UCO Hiring Procedures

Screening Committee Training
Hiring Staff & Student Positions
Berke Pre Employment Assessment

David Herd
Talent Acquisition Manager
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For information on Faculty & Adjunct Hires, follow this link.
Posting a position on https://jobs.uco.edu/hr (required for ALL positions)
All positions **MUST** be posted in the hiring system (https://jobs.uco.edu/hr)

This applies to:
- Staff
- Student
- Faculty
- Adjunct

All Hiring Managers should attend “Originator” training. Search “Originator” in the Learning Center to find upcoming dates.
Make Your Life Easier with these Tools:

• Post Specific (Qualifying) Questions:
  (For the applicant to answer before they get into your pool of candidates)

Examples:
  Yes/No
  This option allows you to “disqualify” applicants automatically if they don’t meet the minimum qualifications required for the position.
  • E.g. Do you have a 3 years experience as an office manager?

  Open Ended
  • E.g. What is your theory on English Literature?

Multiple Choice
  This option allows you to grade these answers with points and sort by the highest score.
  • E.g. How much experience do you have of using PowerPoint?
    – 0 – 1 Years (10)
    – 1 – 3 Years (20)
    – 3 – 5 Years (20)
    – 5 + Years (50)
Make Your Life Easier with these Tools:

• Evaluation (Ranking Criteria) Questions:
  (For Search Committee Members to grade quality of an applicant)

You can use this to create “evaluation criteria” for each member of the search committee to complete when an applicant enters the pool. You can add criteria such as:

• Experience:
  - How would you rank this candidate’s experience on a scale of 1-5?
• Qualifications:
  - How would you rank this candidate’s qualifications on a scale of 1-5?
• Systems:
  - Does the applicant have specific systems knowledge?

**For more details, attend “Originator” training. Search “Originator” in the Learning Center to find upcoming dates**
Candidate Selection – Legal Implications
When selecting a candidate, there are certain characteristics that are off-limits:

• Protected Classifications:
  – Age, Race, Color, Gender, Nationality, Disability, Veteran Status, Religion, Pregnancy, Marital Status, Sexual Orientation

In a nutshell, base all decisions on the history and qualifications of the candidate!
Discrimination Claims

• EEOC – to make a claim for discrimination, candidates just need to fill out a form

• They can do this up to 3 years after their application

• How will you remember the details so we can provide EEOC with counter details in the event of a claim?
Required Tracking & Best Practices:
Keeping a record of selection criteria:

1. Create your selection criteria prior to reviewing applicants and ensure all committee members are aware, then document the criteria.

2. Create your Interview Questions & have each committee member score each candidate based on the Interview questions and selection criteria – This will give you a total score for each candidate to help justify your selection.

3. Document all materials & keep these in a secure/confidential location within your office, for 3 years.
The Job Offer Spreadsheet template is sent to all originators, via the PeopleAdmin system, once a staff or student position is posted.
Keeping a record of selection criteria:

Job Offer Spreadsheet

• Electronic template for screening committees to document their selection criteria. We recommend all screening committees use this (or something similar) to keep a record of their justification for all hiring decisions (Staff, Student, Faculty, Staff)

• Columns A (applicant name) and B (reason for selection/non selection) **required** for all Staff Positions before a job offer can be made.
  - Reason for selection/non selection should indicate the key factors that led to your final decision on all applicants.

Other suggested columns:
1. Selection Criteria Used
2. Interview Questions to create scoring system
3. Berke Pre-Employment Assessment Job Match Rating
   - For more details on this tool, see slides 33-53
4. Any other info that you used to help you make your decision!
Interview Questions

- Should be the same for all candidates.
- No special treatment for preferred candidates
- Relate questions to the role (Job Specific Tasks/Skills)
- Remember to avoid questions relating to Protected Classes!
- Around 10-12 questions minimum (if all members of the committee create 3-4 questions each you are almost there!)
- Create a question list prior to 1st interview
Checking References

• Always check the 3 References listed on application form
  – listing these is a requirement for all applicants

• What if a candidate doesn’t list their current employer?
  – NEVER contact references that are not listed by candidate.
  – If References are not suitable; give the candidate the chance to provide alternatives. If they can’t do this, you should probably consider other candidates!
Social Media

• Should you look up a candidate on social media?

.... No.

If a committee member was “creeping” on an applicant’s Facebook page and discovers information about a protected characteristic, (e.g. age, race, or disability) if the applicant is not selected they have the argument that the reason for non-selection was the protected characteristic.

• If you stumble across some damaging info by chance, contact HR for advice before you do anything else!
Job Offer Process (Staff Position)
• When you have selected your top candidate, email the completed **Job Offer Spreadsheet** to David Herd at dherd1@uco.edu, with the name, position, proposed start date, and salary.

• To ensure new staff employees can be processed and have background checks completed in time, **hiring decisions should be communicated to Talent Acquisition (dherd1@uco.edu or jobs@uco.edu)** before 4pm on the **Wednesday prior to NET** (if the employee is required to attend the next available NET) – otherwise, the employee will be scheduled to attend the NET in 2 weeks’ time.
Job Offer
(Student Position)
Background checks now required

NEW STUDENT WORKERS – CANNOT BEGIN WORK UNTIL HR FRONT OFFICE SENDS CONFIRMATION EMAIL

ATTENTION ALL DEPARTMENTS; Effective immediately, please note that ALL new* student hires require a background check** to be completed BEFORE they can begin work in your department. Background checks will be completed once a student has completed an application in the jobs.uco.edu system and Talent Acquisition has been notified by emailing jobs@uco.edu with the name of the student you wish to hire.

ONLY once a background check has been completed, and required student paperwork + supervisor completed Student Employment Action Form (SEAF) have been handed into the HR Front Office (Jerri Wicket ADM 204), is a student worker then eligible to begin work in your department.

You will receive a confirmation email from Jerri Wickett (hr@uco.edu) confirming when all required steps have been completed for a student worker to begin. Please ensure no work is completed before this happens.

If your student worker begins prior to receiving the confirmation email from hr@uco.edu, UCO can be fined for I-9 non-compliance. This may result in legal ramifications for the hiring manager.

*If you are renewing an existing student worker, a background check is not required.

**PLEASE NOTE: background check costs will be invoiced to the hiring division ($10 per check)
A-D are REQUIRED before a student start date can be determined

A. Student has completed an application in the jobs.uco.edu system and Talent Acquisition has been notified by emailing jobs@uco.edu with name of student

B. Background check complete (this is requested by Talent Acquisition after A. is completed)

C. Student has completed required paperwork and I-9 verification found at following link and provided this to HR Front Office (ADM 204) or hr@uco.edu

D. Supervisor has completed Student Employment Action Form (SEAF) at the following link and provided this to HR Front Office (AM 204) or hr@uco.edu

Follow the process on the next 3 slides to successfully complete your student hire:
1. For **ALL** Student Hires*, a posting **MUST** be created in PeopleAdmin (PA).
   
   – Once submitted, this will come straight to jobs@uco.edu for review, approval, and posting.
   
   – Hiring Managers will use the “Describe Justification for Change” field of the posting to alert Talent Acquisition to any special instructions for the posting. E.g. If you don’t want the posting to go live, but instead want to be sent the link to allow internal applicants to apply only.

*NO STUDENT WORKER SHOULD BEGIN WORK UNTIL NOTIFIED BY JERRI WICKETT (HR@UCO.EDU)
2. Supervisor/hiring manager will review all applicants, interview, and select successful candidate.

– Department supervisor/hiring manager will make the conditional job offer to student, but **NOT** start date at this point.

– Once the conditional job offer is made, supervisor/hiring manager **MUST** notify jobs@uco.edu of student’s name and posting applied for.
3. **Jobs@uco.edu** will email “Student Employee Welcome Info” to student & instructions for completing Student Employment Action Form (SEAF) to supervisor.

- These emails will include step-by-step guides on completing required paperwork for Human Resources and Payroll.
- The email to the student will include a link to the background check website for the student to complete.

**ONLY** when all paperwork and the background check has been completed is the student then eligible to work. (Jerri Wickett hr@uco.edu will notify the supervisor at this point)
Completing the Student Employment Action Form (SEAF)
University of Central Oklahoma
STUDENT EMPLOYMENT ACTION FORM (SEAF)

Name: ____________________________
Banner #: ________________________

# Hours Enrolled (See Enrollment Requirements): ______________________

WHEN COMPLETE, the Student Employment Action Form (SEAF) must be returned to the Human Resources Department. Any questions should be directed to the HR Office Manager, Jerri Wickett, (405) 974-2366.

**ENROLLMENT REQUIREMENTS**
- Domestic students may work an annual average of 25 hours per week. International students are, by law, limited to 20 hours per week.
- Undergraduate Work: 20 hours per week.
- Graduate Work: 25 hours per week.
- Domestic students may work an annual average of 25 hours per week. International students are, by law, limited to 20 hours per week.

**WORK HOURS LIMITS**
- Domestic students may work an annual average of 25 hours per week. International students are, by law, limited to 20 hours per week.
- Undergraduate Work: 20 hours per week.
- Graduate Work: 25 hours per week.

**CHANGES MUST BE DATED FOR THE FIRST DAY OF THE NEXT HOURLY PAY PERIOD.**

**STUDENT EMPLOYMENT JOB DETAIL**

<table>
<thead>
<tr>
<th>Hiring Dept: __________________________</th>
<th>Box: __________</th>
<th>Bldg. Code: __________</th>
<th>Ext: __________</th>
<th>Position: __________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date Student Will Begin Working: _____/<strong><strong>/</strong></strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Org #: _____________________________</td>
<td>Confidential: ____</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>√ FWSP ______ Regular ______ Research Asst. ______ Teaching Asst.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Rate of pay: $ __________________</td>
<td>Hours/Wk: ______</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director/Chairperson (please print) __________</td>
<td>Signature of Director/Chairperson __________</td>
<td>Date __________</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**REQUIRED CHECK ALL THAT APPLY:**
- ☐ Departmental New Hire
- ☐ Departmental Rehire
- ☐ Switch FWSP to Regular
- ☐ Switch Regular to FWSP
- ☐ Org. Change: Previous Org. number
- ☐ Rate of Pay Change: Previous Pay Rate: $ __________
- ☐ Hours/Wk. Change: Previous Hours/Wk. __________
- ☐ Supervisor/Timekeeper/Department/Org. Manager Change
- ☐ Other: __________________

**Payroll Use Only**
- Position Number: __________
- Initials: __________
- Date: __________
- 04 05 20 TT __________

**THIS SECTION REQUIRED FOR ALL NEW HIRES, RENEWALS OR CHANGES:**

Web Time Card Routing: (Must complete timekeeper training in order to approve time)
- Supervisor: __________________________
- Approver: __________________________
- Time Keeper: __________________________
- Approver: __________________________
- Director/Org Manager: __________________________
- Approver: __________________________

A SEAF received for a student’s employment will continue that employment indefinitely, upon such time as the student is no longer employed with your department, please complete a Student Termination Form. This will remove the student timecard from UCONNECT and the student job from Banner. Any questions should be directed to the HR Office Manager, Jerri Wickett, (405) 974-2662.

WHEN COMPLETED PLEASE RETURN TO: Human Resources, Lillard Administration Building, Room 204

http://www.uco.edu/administration/human-resources/talent-acquisition/new-employee-forms/student-employees.asp

*Should be completed electronically and not handwritten*
Completing the Student Employment Action Form (SEAF)*

*Should be completed **electronically** and not hand-written

Name: __________________________________________________

Banner #: _______________________________________________

# Hours Enrolled (See Enrollment Requirements): _________________

WHEN THE STUDENT IS HIRED, HE/SHE IS REQUIRED TO PROVIDE ACCEPTABLE FORMS OF IDENTIFICATION. FOR MORE INFORMATION CALL THE HUMAN RESOURCES DEPARTMENT AT (405) 974-2366.

HUMAN RESOURCES DEPARTMENT USE ONLY

# Hours Enrolled ________ International Student? Y / N

Semester: □ Spring  □ Summer  □ Fall

Human Resources Dept. staff ____________________

ENROLLMENT REQUIREMENTS

Fall/Spring Semesters All student employees must be enrolled at least half time to be eligible to work any UCO student position. Half time enrollment for Fall/Spring is considered 5 hours for graduates and 6 hours for undergraduates.

Summer Semester Undergraduate Work-Study students must be enrolled in 6 hours to work on campus and Graduate Work-Study students must be enrolled in at least 5 hours. All other students must be enrolled in at least 3 hours to work on campus. Students not enrolled in summer classes must be enrolled in Fall classes in order to work on campus, but will be required to pay FICA taxes.

If the number of hours needed to graduate is less than the minimum hours required to work, the student must obtain a letter from his/her advisor stating the number of hours needed to graduate. Call Human Resources Dept. for further information.

WORK HOUR LIMITS

Domestic students may work an annual average of 25 hours per week. International students are, by law, limited to 20 hours per week during the Fall and Spring semesters. All eligible students may work up to 35 hours per week during the Summer and semester breaks.

Hours enrolled can be found in banner or by asking the student worker.

Enrollment Requirements:
Varies depending on Undergraduate/Graduate and semester!
Completing the Student Employment Action Form (SEAF)*

*Should be completed **electronically** and not hand-written

**STUDENT EMPLOYMENT JOB DETAIL**

Hiring Dept.: ____________________________  Box: ______  Bldg. Code: ________  Ext: ____________  

Position: ________________________________

*If rate of pay exceeds student salary band limit, a letter of explanation signed by the Director/Chairperson must be attached.

Date Student Will Begin Working: ______/_____/______  Org #: 

________________________________________  □ FWSP  □ Regular  □ Research Asst.  □ Teaching Asst.

*Rate of pay: $_______________  Hours/Wk.: _________________

________________________________________  ______________________________  _________________

Director/Chairperson (please print)  Signature of Director/Chairperson  Date

**Start Date:** should be the actual first day in the department (student worker should not begin until Jerri Wickett has given green light to allocate a start date).

**Rate of Pay should not exceed Student Salary Bands** (if they do, you must attach a justification as to why the higher rate is warranted, along with Director’s signature)
Completing the Student Employment Action Form (SEAF)*
*Should be completed **electronically** and not hand-written

<table>
<thead>
<tr>
<th>Student Salary Bands:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clerical: $7.25 - $8.40</td>
</tr>
<tr>
<td>Technical: $7.25 - $9.60</td>
</tr>
<tr>
<td>Tutors: $7.25 - $10.10</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Student Employment/Payroll Dates:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Summer: PAYROLL 12-17</td>
</tr>
<tr>
<td>• Fall: PAYROLL 18-26</td>
</tr>
<tr>
<td>• Spring: PAYROLL 1-11</td>
</tr>
</tbody>
</table>

*Research Assistant, undergraduate (RA): **$9.75**
*Research Assistant, graduate (RA): **$11.375**
*Teaching Assistant (TA): **$11.375**

*Any exceptions and the justification thereof must be approved and documented by the Office of Research & Grants (OR&G).

Max Student Working Hours:
• During Semester: Up to 25 hpwk (20 for International students)
• Summer: Up to 35 hpwk (including International students)
Completing the Student Employment Action Form (SEAF)*

*Should be completed **electronically** and not hand-written

<table>
<thead>
<tr>
<th>Web Time Card Routing: (Must complete timekeeper training in order to approve time)</th>
<th>Time Card Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor: Please Print User ID (i.e. Jsmith1) Banner ID# Position #</td>
<td>Approver</td>
</tr>
<tr>
<td>Time Keeper: Please Print User ID (i.e. Jsmith1) Banner ID# Position #</td>
<td>Approver</td>
</tr>
<tr>
<td>Director/Org Manager: Please Print User ID (i.e. Jsmith1) Banner ID# Position #</td>
<td>FYI only</td>
</tr>
</tbody>
</table>

All 3 names/User IDs/Banner ID#’s/Position #’s **required**; are used to set up student web time card routing.
Renewal Student Workers
Renewal Student Workers

Once you have completed the Student Employment Action Form:

• The SEAF is good for one full academic year (Fall and Spring Semesters) or one Summer Semester.

• If you wish to re-hire the same student for another academic year and/or the Summer Semester, the department must complete a new SEAF.

• The SEAF is the only document needed to renew a student employee, as HR will already have the previously completed Payroll paperwork.*

A renewal student **CANNOT** begin working until the new SEAF has been received by HR.

*An international student might need to complete tax treaty paperwork each semester — see Jerri Wickett (HR@uco.edu) or Lillard Admin building room 204)
Questions?

Contact us at: jobs@uco.edu

David Herd
Talent Acquisition Manager

Shandise Brown
Employment Specialist
Berke Pre Employment Testing
- Assess the FIT between a job and a candidate
  (Available for all Staff Positions)

David Herd
Talent Acquisition Manager
Human Resources
When it comes to screening and selecting applicants for a position, traditionally you have 2 main areas of focus to help you make a decision:

• Resume/Application Documents
  • To gauge qualifications/experience

• Interview
  • To further probe these qualifications/experience
Now, we have a 3rd area of focus you can add to your selection criteria to increase your ability to find the right People:

- Personality
- Talent

Job Fit
1. Measure the Person
We will send the assessment to all candidates, or only those that you have shortlisted (you decide).
- Applicants will complete the 7 sections online.
- It takes around 1 hour.
- The result will measure the candidate on personality and talent traits
2. Measure the Job
Berke Job Questionnaire: Simply complete 10 questions relating to the position you are hiring for.

1. How would you describe the job’s place in the corporate hierarchy? Place an ‘x’ below the best answer.

<table>
<thead>
<tr>
<th>Top (typically reports to President or CEO)</th>
<th>Not quite the Top</th>
<th>Middle of the hierarchy</th>
<th>Not quite the Bottom</th>
<th>Bottom (entry level position)</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

2. Will the person in this role manage other people? If so, how many people?

3. Describe the job’s compensation package. What’s the total annual or hourly compensation range for the job?

4. What will a person in this job do on a day-to-day basis? List specific activities rather than general responsibilities.

5. List the major objectives of this job and desired outcomes.

6. List the two toughest parts of this job on a day-to-day basis.

7. Choose your preference for how long it takes a person to complete the assessment? Place an ‘x’ beside the best answer.

   - 40 to 60 minutes (more in depth, more accurate and requires more concentration to complete)
   - 25 to 40 minutes (includes both personality and cognitive measures)
   - 12 to 25 minutes (less intense and might only assess personality traits)

   Let the Berke Jobs team determine time-to-complete based on my job’s requirements.

8. If this job is an hourly or entry level job, would you like to include an assessment of workplace intelligence?

   - No
   - Yes

9. Would you like to include an assessment of typing speed and accuracy?

   - No Typing Assessment
   - Moderate 26 WPM
   - Average 38 WPM
   - Fast 56 WPM
   - Very fast 76 WPM

10. What else can you tell us about this job or your company that might help us understand it?
Berke will then set the target zones for the high, medium, and low impact traits for your position.
3. Measure the Fit
The Job Match Rating compares the candidates’ score with each of the traits designated for your position. This is an overall rating.

Mr. Holden has an overall HIGH fit with the behaviors and talents required in the job of Telesales Representative at Eastpoint.
The Job Match Detail shows you how closely a candidate matched each of the traits.

Mrs. Thompson has an overall LOW fit with the behaviors and talents required in the job of Telesales Representative at Eastpoint.
Candidate Review

Key Traits

This section describes key personality and talent traits in order of their importance to the job. Consider how each trait might impact Mrs. Thompson in the job of Telesales Representative.

High Impact

Sociability

Mrs. Thompson may be perceived as somewhat reserved as she wants to make sure she is on solid footing when meeting new people. She enjoys privacy and the freedom to focus on her personal interests and selected tasks. She will be purposeful in her dealings with others and will want to be correct in how she proceeds and meets their expectations.

Structure

Mrs. Thompson is a conscientious person who places high value on following the rules and complying with established procedures and methodology. She is most assured when she can rely on official sources to validate her position.

Intensity

When Mrs. Thompson encounters an obstacle at work, she takes initiative and is highly motivated to deliver results. If something is not right, she responds with a great deal of drive and energy.

Medium Impact

Social Adaptability

She can be adaptable and considerate of normal standards and expectations, but she bases her actions on reason rather than people's opinions. She will not make concessions on important issues just to satisfy others.
Mrs. Thompson's traits do not exist in isolation of each other; each trait impacts the others. This section provides an integrated view of Mrs. Thompson. As you read this section, consider how Mrs. Thompson might perform as a Telesales Representative at Eastpoint.

Mrs. Thompson works best in a position that has clear-cut guidelines. She is assertive and fast-paced in her work, especially when dealing with task-based activities. She is aggressive on an intellectual basis and is naturally goal-oriented. She is self-disciplined and persistent and enjoys developing knowledge and engaging in analytical work. She is a highly responsive individual who needs a variety of opportunities for outward expression. She likes to work at a fast pace, but she also likes to be correct in everything she does, which may cause internal hesitation at times. She may find that the pace of work is too slow in this position.

Up to a point, she can be adaptable and flexible in dealing with people. She is an independent and practical person, however, who prefers to focus on facts and objectivity rather than trying to avert conflict. She likes to work in a well-organized, structured job setting. She feels best able to satisfy achievement expectations when she is able to follow established guidelines and procedures. She does not have a great need to dominate others. She is a doer who may concentrate and rely on her own performance rather than attempting to direct or influence others.

Mrs. Thompson has a decent level of people oriented interest and skill. She prefers keeping relationships on a cordial or businesslike level and will be purposeful in developing new relationships. She regularly looks for potential problems and may worry about their impact on her work. When she encounters an obstacle, she takes initiative and is highly motivated to deliver results. If something is not right, she responds with a great deal of drive and energy to get it fixed. She tends to have an original point of view on her work and can come up with new and different solutions to problems.

She is aggressive and is reasonably able to present facts and ideas to others. She may get caught up in details and have trouble bringing closure to persuasive situations. Although she comes up with good plans, she may need more help to implement them. She is a situation person and may need more direction and guidance than she is used to.
My recommendation:

• We send all candidates the assessment to complete.

• This allows you to use the “overall job match rating” to select your top candidates for interview.

• You can then examine in more detail the Job Match Detail, Candidate Review, Descriptive Review, Job Mismatches, and Interview Guide to help make a final decision!
You can never have too much information when it comes to assessing the candidates you want to become the People that make up your department/college...

The Berke Pre Employment Assessment gives you an extra source of information.
Using the Berke Assessment tool to aid with your hiring decision:

**PROS**

- A 3rd Source of information to base your hiring decision on
- A full descriptive report of each candidate’s personality
- A full descriptive report of each candidate’s talent traits
- An interview guide to help improve your interview effectiveness
- A Job Match Rating determining if the candidate is a good fit for the position
- Research suggests candidates appreciate sophisticated hiring techniques as it shows an organization places importance on having the right people
- It’s free!

**CONS**

- You need to spend 15-30 minutes answering 10 questions to complete the Job Questionnaire

Can you **afford** not to use it??
The Ultimate Hiring Decision should not be based on the Berke Assessment alone, it is simply an extra tool to allow you make an informed decision!
Q: How do I get started?
A: Email dherd1@uco.edu and request the job questionnaire form

For more details call David Herd (Talent Acquisition Manager) at ext. 3650