants on the list to interview state "meets minimum and desirable qualifications".	Will the form be approved to interview when submitted to ES? No – we will request that specific job-related reasons be provided indicating the strengths and weaknesses of each candidate in relation to the position description. The more information that can be provided to an investigator reviewing the report will assist an auditor/investigator to determine if discrimination has

			taken place should a suit by an angered applicant be filed.
Reference questions leading the reference to disclose personal information about the applicant	Reference questions need to be related to the job description and not based upon personal information.	How would you characterize (applicant's name) personality? Are there any other comments of a personal nature that you would like to add to aid us in our evaluation?	These questions lead to personal information and if the reference were to disclose something that is not job-related and the committee uses this information as a basis for not interviewing or offering the position to the candidate, then there is potential that a discrimination suit could be filed against the university. If the reference chooses to disclose personal information without being prompted, this information should be disregarded by the committee.
Using a template addressing the minimum and desirable qualifications of the position.	Ensures applications are screened on job-related qualifications and assists with evaluating applications consistently and fairly.	Deviating from the qualifications for the position, evaluating applications on criteria that is not job-related and basing decision upon that information.	If the information doesn't relate to how well a person may or may not perform the position duties, do not include as a part of the screening form as every document is subject to review.

Letters and Salary Agreements

Each Affirmative Action Coordinator should remind the committee chair to send letters to each applicant.

Thank You Letters

One of the most critical actions to our success in recruiting is the department sending letters to all applicants for the position thanking them for their time and interest. Even if you did not bring them in for an interview, they still completed an application, responded to your advertisements, and are expecting to hear back regarding the status of their application. Visit the Human Resources website at www.uidaho.edu/humanresources under Forms and Files, category, Job Hiring Forms to obtain sample letters for applicants interviewed and not interviewed. These letters should be timely and generic in nature. Please contact us if you have questions on sending these letters.

Offer Letters

You should provide official offer letters to those you have chosen to hire. Visit the Human Resources website at www.uidaho.edu/humanresources under Forms and Files, Category, Job Hiring Forms to obtain formats for offer letters for Faculty, Exempt and Classified positions. An offer letter for student/temporary positions is available at www.hr.uidaho.edu/humanresources under Forms and Files, Category, Student and Temporary. This offer letter is necessary if you hire an international student as it will be required for them to obtain their social security number. For all other Student Temp hires, the offer letter is not required but is highly recommended.

Salary Agreements

Salary agreements are required for all exempt salaried positions. See the Provost's website at www.uidaho.edu/provost for the current FY salary agreement including the terms and conditions contained therein. Please refer to FSH 3080 for additional information relating to salary agreements. Questions may be directed to the Provost's Office at 885-6444.

Post-Hire Responsibilities

Includes Student and Temporary Employees or *Volunteers

Required for all paid positions: Proof of identity and eligibility to work in the US is required of all new hires. This means having your new hire complete required forms at Human Resources (HR) on or before the first day of work and obtaining a Work Authorization Card. If the new hire has worked for the University of Idaho before but does not have a copy of their Work Authorization Card or it is over three years old, you can have them come to HR to be issued a new one or check in PEAEMPL in Banner to see if their I-9 date is less than three years old.

