

Recruitment and Selection Procedures for EPA Faculty and Non-Faculty Positions



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WESTERN CAROLINA UNIVERSITY

Recruitment Guidelines

Introduction

This handbook of recruitment procedures and guidelines is intended to provide ready access for administrators, staff and search committees to information about the recruitment and hiring process at Western Carolina University. A second purpose is to provide current guidelines concerning equal opportunity hiring for EPA faculty and EPA non-faculty.

Western Carolina University is committed to equality of opportunity for all who work or desire to work here. As such, the University has maintained a longstanding commitment to the principle and practice of equal opportunity wherein all personnel decisions are made without discrimination based on race, color, religion, sex, age, national or ethnic origin, sexual orientation, citizenship status, marital status, disability or status as a Vietnam era or disabled veteran. In adherence to this commitment, Western Carolina University seeks to promote diversity and opportunity within its hiring processes. The University has developed affirmative action plans to assist in furthering these objectives and to comply with federal legislation and regulations. The spirit and the law of equal opportunity/affirmative action does not ask employers to hire unqualified personnel; it asks that additional recruitment efforts be made to ensure qualified women and minorities in the applicant pools for all positions. Therefore, it is vitally important that recruitment efforts comply with the guidelines in this document.

In keeping with the responsibilities outlined by the University in its Affirmative Action Plan, all EPA appointments are subject to the policies and guidelines found in these recruitment procedures. This update is an effort to affirm and maintain efforts toward increasing the diversity of faculty and administrators, and hiring the most qualified candidate for each position.

**WESTERN CAROLINA UNIVERSITY
GUIDELINES AND PROCEDURES FOR
RECRUITMENT AND SELECTION OF
EPA FACULTY AND NON-FACULTY POSITIONS**

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Note: The steps in the search for faculty and EPA Non-Faculty are very similar. Any additional or different steps required for Non-Faculty positions are noted in italics within the narrative of this document. All Faculty and EPA Non-Faculty Searches are being conducted online through the university's online employment system.

I. Beginning the Process: Permission to Recruit

A. Position Analysis

1. When a faculty or non-faculty position becomes vacant, the department and search committee should have a discussion about the need for the position. Issues that may be examined include:
 - How does this position relate to the goals of the department and college?
 - Are there changes within the department or the discipline that should be reflected in a redefinition of the position?
 - What exactly do we need the person in this position to do?
 - Are there duties or functions, which have been part of this position that could be part of another position, or duties in other positions that could be part of this position?

Once the position is defined, questions should be asked about the qualifications and experience needed by the person filling this position, including absolute requirements and those which are desirable but not essential. A consideration of any program accreditation requirements will impact the required qualifications for the job.

2. A complete, detailed, and prioritized description of the position responsibilities, functions, and tasks should result from the above discussions. This description, together with a prioritized list of qualifications and experience needed, should be preserved and used to facilitate the writing of the job advertisement. It should also guide all those involved with reference checks and the interview process to formulate appropriate questions.
3. If the vacant position is for an upper level administrator, an outside search firm may be employed by the university to conduct the search. In this case, the search committee will meet with a representative from the search firm and will coordinate all the steps described in this manual. The same steps are required in the search for administrators as for faculty.

The process of making, preserving, and sharing the position description is crucial to the search. In addition, the mutually agreed-upon description of responsibilities, functions, and tasks will be useful in orienting the new employee. These shared performance expectations will help assure that the first steps taken by that person are in the right direction.

B. Obtaining Authorization to Recruit

1. The hiring manager consults with the Dean or appropriate next level supervisor about the need for the position, the qualifications of the candidate to be recruited, the projected salary level, and other conditions bearing upon the request. If the search is for an administrator, the supervisor consults with the next level supervisor and the appropriate Vice Chancellor or Chief of Staff.
2. The Dean (or next level supervisor) consults with the Provost (or other appropriate Vice Chancellor or Chief of Staff) to obtain approval. If the position is approved for recruitment, the Dean notifies the department head or next level supervisor. Note: Approval of positions may take place on an individual basis or may be approved at the beginning of the academic year as part of the University Staffing Plan.
3. Final decisions on requests to recruit will be made by the Provost or other appropriate Vice Chancellor or Chief of Staff. These decisions will depend upon review of staffing needs and budgetary conditions. This review may result in authorization for a vacant position to remain in a department or in a decision to reallocate and/or redefine the use of the position.
4. Authorization to recruit must be secured for any vacancy which occurs.
 - Advertising or recruitment may be initiated only after authorization is secured and the Office of Human Resources has approved the request to advertise and job advertisement. To obtain all approvals, the request to advertise should be submitted through the online employment site at <http://jobs.wcu.edu/hr>. Please contact the Office of Human Resources if you require assistance with this system. Upon approval, the Office of Human Resources will automatically post the job advertisement on the WCU Employment Opportunities web page. In addition, the position is automatically sent to the N.C. Division of Employment Security for posting on their web page and will be posted to HigherEdJobs.com and InsideHigherEd.com. Additional advertising is the responsibility of the department and at their expense.
 - Full recruitment is required in order to hire a fixed-term faculty member into a full-time tenure-track position.

C. Search Committee Appointment

1. The Chancellor, appropriate Vice Chancellor, Dean, or Department Head appoints a search committee.

2. The composition of the search committee should be as representative as possible of the groups that have a significant interest in the position to be filled. Consideration for search committee membership should be given to persons with expertise in the particular field, and persons with frequent interactions with the position. It is important to actively include persons who bring diverse representation to the committee. Departments are encouraged to seek knowledgeable members from other comparable departments if necessary in order to promote a diverse and well-rounded search committee. For some searches, it will also be important to include representatives from alumni and/or professional groups outside the university.
3. As one of the first steps in the search process, the search committee is required to hold a brief orientation with a representative from the Office of Human Resources. The main purpose is to discuss the specifics of the search process including the steps required to ensure an affirmative and legal search and to assist in the development of the job advertisement and overall recruitment strategy. This orientation will greatly decrease process errors as well as reduce the potential for unlawful conduct. Contact the Office of Human Resources for further information and to schedule an orientation as soon as possible after the search committee has been appointed, or at least prior to interviewing candidates.
4. The search committee chair and all members of the search committee should read and become familiar with this manual.
5. All deliberations of the search committee are confidential. It is not the practice of Western Carolina University to divulge information discussed by search committee members.

