Overview – Hiring Classified & Hourly Staff

To begin the process of filling a vacant classified or hourly position in your department, you need to complete three forms:

- Personnel Requisition. Used by departments to initiate and seek levels of approval to fill a position; serves as the principal means of notifying the Employment Office that a job vacancy exists in a department; and provides information that will be used to advertise a classified position on the "Yellow Sheet" for an hourly position on the "Beige Sheet."

- Position Skills Inventory. Hiring departments use this list to select a combined total of 15 required and preferred skills associated with the position to be filled. *Required* skills are those which the job applicant must have in order to be considered for a position. Required skills must fall within the state's classification specifications for the position. *Preferred* skills are those likely to enhance an employee's job performance.

- Position Description Form 30. Every classified and hourly position at the University is detailed on a Position Description - Form 30. Job duties and responsibilities should be stated in clear, concise terms so the applicant selected understands what is expected of him or her.

The above forms must be kept together and routed through appropriate administrative channels for review and approval. The Administrative Officer in your executive area submits the paperwork to the Employment Office, Room 167, Whitmore Administration Building.

Overview – Advertising Classified & Hourly Positions

Classified positions are advertised in the next weekly edition of the Classified Opportunities Sheet, commonly referred to as the "Yellow Sheet."

- The Yellow Sheet: The Yellow Sheet is a printed announcement of classified position vacancies on the Amherst campus and is published every Wednesday by the Employment Office. A copy is distributed to all Amherst campus schools, departments, and offices, and posted on all major bulletin boards for the purpose of disseminating current employment information to the campus community. Classified position vacancies are advertised on the Yellow Sheet for one (1) week.

The Employment Opportunities Sheet, called the "Beige Sheet," is also published every Wednesday by the Employment Office.

- The Beige Sheet: The Beige Sheet is a printed announcement of position vacancies available to off-campus applicants. Copies of this notice are distributed to outside agencies such as the Commonwealth's Division of Employment & Training, and are also available in the Employment Office, Room 167, Whitmore Administration Building.

Positions Advertised on the Web

Human Resources automatically posts all available classified, hourly and professional non-academic positions each week on our web site: www.umass.edu/humres/ under the heading "Employment Opportunities."

Overview of the Application Process

Individuals who are interested in applying for a classified or hourly position, need to complete the following:

Application form (2 types).

- **Employee Application for Classified Job Vacancies –** the "on-campus" or internal job application completed by those who are currently employees of UMASS Amherst*.
- **Application for Employment –** the "off-campus" or external application is filled out by individuals who are not employees of UMASS Amherst campus.

* Employees who have been layed off are considered to be "on-campus" applicants for a period of time as designated by their collective bargaining agreement or non-unit policy. Non-unit professional staff who are layed off can apply for classified positions but are considered "on-campus" applicants only for a 3-month period following their lay-off date. For more information, contact Labor Relations, 545-2736.

Applicant Skills Inventory. Job applicants check off skills they've acquired through prior work experience and/or education.

EO/AA Information Request. As part of the application process, Human Resources requests that applicants voluntarily provide information that will assist the University in meeting certain U.S. Department of Labor compliance and reporting requirements.

Business/Office Tests. All applicants for classified positions are strongly encouraged to take the QWIZ business/office skills automated tests administered by the Employment Office on personal computers. Applicants are time-tested in six (6) primary skill areas: Categorizing & Classifying, Editing & Proofing, Filing Names, Filing Numbers, Forms Checking and Math. Typing and software tests are also available.

Overview of Applicant Materials and Pools

The Employment Office provides hiring departments with pools of job applicants who have been matched to a position vacancy through a computer selection process. The following system-generated reports are produced for each pool:

- Matrix Report. The "Matrix Report" is a handy reference tool that shows which individuals in the Applicant Pool have the required and preferred skills for the position you are seeking to fill.

- Applicant Profiles. A profile of every applicant in a pool is presented in a condensed format called an Applicant Profile. Information provided includes: biographical data, educational background, work experience, job skills, and test scores. After reviewing the Matrix Report and Applicant Profiles for qualified candidates, the hiring department contacts any applicant under consideration to arrange for a personal interview.

- Applicant Profile Summary Sheet. Each pool of Applicant Profiles is accompanied by a cover sheet that identifies the position to be filled and the applicants who are being referred to the hiring department. The hiring department uses this summary sheet (called a "Referral") to indicate who was selected, how far each candidate advanced in the selection process and the reason why an applicant was not hired.

- Test Scores. If applicants have taken the office/business skills tests administered by the Employment Office, their scores will appear on the Applicant Profiles.

After an applicant is interviewed and selected for a position, the department returns the Applicant Summary Sheet, Matrix Report and the Applicant Profiles to the Employment Office and begins payroll processing for the new employee.

Position Skills Inventory Form & Instructions

The Position Skills Inventory is a list of job skills organized according to various categories. Hiring departments use this form as a screening tool to help select qualified job applicants for classified and hourly positions. The Skills Inventory is one of three forms needed to advertise and fill classified/hourly positions. The other required forms include the Personnel Requisition, and the Position Description - Form 30.

Position Skills Inventory forms are available in the Employment Office, Room 167, Whitmore Administration Building.