Duty/Circumstance	Required Action	Resource
Under age 18 (Minor)	Child Labor Form	Human Resources website www.uidaho.edu/humanresources or 415 W. 6 th Street
Driving a University vehicle	Driver Record Check and/or employee provides a copy of their driving records	Administrative Procedures Manual online at http://www.uihome.uidaho.edu/default.aspx?pid=80597 under Risk Management
Driving one's own vehicle for University business	Proof of Insurance Form	Administrative Procedures Manual online at http://www.uihome.uidaho.edu/default.aspx?pid=80597 under Risk Management
Driving a University vehicle requiring a Commercial Driver's License	<ul style="list-style-type: none"> Pre-employment alcohol and drug testing Addition to the University's random drug testing list 	Human Resources will work with an outside vendor and your department to complete the alcohol and drug test. Visit the Human Resources website at www.uidaho.edu/humanresources under Employment Services for policy information and forms.
Performing security sensitive duties or working with minors, etc.	Criminal Background Investigation	<ul style="list-style-type: none"> Human Resources will assist you with the investigation Forms and Policy are found on the Human Resources Website under Employment Services OR on the Administrative Procedures Manual website under Risk Management at http://www.uihome.uidaho.edu/default.aspx?pid=80597
<p>PERSI eligible, for non-board appointed positions = *(Can be obtained after beginning work but consider the retroactive consequences)</p> <p>temporary employees that are not full time students and consistently work half time or greater for more than five consecutive months</p>	PERSI Enrollment/Beneficiary Form	<ul style="list-style-type: none"> You will want to have your employee complete the PERSI paperwork as soon as you anticipate that the position may be eligible. Delays will mean the employee and employer will have to retroactively pay back the amount that would have been withheld from the beginning. PERSI Enrollment will be completed at HR or qualified department employees. PERSI enrollment forms may be downloaded from their website http://www.persi.state.id.us click on forms and publications link, click on forms and print forms 102 and 115. Instruction sheets for completing paperwork and employee handbooks are also available at this same link.
Volunteer or *Intern	Authorization of Volunteers	Administrative Procedures Manual online at http://www.uihome.uidaho.edu/default.aspx?pid=80597 under Risk Management

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Duty/Circumstance	Required Action	Resource
New Employee is an International Student	<ul style="list-style-type: none"> • Temporary Help Offer Letter (sample can be found at www.uidaho.edu/humanresources, Forms and Downloads, by Category, Student and Temporary, Student/Temporary Offer Letter) • Letter From International Programs Office • Student brings all related authorization documents such as; passport, visa, I-94, and I-20 to the Social Security Administration to obtain a Social Security Number 	<p>Social Security Administration 1617 19th Avenue Lewiston, ID 83501 OR Social Security Administration United States Federal Building 220 East Fifth Street Moscow, ID 83843 (Moscow Office open one day quarterly. Contact Human Resources for days and times)</p>

Please note this list is not exhaustive, however, these are common considerations.

*Volunteers also include Interns that are not on UI Payroll

Fiscal Year 2008- 2009

TO: Search Committee Members
FROM: General Counsel Office
SUBJECT: Confidentiality of Search Process

The purpose of this memorandum is to provide a legal context and some practical tips for ensuring the confidentiality and integrity of the search process.

Under Idaho law, information regarding employees and applicants is confidential. With respect to applicants for faculty or administrative exempt positions, the University is permitted to disclose the names of finalists only, except under certain limited circumstances. Idaho Code 9-340C(1):

Records Exempt from Disclosure – Personnel Records, Personal Information, Health Records, Professional Discipline. The following records are exempt from disclosure:

(1) Except as provided in this subsection, all personnel records of a current or former public official other than the public official's public service or employment history, classification, pay grade and step, longevity, gross salary and salary history, status, workplace and employing agency. All other personnel information relating to a public employee or applicant including, but not limited to, information regarding sex, race, marital status, birth date, home address and telephone number, applications, testing and scoring materials, grievances, correspondence and performance evaluations, shall not be disclosed to the public without the employee's or applicant's written consent. Names of applicants to classified or merit system positions shall not be disclosed to the public without the applicant's written consent. Disclosure of names as part of a background check is permitted. Names of the five (5) final applicants to all other positions shall be available to the public. If such group is less than five (5) finalists, then the entire list of applicants shall be available to the public. A public official or authorized representative may inspect and copy his personnel records, except for material used to screen and test for employment.

Individual members of search committees should treat all candidate information with strict confidentiality throughout the search process. The fact that an individual has applied for the position should be treated as confidential. Irregularities in the search process, including improper disclosure of candidates' identities or other information, can be the basis for a discrimination lawsuit by an unsuccessful applicant, in addition to violating the Idaho Public Records Law. Even after the search is completed, discussions regarding what occurred during a search process can violate confidentiality and create legal issues.

Requests for information from someone outside the search committee, and any announcement of finalists, should be handled by a designated person, typically the chair of the search committee, who will work with the General Counsel's office to ensure that any disclosure is within the parameters of the law and does not create liability for the University. When requests from the media are involved, the University's Director of Media Relations also should be consulted.

Please contact the General Counsel's Office at counsel@uidaho.edu with any questions.