II. Recruitment

A. Developing the Job Advertisement

After the initial meeting with a representative from the Office of Human Resources and using the information developed from the position analysis, criteria are developed by the search committee for screening candidates and selecting qualified applicants.

1. Definition: A **qualified applicant** is one who meets the minimum advertised qualifications. Any applicant who does not meet these requirements is not qualified for the position and is not counted as a part of the applicant pool. All candidates who do not meet minimum advertised qualifications should have their status changed to “department determined did not meet minimum qualifications” in the online employment system. During initial screening, applicants should be changed to a status of “qualified” or “did not meet

minimum qualifications” based upon their qualifications prior to being moved into another status.

2. In stating the qualifications being sought, state as “required” the minimum qualifications for a candidate to be selected. State as “preferred” or “desired” the additional qualifications on which screening and selection from the pool of candidates will be based.
3. The search committee has more flexibility if the position is advertised without a closing date. For example, the phrase, “Review of applications will begin on month, day, year, and will continue until filled,” or “Preference given to applications received by month, day, year,” allows (in fact, requires) the committee to look at candidate application materials until the position is filled. If a closing date is set for receipt of applications, the committee cannot consider an application that arrives after the closing date, no matter how excellent the candidate may be. If a closing date is changed after the advertisement is published, the search must be reopened. *Note: Sometimes there are very valid reasons to set a closing date. The search committee should discuss this with the Office of Human Resources before finalizing the advertisement.
4. If the position is announced as one for which the terminal degree and/or a certain type or amount of experience is required, a candidate without these qualifications cannot be offered the appointment. The search must be reopened with different qualifications. When the search is reopened, a temporary appointment of a less qualified person for a fixed term may be made only in limited circumstances.
5. Be consistent in all statements and materials issued about the qualifications sought. Do not allow contradictory information to be disseminated. For example, do not say that a certain degree or type or amount of experience is required in one publication but state that it is desirable in another.
6. If the criteria advertised are changed after the vacancy is advertised, the search must be reopened.

B. Authorization to Recruit

1. The department head, or appropriate supervisor, completes the position request in the online employment system, and submits it to the appropriate Dean’s office (or next level supervisor) for approval. Two levels of approval are required prior to submitting a position request to the Office of Human Resources for posting. Upon obtaining necessary approvals, the request is submitted to the Office of Human Resources for approval. The Office of Human Resources will verify with the Office of the Provost (or appropriate Vice Chancellor or Chief of Staff) that the position request is part of the

approved Staffing Plan. The online submittal should include the job advertisement and a list of publications/ websites/mail outs/potential contacts where the advertisement will be posted.

2. When approved by the Office of Human Resources and the Office of the Provost (or appropriate Vice Chancellor or Chief of Staff), the hiring department will receive notification that the position has been approved and posted for recruitment. Position announcements should not be placed in external publications until all approvals have been received.
3. The job advertisement is placed on WCU's web page (<http://jobs.wcu.edu>) and is posted with the N.C. Division of Employment Services and the external websites HigherEdJobs.com and InsideHigherEd.com. The advertisement will be removed from WCU's web page and DES web page only after the complete processing of the search in the online employment system indicating that the job has been successfully filled or that the process resulted in a failed search.

C. Advertising

The key to obtaining a broadly diverse applicant pool is to advertise the position as widely as possible to attract both active and passive candidates. Recruitment plans for each position should allow for giving "sufficient notice" of the vacancy. That is, the position must be announced in ways that will make it generally known to a diverse group of potential applicants and allow them reasonable time in which to apply for the position. The minimum posting period is 10 calendar days although tenure-track and other positions requiring a national search should generally be posted for a minimum of one month.

In determining appropriate recruitment methods, ask the following questions: Will the method chosen reach all areas of the population? Are any groups excluded? (Consider especially those groups that are underrepresented in the current departmental census of where the position will be placed.) If some areas or groups are excluded, then the scope of the recruitment efforts must be broadened.

1. A variety of forms of communication should be used, including word-of-mouth, list serves, telephone calls, letters, notices at professional meetings, placement bureaus, announcements in professional journals, and electronic media.
 - All full-time, tenure-track faculty and all administrative positions must be advertised in one of the following: **The Chronicle of Higher Education (on-line version), The Chronicle of Higher Education (print version), or HigherEdJobs.com.** It is also recommended that all tenure-track faculty positions be advertised in a minimum of one national professional

journal or specialty specific publication that has national circulation. Western has paid an institutional fee to HigherEdJobs.com, therefore an advertisement in this site is at no expense to the department and the number of words allowed is unlimited. The Office of Human Resources will automatically place all tenure-track faculty and administrative positions with HigherEdJobs.com. Advertisements for other websites, journals and publications must also be submitted to the Office of Human Resources for approval, however the submission of the ad to any other source is the responsibility of the search committee/department.

- Increasingly, international applicants are applying to WCU. In order to properly petition for permanent residency, all WCU departments searching for a tenure-track teaching position should place an advertisement in an appropriate national professional journal. Specific guidelines outlining this process may be viewed at the following link (http://www.wcu.edu/WebFiles/WordDocs/Ad_Content.doc) and are also available in the Appendices at the end of the Recruitment Guide.
 - The job advertisement may be sent to graduate schools and organizations or associations within the discipline by the search committee and to historically minority colleges and universities nationwide. A listing of the historically minority institutions may be obtained from the Office of Human Resources.
 - No single method of advertising is necessarily sufficient. Rarely does one ad in the Chronicle of Higher Education produce an adequate pool of applicants. The approaches selected to identify qualified candidates should be chosen to make information about the vacancy available to a broad, representative body of possible applicants in the discipline, including minorities and women.
 - The qualified applicant pool for tenure track faculty positions and for administrative positions should reflect the nationwide availability percentages. This data may be obtained from the Office of Human Resources and can be shared with the Search Chair at the beginning of the search process.
2. WCU's normal recruiting area for tenure track faculty and administrative positions is nationwide. Recruitment for a vacancy should not be limited to the state or to one region or to a small number of institutions. Limited advertising will be approved only in emergency situations in which a less than full recruitment effort can be fully justified. Questions about this should be addressed to the Office of Human Resources. Normally, only a fixed-term appointment will be approved in such a case and a full search will be conducted at a later time.

3. State clearly in all announcements any contingencies relevant to the appointment such as grant funding, temporary or time-limited positions, or non-tenure track.
4. All written announcements and advertisements must include the following:
 - The nondiscrimination statement “Western Carolina University is an Affirmative Action/Equal Opportunity Employer” or “AA/EOE” at minimum.
 - The statement: “Proper documentation of identity and employability are required at the time of employment”.
 - The statement: “Final candidates for employment are subject to a criminal background check”.
 - A “quick link” directing candidates to the announcement at the online employment site (This can be obtained from the Office of Human Resources).
 - The name and contact information for whom to contact if there are questions about the position.

***If you are submitting an ad for a national professional organization in anticipation of receiving international applicants, please contact International Programs and Services and the Office of Human Resources for guidance as to the wording and content of the ad.**

5. State purchasing regulations require a purchase requisition to be processed for paid job advertisements before ads are placed. Advertising departments can give an estimate of the cost of an ad for use in completing the requisition.
6. A listing of recruitment resources designed to assist in recruiting a Diverse Workforce is available and can be accessed at: <http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/chancellors-division/equal-opportunity-and-diversity-programs/employment-hiring.asp>.

D. Recruitment Costs

The following guidelines apply in determining the unit of the university that is responsible for bearing such administrative costs as:

- Announcements and advertisements
- Postage
- Charges for paid ads
- Telephone calls
- Search committee members’ mileage and/or motor pool charges for travel with candidates to and from the airport
- The administrative support time recruitment entails:

1. The costs of these recruitment activities for faculty members in a department are normally the responsibility of the recruiting department.
2. Such costs involved in the recruitment of a department head are the responsibility of the department and/or the college, as determined by the Dean.
3. The costs of recruiting for Deans or other positions reporting directly to any Vice Chancellor are the responsibility of the Office of the Provost or appropriate Vice Chancellor or Chief of Staff.

E. Special Recruitment Exceptions to the Standard Recruitment Process

1. These guidelines for faculty and EPA non-faculty recruitment and selection were established to ensure compliance with federal and state EEO laws. While operating in the spirit of Affirmative Action and Equal Opportunity, there are, on rare occasion, extenuating circumstances that may make it necessary to deviate from the standard search procedures. Under these extenuating circumstances, when it can be shown that the absence of advertisements and a regular search do not conflict with achieving the equal opportunity goals of the University, regular recruitment procedures may be waived.
2. All requests for waivers must be initiated by the academic department or administrative unit and must be fully supported by the Provost, appropriate Vice Chancellor and/or Chief of Staff. The request for waiver should be forwarded (with appropriate approvals) to the Office of Human Resources with a full explanation of the department's reasons for requesting the exception and recommending the appointment. The request and recommendation must contain sufficient information to demonstrate that the appointment of the candidate is not inconsistent with the University's equal employment opportunity commitment. Upon review and approval, a response will be forwarded to the person originating the request along with guidance on how to proceed. Approval must be obtained prior to any personnel action.
3. Examples of special permission exceptions that may be granted include:
 - An opportunity arises to recruit a scholar of great eminence.
 - The requirements for certain positions are sufficiently specialized that they can be filled by only a limited number of scholars, all of whom are professionally renowned in their particular specialty.
 - Emergency hire (due to unforeseen personnel emergency such as immediate resignation, medical incapacitation or death of a current employee immediately prior to the start of or during the course of a semester). Emergency hires may only be used to fill positions on a fixed-term basis for no more than one year, except in the case of an interim or

acting administrative appointment, in which case the appointment may be extended.

- Internal searches are granted when there is knowledge of strong candidates that are already employed by the University.
- Current candidate pool requests are granted to fill a vacant position with an existing, diverse pool of candidates that resulted from a previous search that required the same general qualifications as the vacant position.

III. Screening the Applicant Pool

A. Processing and Screening of Applicant Vita/Materials

1. Candidate application materials are automatically accepted and maintained via the online employment system. Upon successfully applying for a position, candidates will receive a confirmation number acknowledging that their application materials have been accepted.
2. The department head, search committee chair, or other designated person reviews all applicant files to identify qualified applicants and records the appropriate status in the online employment system. Each applicant's qualifications are compared with the advertised criteria to determine whether the candidate meets the minimum qualifications for the position.
3. Candidates applying through the online employment system will receive an acknowledgement and confirmation of application and are asked to provide voluntary race and gender information during the application process. As a result, it is no longer necessary for departments to mail the race and gender form to candidates requesting this information. Race and gender information of individual candidates will be maintained independently by the Office of Human Resources and will remain confidential.
4. **NOTE REGARDING EMAIL:** Search committees wishing to advise candidates of their status by email must obtain the permission of the individual candidates before corresponding with them by email. This may be done by asking all candidates to respond to an email message giving permission to keep them informed of their status throughout the search using email if they so desire. The permissions should be kept on file (electronically or hard copy) until the position has been filled and the search is completed.
5. The applicants who do not meet the minimum advertised qualifications should have their status changed to "department determined did not meet minimum qualifications" in the online employment system.
6. If a closing date has been established in the advertisement, applications received after the closing date may NOT be included in the pool.

7. All candidates for advertised positions must apply through the online employment system as hardcopy application materials will not be accepted. Candidates who apply via means other than the online employment system should be directed to the online employment site and informed that their hardcopy materials will not be considered. Candidates requiring assistance with the online employment system may be directed to the Office of Human Resources. ***Please note that certain application materials such as work samples, etc. that cannot be submitted electronically may be submitted in hardcopy format. Specific instructions for submitting hardcopy materials that accompany the online application should be clearly indicated in the position announcement.**
8. The Office of Human Resources can provide a mail merge document for departments and search committees that include the names and mailing addresses of applicants for use in mailing notification letters.

B. Reviewing the Applicant Pool

1. After a date set by the search committee, or the advertised closing date, the committee meets to share observations and narrow the pool of applicants for further investigation. This is the “short list” of candidates who will be called for questioning and discussion and for whom references will be checked. At this point, the status for candidates comprising the short list should be changed to “Qualified-Seriously Considered Candidate” in the online employment system. There must be a minimum of two “Qualified-Seriously Considered” applicants. **Note: All candidates should be designated as “Qualified” or “Does Not Meet Minimum Qualifications” prior to moving candidates into a status of “Qualified-Seriously Considered Candidate”.** If an outside search firm is used, a representative of the firm will review the “short list” with the search committee.
2. After a vacancy is advertised, a decision may be made not to fill the position or to postpone the effective date of an appointment. If such a decision is made, all applicants must be informed of the changes. In this event, all applicant statuses will be updated to a “search cancelled” status. The “search cancelled” status will trigger the online employment system to generate an email message to the applicants. Only Human Resources can cancel an active search. If the search is to be re-opened with new criteria; current applicants may be invited to reapply.