How to the Complete the Position Skills Inventory Form

1. Type the state job title for the position and the Personnel Requisition number at the top of the form.

2. Select a <u>combined total</u> of fifteen (15) required (R) skills and five (5) preferred (P) skills *from the entire inventory*.

   Required Skill (R) - A skill that the applicant must possess in order to be qualified for the position. Your selections should coincide with the qualifications given in item #7 on the Position Description - Form 30. Required skills must be appropriate for the job classification and should fall within the state specifications for the position.

   Preferred Skill (P) - A skill which is likely to enhance the applicant's job performance but is not required in order to be considered for the position.

3. Keep a copy so you have a record of the choices made.

4. Attach the Position Skills Inventory to the Requisition and continue following the instructions for filling out the Position Description - Form 30.

Position Description - Form 30

A Position Description - Form 30 is required for every classified and hourly position. This document should present an accurate and detailed description of the duties, responsibilities, and necessary qualifications associated with a position. The Form 30 is written by the Department Head/Dean/Director. Any new or amended position descriptions must be approved by the Classification Analyst in Human Resources' Total Compensation section prior to a position being advertised.

How to Complete the Form

Fill out the Position Description Form using the table of instructions below and the example shown at the end of the table. If you have any questions, contact the Administrative Officer for your area, or the Classification Analyst in the Total Compensation section of Human Resources, 545-1475. ☎

Position Description - Form 30

Item	Requirement(s)
Name	Leave this space blank. This information is needed only when a new employee is hired.
Position Title Code	Leave this space blank.
Position Title	Enter the official state job title for the position.
Agency	Insert "University of Massachusetts Amherst".
Appropriation or Agency Code	Leave this space blank.
Position No.	Insert a position number if the funding source is: General Operating Funds (GOF), Revenue-Based Trust Funds, or State Funds.
Requisition No.	Skip this space.
Salary	Skip this space.
Date Prepared	Enter the date you are preparing the form.
General Statement of Duties and Responsibilities	Summarize the job by describing the major duties and actions to be performed. The last item in your summary should be "and performs related work as required."
Supervision Received	Two items are required: (1) a description of the type of supervision received and (2) the job title of the person who will be supervising the position. The type of supervision received is usually described by one

Position Description - Form 30

Item	Requirement(s)
	of the following terms: *general, direct, close, administrative,* and *technical*. General Supervision - Work is checked at its completion but not while it is being performed. Direct Supervision - Instructions are provided at the start of each assignment and work is checked at its completion. Close Supervision - Instructions are provided for every step of each assignment. Administrative Supervision - Supervision is limited to administrative matters such as time and attendance but does not cover actual work content. Technical Supervision - Supervision is limited to work content but does not cover administrative matters such as time and attendance. Some employees receive administrative super-vision from one supervisor and technical supervision from another. If the supervisor is a classified employee or a faculty member, insert his or her official **state job title**; if the supervisor is a professional staff member, insert his or her **working title**.
Direct Reporting Staff	In Section 5A, list the official title of each person directly supervised by the incumbent and the number of positions in each job title, including students. All types of student employees should be listed under the generic title of "student employees." There is no need to make a distinction between work-study and non-work study, graduate and undergraduate. Also indicate the full-time equivalency (FTE) for all students listed. In Section 5B, indicate the number of positions in each title that these individuals supervise (if applicable).
Detailed Statement of Duties and Responsibilities	In Section 6 list all important and frequently performed duties in their order of importance. Each statement should indicate *what action is performed*, *how it is performed* (include procedures or equipment used), and *the purpose of the action* in specific and concise terms.

Position Description - Form 30

Item	Requirement(s)
Qualifications Required at Hire	In Section 7 list all the skills, abilities, and knowledge the incumbent must have at the time of hire. These qualifications must be clearly related to the duties and responsibilities listed in Section 6. For instance, if one of the duties is supervising employees, then supervisory experience should be listed as a qualification. Do not include specific knowledge, internal procedures, or any qualifications that are normally learned on the job. The qualifications required at the time of hire should coincide with the required skills checked off on the Position Skills Inventory form.
Qualifications Acquired on Job	In Section 8 list all of the important knowledge, skills, and abilities required for acceptable performance but which are normally *learned on the job*. These should be directly related to the duties shown in Section 6. For example, a new book-keeper in your department would be expected to learn the campus procedures developed by the Controller's Office.
Minimum Entrance Requirements	In Section 9, describe the minimum kind and amount of experience through which an applicant could acquire the qualifications listed in Section 7. Describe the exact amounts of any training or education which could be substituted for some or all of this experience. College degrees should not be listed unless they are used as a substitute for experience or are needed for a particular license to perform a job. A high school diploma or equivalent is often listed as a minimum entrance requirement.
License and/or Certification Requirements	In Section 10 specify the type of license or certification required for the job and the name of the board or agency that issues the license. If there are no such requirements for the position simply enter "None" in the space provided.
Remarks	Insert any additional information such as the position has a non-standard workweek or is a 2nd or 3rd shift position.
Signature of Appointing Authority	The original signature of the Dean/ Director/Department Head/Authorized designee is required to indicate approval for filling the position and authorizing that funds are available for the position.

Position Description - Form 30

Item	Requirement(s)
Prepared By	Enter the name of the person who wrote the position description.
Initials of Incumbent	Leave this space blank.*
Initials of Supervisor	Leave this space blank.*

* