EQUAL OPPORTUNITY GUIDELINES

The information you provide on each search becomes a part of the official hiring record. Any information contained in the hiring record is subject to review by external agencies and may be used in an audit or complaint investigation. It is important that the information not only be complete and accurate, but also consistent with equal opportunity and non-discrimination laws.

Use the position announcement as your guidance—everything should relate back to the qualifications for the position. When you select a candidate to fill a position, you must indicate the objective, measurable, job-related reasons this person was selected. Drafting interview questions in advance, making sure to ask the same questions of all candidates, and documenting interview notes will assist you in completing recruitment summary documents. Additionally, the use of a rating sheet when interviewing and considering candidates can be helpful, as it provides clear criteria by which you are measuring the candidates. The rating sheets can then be used as support for your hiring decisions. When completing hiring records:

- Be specific and **detailed**
- Steer away from subjective language—use **objective** language
- Avoid using the terms “best fit” or “best suited” and instead talk in terms of “**best qualified**” and support it with examples
- **Quantify** experience and other qualifications
- Make sure your reasons are applied **consistently**—if one person wasn’t hired because their degree was not considered relevant, then others with the same degree should be treated the same way
- Remember, the person you select for a position **must** meet the minimum qualifications for the position

**Reason for Hire Example**

**Unacceptable:** Applicant was personable, smart and qualified for the position. *How can you measure “personable” or “smart?” These words mean different things to different people. How does this relate back to the job posting? There were probably other candidates who met the qualifications of the position, so describe why this candidate got the job—elaborate on how this person met the qualifications.*

**Acceptable:** Applicant met all requirements as stated on job posting, has 4 years of customer service experience, a degree in communications and in his interview demonstrated in depth knowledge of the requirements of the position. *This is measurable. It is clear how this candidate is qualified for the position and why he was selected. Notes or rating sheets from the interview should back up the statement that the applicant demonstrated “in depth knowledge.”*

**Reason for Non-Hire Example**

**Unacceptable:** Did not interview well. *Be more specific and speak in terms of why the candidate was not the best qualified for the position.*

**Acceptable:** When asked to describe how to perform a safety inspection, she was unable to do so. Had less management experience than candidate selected. *This is a specific reference to an interview question that was not answered correctly. Interview notes should support this comment. Management experience should be either a required or preferred qualification to use the lack of it as a reason not to hire.*

The Equal Opportunity/Affirmative Action Office will review information submitted via RPM regarding reasons for hire and non-hire. We’ll return documents to the creator if the information provided is potentially problematic and will include comments to assist you in creating a hiring record that is legally sound. Don’t hesitate to contact us at 747-5662 with questions you may have. Refer to the Search Committee Manual for more information on the search process.