C. Office of Human Resources Approval of the Applicant Pool

The general purpose of these recruitment and selection procedures is to assure nondiscrimination in the establishment of an applicant pool and screening process. Early in the search process, the Office of Human Resources will supply the search committee with nationwide data on the approximate percentage of women and minorities available for tenure track faculty and administrator positions requiring a terminal degree. The applicant pool should approximate the national availability percentages.

1. The applicant pool must be approved by the Office of Human Resources and all candidates recommended for on-campus interviews must be approved by the appropriate Dean's office and the Office of the Provost (or appropriate supervisor and Vice Chancellor for non-faculty positions) prior to being invited to campus. To initiate this approval process, the Department Head, Search Committee Chair, or designated representative should:
 - Identify each candidate to be interviewed in the online employment system and change their status to "Interview Requested".
 - Ensure that all recruitment/advertising sources have been disclosed in the online employment system.
 - **Note: The applicant pool and teaching credentials for recommended candidates must be approved before candidates are invited to campus for interviews**
 - Contact the Office of Human Resources to request the EEO Interim Report. The Office of Human Resources will generate the Interim Report and review the applicant pool.
 - The Office of Human Resources will review the Interim Report at this point to assess overall diversity of the applicant pool. If the representation of women and minorities in the applicant pool does not approximate their availability in the work force, the search may need to be expanded and additional recruiting may need to occur. If the closing date has passed, the search may have to be reopened. Statistical data on the demographic representation of the applicant pool will be provided to the Search Committee Chair by the Office of Human Resources. Once approved, the Interim Report will be emailed to the search chair, with copies provided to the Dean and/or other appropriate supervisor.
 - After receiving an approved Interim Report and to initiate the interview process, provide to the Dean or other appropriate supervisor, a brief memo outlining the request to bring candidates to campus. An [AA-21](#)

form and supporting documentation should be submitted for each candidate in which interviews are requested. The AA-21 form is available from the Office of Human Resources website at <https://wcuhub.wcu.edu/humanresources/SitePages/Human%20Resources%20and%20Payroll%20Forms.aspx> (please contact the Office of Human Resources if assistance is needed). **Note: The AA-21 form is only required for positions with teaching/instructional responsibilities. Non-teaching positions should submit the Credentials Verification form (or obtain transcripts to verify the stated degree(s)).**

- Upon approval by the appropriate Dean/Supervisor, the request will then be forwarded to the Office of the Provost (or appropriate Vice Chancellor) for approval and verification of teaching credentials (teaching faculty only).
 - Once the applicant pool has been reviewed by the Office of Human Resources and approved by the Provost/Vice Chancellor, candidates may be invited to campus for interviews.
2. Search committees should establish screening procedures to insure nondiscrimination in the application of their selection standards.

IV. Interviewing

A. Checking References

1. Using the lists generated during the position analysis and observations gathered from applicant files, the committee will compile a set of questions for exploration over the telephone. Refer to the ADA Guide to Interview Questions and the Guide to General Interview Questions found in the Appendix.
 - a. Questions for the applicants. This list is generally short, but usually includes questions that seek to clarify some points about the person's experience. Questions that should always be asked include:
 - Current interest in the position
 - Acceptability of salary range
 - Verification of permission to contact references, including others who may know the applicant's work history
 - b. Questions for references. This list, with few exceptions, is composed of the same questions for all candidates. Most questions are open ended and designed to promote elaboration by the reference. Getting honest and complete answers at this stage is one of the most important things a search committee member does.
2. Committee members contact the candidates and their references, keeping careful records of answers to all questions. These discussions are

confidentially shared with the search committee only, and answers to the questions are transcribed and kept in the position search file (which is retained in the Department Head's or appropriate Vice Chancellor's office for a period of 3 years as per GU203 of the University of North Carolina General Records Retention and Disposition Schedule.)

B. Selecting Final Candidates

1. Candidates should be carefully screened and a final pool established. A final pool of one qualified applicant is generally NOT acceptable.
 - a. Persons remaining in the final pool should be ranked in priority order so the top one or two can be selected for a campus interview.
 - b. More than two interviews may be approved in exceptional cases but careful selection should be exercised as a matter of sound staffing procedure and to conserve limited funds.
2. If a finalist in the pool is currently employed at another institution in the UNC system, the Provost must be informed. System-wide policies in such cases must be observed in securing clearance for an interview.

C. Additional Screening and OHR Approval

Before inviting final candidates to visit campus, several verifications are needed.

1. Candidates will only be issued invitations to visit the campus after it is determined that the candidate:
 - Is a top candidate and as strong as paper qualifications suggest.
 - Has serious interest in the position.
 - Has a realistic salary expectation in relation to WCU funding capabilities. These conditions should be checked by telephone calls before a campus visit is requested or arranged.
2. The [AA-21 Form](#) should be completed for candidates who will be invited to campus. The purpose of this form is to verify that the candidates have been issued official, accredited degrees as claimed and meet established minimum qualifications for faculty (Non-faculty searches should continue to use the Verification of Credentials Form or obtain appropriate transcripts).

D. Approval for Campus Interviews

Campus interviews for faculty must be approved in advance by the appropriate Dean and the Provost, and the appropriate Vice Chancellor or Chief of Staff if the position is non-faculty.

1. A request should be directed to the appropriate Dean and the Office of the Provost requesting approval to bring faculty candidates to campus for an

interview. If the position is non-faculty, the request should be sent to the appropriate Vice Chancellor or Chief of Staff. Each candidate for whom such approval is requested should be listed by name along with his/her present title and employment. For each candidate, a statement should be made addressing the issues listed in Section C.1 above. Additional materials that should accompany the Request to Interview include:

- The vita or resume (automatically attached to candidate file in the online employment system).
 - The completed AA-21 form.
 - A copy of the transcript, if available (may also be attached to the candidate file in the online employment system). Searches for non-faculty positions may require a copy of the transcript.
3. All travel requests must be filed in advance of the travel date. This should be done after the request to interview is approved, and as soon as travel arrangements and dates are finalized. Requests must be processed sufficiently early to permit compliance with state travel regulations. Internal processing procedures and mail time require a minimum of one week.

E. Interview Arrangements

1. The search committee chair contacts approved candidates, invites them to visit campus for an interview, and a date for the interview is established.
2. A discussion is held with each candidate regarding proof of eligibility to work in the United States.

NOTE: Proof of eligibility to work in the U.S. When candidates are contacted to invite them for an interview, they should be asked if they have proof of eligibility to work in the U.S. If the candidate indicates a problem with such proof, a discussion should be held with them about this matter. The results of this conversation should be taken into consideration, especially when inviting candidates who state they cannot provide such proof. (You may not ask to see proof of eligibility until after an offer of employment has been extended).

- a. If there are questions about the employment status of a candidate, the Office of International Programs is available to provide information/assistance regarding VISA eligibility requirements. Additional information may also be found at <http://www.wcu.edu/9514.asp>
- b. Documents acceptable to establish proof of eligibility are listed on the reverse of the Form I-9, Employment Eligibility Verification. See the appendix for a copy of this document. **Candidates are not asked to complete the I-9 at this stage in the process.**

4. A member of the search committee or other designated person should assist candidates as needed with travel and lodging arrangements. Candidates should be advised they must pay travel expenses, except for lodging in Madison Hall, and will be reimbursed after the visit.
5. A written interview schedule should be prepared. Essentially the same format and pattern of scheduling should be used for all the candidates to be interviewed.
6. Each interview should be carefully planned to allow the candidate to meet with the search committee, members of the department, members of related departments, the department head, and the Dean. If the position is non-faculty, other appropriate individuals should be included.
7. The interview schedule for faculty tenure-track positions must always include a meeting of each candidate with the department head or departmental tenure committee to discuss faculty evaluation as outlined in Administrative Memorandum 338 (copy in Appendix). Candidates are to be provided with a copy of the departmental TPR document.
8. If the appointment is intended to be at the level of associate professor or above, to a department head position, or to another position involving administrative duties, the candidate's schedule should include an appointment with the Provost or the appropriate Vice Chancellor.
9. If time permits, each candidate should be sent a copy of his or her interview schedule. Otherwise, the schedule should be given to the candidate upon their arrival to campus.
10. A copy of the interview schedule and the candidate's vita should be made available to each person scheduled to interview the candidate in advance of the meeting.
11. Any exceptions to these general guidelines will be stated at the time an interview is authorized.

F. Candidate Visits

1. The search committee will have a list of previously prepared questions. While it is inevitable and desirable that the candidates' backgrounds and experiences will require unique questions, it is important for comparability that there be a set of uniform questions to be asked of each candidate.

NOTE: There are questions that should not be asked of any candidate for legal reasons. See the lists in the Appendix concerning questions related

to Equal Opportunity guidelines. Everyone who intends to speak to the candidate in any situation should review this list.

2. If an approved travel request is on file in the Office of the Provost, one meal with the candidates (for faculty or non-faculty positions within the Academic Affairs division) as a guest accompanied by a limited number of search committee members (normally no more than three) can be paid from a special account maintained in the Office of the Provost. Prior approval for meals for other non-faculty positions is required from the office of the appropriate Vice Chancellor.

NOTE: The Office of the Provost has made arrangements with some local restaurants to invoice the Office of the Provost for these meals. A list of the restaurants that honor the voucher and the meal vouchers are available from the Dean's Office or from the Office of the Provost. Meal vouchers are issued on the day the candidate visits campus. As in planning all phases of the interview, care should be taken to keep costs reasonable. For non-faculty positions outside the Academic Affairs division, the appropriate Vice Chancellor's office is accountable.

G. Candidate Expenses and Reimbursement

1. The candidate must pay all expenses initially and then furnish receipts to be reimbursed.
2. **PLEASE NOTE:** State funds may not be used to reimburse candidates from within the university system. A search committee that desires to interview a candidate from within the university system should contact the Dean or Provost or appropriate Vice Chancellor about other sources of funding candidate expenses.
3. The state will pay for a maximum of a three-day/two-night visit by each candidate, unless a longer stay will result in a lower cost for the trip.
4. For details regarding the maximum subsistence allowed per day, please see the Travel Manual. Madison Hall is available to house candidates at a reduced rate as compared to local hotels. If Madison is utilized, the candidate will not be reimbursed as the costs will be billed to the appropriate department/office.
5. WCU travel advances to the candidate or ticket purchases on behalf of a candidate in advance of a visit are not permitted.
6. State regulations do not permit payment for alcoholic beverages, private telephone calls, or other personal items.

7. The department head/search committee chair (or designated administrative support) secures from the candidates interviewed all receipts needed to support a travel reimbursement, completes the reimbursement form, and processes it through normal channels to the Provost or appropriate Vice Chancellor. When the expenses are being paid by the Office of the Provost, the budget code will be entered on the reimbursement form by the Office of the Provost.

NOTE: The Office of the Provost or appropriate Vice Chancellor's office will pay costs described above in items 1 - 7 provided the interview has been approved in advance. All other expenses must be borne by the department or college concerned.

V. Decision to Offer the Position

A. Selecting the Successful Candidate

1. When all interviews have been concluded, the search committee chair:
 - Secures the recommendations of the search committee and others by whom the candidates were interviewed;
 - Consults with the department or college tenure and promotion advisory committee as provided in the WCU tenure document (for faculty positions); and
 - Makes a recommendation to the Dean (or appropriate level supervisor for non-faculty positions) and consults with the Dean (or appropriate supervisor) regarding the selection.
 - The Dean (or appropriate supervisor) contacts the Provost or appropriate Vice Chancellor to discuss making an unofficial offer to the recommended candidate.

B. Unofficial Offer

1. When a preliminary offer is made to a recommended candidate, it must be clear that the discussion is unofficial.

NOTE: No binding salary, rank, or other offers concerning employment conditions may be made to the candidate until the appointment and the conditions are approved by the Provost or appropriate Vice Chancellor and a successful background check has been completed. The written, official offer of a position is issued by the Provost or appropriate Vice Chancellor. ***All offers of employment are contingent upon the successful completion of a criminal background check.**

2. If prior service credit is requested by any candidate, the chair of the search committee must confer with the department tenure and promotion advisory

committee concerning the request before making a recommendation to the Provost.

3. If the unofficial offer of an appointment is not accepted by the top candidate, the department may:
 - Recommend the offer of an appointment to the next preferred candidate in the pool, following the procedure as before.
 - Reopen or extend the search. See Section VIII.
 - Applicant statuses in the online employment system should be updated to reflect candidates offered/not accepted prior to recommending a second candidate or reopening the search. If an offer is declined the reason for non-acceptance (if known) should be documented.

VI. Appointment

A. Required Approval Process

1. The approval process for the selected candidate should be completed in the online employment system. To complete this process the following steps should be followed:
 - Ensure that the status of all applicants in the pool have been appropriately updated to reflect their final disposition.
 - Change the status of the recommended candidate to “Recommend for Hire” and select “Begin Hiring Proposal”.
 - Complete all appropriate sections of the Hiring Proposal Form and select “Submit Hiring Proposal to Dean”. **Note:** Hiring proposals that are being submitted by a user other than the Department Head should select “Submit Hiring Proposal to Department Head” for initial approval. Hiring proposals for non-faculty EPA positions in non-academic divisions should be submitted to the appropriate Director and/or Vice Chancellor for approval.
 - When completing the Hiring Proposal and updating applicant statuses, please state the reasons for selection of the candidate recommended. The reasons cited must be non-discriminatory and unrelated to the race, creed, color, gender, sexual orientation, religion, national origin, age, disability, or veteran status of the candidate. Do the candidate’s qualifications coincide with the published requirements for this position and the duties that you actually expect to be performed?
 - The Hiring Proposal should address the requested salary and rank, as well as a full statement of the conditions under which the appointment would be made, including a request for prior credit.

- Upon receipt, the Dean (or appropriate supervisor) will either approve the Hiring Proposal and forward to the Provost (or appropriate Vice Chancellor) or will return to the submitter as not approved.
- After processing and approval by the Office of the Provost (or appropriate Vice Chancellor) the Hiring Proposal is forwarded to the Office of Human Resources for final Affirmative Action/Equal Employment Opportunity review and approval and for completion of a criminal background check.
- Upon final approval by the Office of Human Resources to include the successful completion of the criminal background check, the hiring department will be notified that all approvals have been obtained.

B. Official Offer and Acceptance

As soon as the Hiring Proposal is approved, a contract for employment and/or an appointment letter will be issued to the candidate. Faculty contracts will be issued by the Office of the Provost or appropriate Dean's Office. EPA Non-Faculty appointment letters will be drafted and approved by the Office of Human Resources and issued by the appropriate Vice Chancellor's office (or designee). A contract is included with the letter for the candidate's signature and faculty should return the contract to the appropriate Dean's Office. Upon Dean's Office approval, the contract will be forwarded to the Office of Human Resources for review and then to the Office of the Provost. Non-Faculty should return the contract to the Office of Human Resources. The contract is issued subject to the approval of the Chancellor. **NOTE:** In order to avoid complications and delays, please be especially certain that there are no discrepancies in employment information (e.g. salary, start date, special provisions, etc.) between the Hiring Proposal and the contract.

C. Post-Appointment Procedures

1. The responsible hiring department will send the original contract to the Office of Human Resources as soon as the signed contract is received.
2. The following documents are required for all newly hired faculty and EPA non-faculty. All documents, unless otherwise noted, must be completed and submitted to the Office of Human Resources prior to a new faculty member beginning work.
 - Official transcripts (**due to Human Resources within 30 days**)*
 - Curriculum Vita**
 - Application for Employment**
 - Contract/Appointment Letter
 - AA-21 form (completed and submitted prior to interview)
 - Employee Data Form

- FERPA form
- I-9 form: All new faculty members are required to complete an I-9 form by the first day of work and have it verified by the University within three days of employment.
- U.S. Citizenship & Immigration Services BASIC Pilot Program Verification
- Criminal Background Check Verification***
- Federal/North Carolina Tax forms (W-4/NC-4)

** Terminal degrees from foreign institutions must be evaluated by an appropriate transcript evaluation service to ensure equivalency with U.S. degree requirements*

*** Denotes that information is captured in the online employment system and will be obtained by the Office of Human Resources*

**** Criminal background checks will be completed by the Office of Human Resources*

3. When an offer of an appointment has been accepted, the department head and/or chair of the screening committee must observe the following procedures:

- Notify all remaining candidates in the pool that the position has been filled. This step may be completed by either letters sent via U.S. Mail or through automated email from the online employment system. Hardcopy letters should be sent to candidates without a valid email address.
- Administrative Memorandum No. 338 (copy in Appendix) requires that:
 - a. “Clear and specific statements of criteria for evaluation of faculty performance at every level (institution, college, department) are provided in writing and discussed with each probationary faculty member before initial employment and at the beginning of the first term of employment...”
 - b. “A record of these discussions is kept in the individual’s personnel file.”
 - c. The record of these discussions is kept on file in the Dean’s office.

VII. Maintaining the Search File

The statutes enforced by the Equal Employment Opportunity Commission (EEOC) require employers to preserve personnel records. These records include, but are not limited to, all records pertaining to hiring, pay or other terms of compensation, records having to do with requests for reasonable accommodations, the results of any physical examination, job advertisements and postings, applications and resumes, interview questions and notes,

explanations for eliminating candidates, and any other documents indicating how a search committee arrived at its decision. The committee should prepare in advance to organize a thorough and complete search file.

A. Which records must be kept?

- A copy of all correspondence (including emails) sent to and received from all applicants;
- An original printing of all advertisements (published electronically or printed);
- A list of the questions asked to all candidates;
- All notes from the search committee, and
- All rating sheets or other selection devices used in evaluation of all candidates.

B. How long should search records be kept?

- Search records must be maintained by the hiring department for a period of three (3) years from the date of the record's creation or last action, whichever occurs latest (as per GU203 of the University of North Carolina General Records Retention and Disposition Schedule).

Hiring officials who seek candidates for time-limited or waiver positions through informal procedures, such as professional contacts via mail, email, phone, etc., must document these efforts and preserve these records. Any "interviewing" or "screening" activities--whether formal or informal--must be documented and the records maintained in the department.

VIII. Reopening the Search

If the search is unsuccessful, the search committee chair should notify the Provost or appropriate Vice Chancellor. These steps should be followed when reopening a search:

1. By request to the Provost or appropriate Vice Chancellor, approval is requested to reopen the search. If the job description or requirements have been changed, a new job advertisement must be approved and it should be attached to the memorandum. If the Provost or appropriate Vice Chancellor approves the request, it is forwarded via the Online Employment System to the Office of Human Resources.
2. The Provost may decide to reopen the search with new requirements and time lines, or to convert the position to a fixed term position. If the position is converted to fixed term, it should still be advertised and a reasonable time period for recruitment should be provided. Exceptions are made only in the case of emergency.

- a. All candidates in the previous pool must be contacted and request a response as to whether they wish to remain candidates.
- b. Notify each candidate of any changes in qualifications or conditions of employment.
- c. Identify and implement any broadened recruiting measures that may be productive.
- d. Review the new pool and select the best qualified candidate.

IX. Hiring of International Faculty

WCU is committed to increasing the diversity of our faculty. There are specific policies in place concerning the recruitment and hiring of international job applicants. Department Heads and College Deans can find out more about the H-1B petition process when intending to recruit and/or hire international faculty. Before you begin the search process, please consult with International Programs and Services and review [Western Carolina University Policy #92: Hiring International Faculty at WCU](#) and H1-B Visa Hiring Guidelines for Departments/Colleges. For additional information regarding the hiring of international faculty to include H1-B Visa and PERM application guidelines please visit <http://www.wcu.edu/9514.asp>.

WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES

APPENDICES

Key Forms:

Employee Data Form:

http://www.wcu.edu/WebFiles/WordDocs/Employee_Data_Form_11_9_2011.doc

I-9 Form: http://www.wcu.edu/WebFiles/PDFs/I-9_version_3_2013.pdf

AA-21, Certification of Credentials and Qualifications (Faculty):

https://wcuhub.wcu.edu/DocCenter/Forms/HR_FRM_AA21_Provost_form.docx

FERPA Form:

http://www.wcu.edu/WebFiles/WordDocs/FERPA_Form_update_10_2010_GENERIC.doc

Verification of Credentials Form for EPA Non-Faculty

Samples:

Phrases for job advertisement on Ph.D. requirement

Notification letter to non-selected candidates

Suggested general questions to ask of telephone references

ADA guide to interview questions pertaining to medical conditions

WCU guide to general interview questions

General:

Administrative Memorandum No. 338,

Tenure and Teaching in the University of North Carolina

**WESTERN CAROLINA UNIVERSITY
EPA VERIFICATION OF CREDENTIALS**

Verification must be complete during the recruitment process, before a candidate is invited to campus for an interview.

Transcripts and Professional Licenses: If official copies are not obtained, verification must be performed by telephone. Official transcripts are due to the Office of Human Resources within 30 days of employment. Please complete all relevant credential items.

CANDIDATE NAME: _____

CREDENTIALS BEING VERIFIED:

Highest

Degree earned: _____ University _____

Date of Degree _____

Name of person who provided verification _____

Professional license: _____ Agency _____

Date of License _____ Expiration date _____

Name of person who provided verification _____

Work experience: _____

Date of experience: _____

Name of person who provided verification _____

Other (include appropriate date(s):

DATE OF VERIFICATION _____

SIGNATURE _____

(Dept. Head or representative)

DEPARTMENT _____

DATE OF EMPLOYMENT OF CANDIDATE: _____

Revised 8/15/2013

**WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES**

Sample Phrases Regarding “Ph.D. Required”

Ph.D. required, or compelling evidence that degree will be completed no later than June 1, 2013.

Earned doctorate (on or before Sept. 1, 2013).

It is assumed that all candidates will have completed all Ph.D. requirements by August 31, 2013.

All requirements for the Ph.D. in _____ must be completed at time of hire. (WCU attorney interprets this to mean the date employee signed the contract, not the date they go to work. Time of hire could be March or April.)

Ph.D. completed by start date.

Ph.D. by July 2013.

The position requires the Ph.D. degree in hand by June 2013.

Candidates must have the Ph.D. in hand at the time of application.

Completion of the Ph.D. by August 2013 is an important consideration for appointment as Assistant Professor.

A doctorate is required. (Dissertation written prior to Sept. 2, 2013, with a defense scheduled no later than Dec. 2013.)

Ph.D. or finishing stages of dissertation required.

**WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES**

Sample letter for notification of unsuccessful candidates after completion of search

Dear (Title, Last Name):

This is to inform you of the status of the search for the position of _____. After careful consideration of our pool of applicants and interviews with the top candidates, we have filled this position. The quality of the applicant pool was excellent, and each of those interviewed proved to be a strong candidate.

Thank you for your interest in this position and Western Carolina University.

Sincerely,

**WESTERN CAROLINA UNIVERSITY
RECRUITMENT GUIDELINES**

**Suggested General Questions to Ask of References
During Telephone Interviews**

Vacant Position Title: _____

Name of Search Committee Member: _____

Name of Applicant Under Consideration: _____

Name and Position of Reference: _____

Date of Interview: _____ Day and Time of Call: _____

Telephone Number Called: _____

Instructions:

PLEASE RECORD ANSWERS CAREFULLY AND COMPLETELY!

NOTE: You will be asked to give these written notes to the Search Committee Chair at the end of the search process. This information will become part of the official file. Take care not to record information that may be interpreted as unlawfully discriminatory, such as “the person is too old,” “has an arrest record,” “has a bad credit record,” “is a friend or relative of someone at Western,” “is divorced or separated,” “is disabled,” etc.

Have on hand a copy of the job advertisement.

Give your name and identify yourself as a member of a search committee at Western Carolina University.

Give the reference the name of the person for whom you are requesting a reference.

Give the reference the title and a brief description of the position being filled. Inform the reference that this is a confidential call, that you will be writing down the answers to the questions, and that the reference may speak frankly with you.

Questions:

1. In what capacity do you know or have you known the candidate?
2. Do you know why the candidate applied for the position?
3. What are the candidate's job-related strengths? Ask for examples.
4. What are the candidate's job-related weaknesses? Ask for examples.
5. How does the candidate deal with conflicts, for example, personnel issues, etc.? Ask for examples.
6. Is the candidate responsible and dependable? Ask for examples.
7. Do you think the applicant might be a good "fit" at Western Carolina University?
8. Would you hire the applicant if you were in a position to do so?

Thank the reference for taking the time to talk with you about the candidate.

**WESTERN CAROLINA UNIVERSITY
ADA GUIDE TO INTERVIEW QUESTIONS
PERTAINING TO MEDICAL CONDITIONS**

Inquiries You Cannot Make:

Do not ask questions about whether the individual has a current disability or a past disability.

Do not ask whether the individual has any serious illness (such as AIDS), back problems, a history of mental illness or any other physical or mental condition.

If the individual has a disability that is obvious to the interviewer (such as an applicant that is missing a limb or uses a wheelchair),

- Do not inquire how the individual became disabled or the prognosis for applicant.
- Do not ask questions about the nature or severity of the applicant's disability.
- Do not comment in any way on the individual's physical condition except as described below.

Do not ask questions about the applicant's medical problems by requesting the applicant to identify if he or she has or has ever suffered from a list of ailments, such as:

- | | |
|--------------------|-------------------|
| * Diabetes | * Hepatitis |
| * Heart Conditions | * Arthritis |
| * Back Problems | * Migraines |
| * Ulcers | * Visual Problems |
| * Hearing Problems | |

Do not ask whether the applicant has ever been treated for drug addiction or alcoholism.

Do not ask how many days the applicant was absent from work last year because of illness.

Do not ask questions of applicants with disabilities that you do not ask of other applicants, except as described below.

Inquiries You Are Permitted To Make:

You may ask whether the individual needs any reasonable accommodations or assistance during the hiring or interviewing process.

You may ask about the individual's ability to perform essential job functions.

You may give a copy of the job description to the individual that identifies all essential functions and ask whether the individual is able to perform all of those essential functions with or without a reasonable accommodation.

You may describe the job and ask whether the individual can perform those functions.

You may state the University's standards and expectations and ask if the individual can meet those standards. For example,

- You may state the University's drug policy;
- You may state the University's standards for on-the-job alcohol consumption;
- You may state the University's smoking policies;
- You may state the University's standards for attendance, including the availability or lack of availability of leave for newly-hired employees;
- You may state the performance standards and expectations for a particular position;
- You may ask about current use of illegal drugs (only if all applicants are asked this question);
- You may ask an individual how he or she could perform tasks, and with what accommodations, if the applicant indicates that he or she can perform the tasks with an accommodation;
- You may ask an individual to voluntarily disclose whether the individual has a disability if, and only if, the University is a federal contractor with obligations under the Rehabilitation Act, has affirmative action obligations under the Rehabilitation Act, has affirmative action programs for persons with disabilities, or you are otherwise instructed that you may do so for reasons relating to federal funding of programs;
- If the individual has an obvious disability or another disability known to you that you believe may interfere with or prevent the individual from being able to perform the essential functions of the job;
- You may ask the individual to explain or demonstrate how he or she can perform the essential functions of the job, with or without a reasonable accommodation;
- If an applicant has a known or obvious disability that would not interfere with or prevent performance of the job, you cannot ask or require the applicant to demonstrate

performance of a job function, unless all applicants for those positions are required to do so.

Inquiries You Must Make After an Offer for Employment has been Made

If the individual indicates that he or she has a disability and may require a reasonable accommodation:

You must inquire about the types of accommodations the individual believes may be necessary.

You must make inquiries with the individual and, if necessary, with others, as to the nature and costs of the accommodations that may be necessary.

If the individual has an obvious disability or a disability known to you that you believe will interfere with the applicant's ability to complete the pre-employment procedures, including pre-employment testing,

You must raise that concern with the individual and inquire whether the individual will require any reasonable accommodation during the hiring process.

Restrictions On Hiring Decisions

Do not refuse to hire an individual because the individual has asked for an accommodation.

Do not refuse to hire or consider an individual for a position because that person has a disability or is associated with a person with a disability.

You must make or ensure that an individualized analysis is made before an applicant with a disability is rejected because of an inability to perform essential job functions or as direct threat to the health and safety of the applicant or others. These decisions cannot be made based upon generalizations, stereotypes, or assumptions.

If the position for which the individual is applying is one where the University requires a medical examination, you must inform all applicants for those positions that any offer of employment is conditioned upon satisfactory results of a medical examination.

You must contact the Office of Equal Opportunity Programs, Office of Human Resources, or Office of the Provost, for advice and guidance on every individual, prospective as well as current employee with a disability who:

- Requests a reasonable accommodation;

- You are considering rejecting because of a physical or mental condition;
- You are considering rejecting because of an inability to perform the essential functions of the job.

**WESTERN CAROLINA UNIVERSITY
GUIDE TO GENERAL INTERVIEW QUESTIONS**

	ACCEPTABLE	PROHIBITED
Arrest Records	None.	Number and kinds of arrest.
Availability for Work on Weekends, Evenings	If asked of all applicants and it is a business necessity for the person to be available to work weekends and/or evenings.	Any question about religious observance.
Birthplace & Residence	Applicants place of residence, length of applicants residence and/or city where employer is located.	Birthplace of applicant or applicants parents; birth certificate, naturalization or baptismal certificate prior to hiring.
Child Care	None, unless asked of all applicants.	Inquiry into child care arrangements of only female applicants.
Citizenship	Whether applicant is prevented from lawfully becoming employed in this country because of visa or immigration status.	Whether the applicant or spouse or parents are U.S. Citizens.
Conviction Records	Inquiry into convictions if job related.	Any inquiry about conviction, unrelated to job requirements.
Creed or Religion	None, except where religion is a bona fide occupational qualification.	Applicants religious affiliation, church, parish, or religious holidays observed.
Credit Records	None, unless job related.	Inquiries about charge accounts, bank accounts, etc.
Family Status	Whether applicant has responsibilities or commitments which prevent him/her from meeting work schedules if asked of all applicants regardless of sex.	Marital status, number and age of children, spouses job.

Height & Weight	None, unless job related.	Any inquiry unrelated to job requirements.
Languages	Languages applicant speaks or writes fluently if job related.	Applicants mother tongue, language used by applicant at home, or how applicant acquired the ability to read, write, or speak a foreign language.
Marital Status	None.	Whether applicant is married, single, divorced, separated, engaged, widowed.
Military Service	Military experience or training.	Type of condition of discharge.
Name	Whether applicant has worked under a different name.	The original name of an applicant whose name has been legally changed or the national origin of an applicants name.
National Origin	None, except whether applicant is legally eligible to work in the U.S.	Applicants lineage, ancestry, national origin, descent, parentage, or nationality of applicant, or applicants parent or spouse.
Organizations	Applicants membership in professional organizations if job related.	All clubs, social fraternities, societies, lodges, or organizations of which applicant belongs.
Photographs	None except after hiring.	Photograph with application or after interview but before hiring.
Pregnancy	None.	Any inquiry into pregnancy, medical history of pregnancy or family plans.
Race or Color	None.	Applicants race or color of applicants skin.
References	Name of character references.	Name of applicants pastor or religious leader.

Relatives/friends	Names of applicants relatives already employed by your organization or a competitor but you may not give preference if women and minorities are under represented in your work force.	Names of friends working for the company or relatives other than those working for the company.
Sex	None, except where sex is a bona fide occupational qualification (BFOQ).	Any inquiry except where BFOQ.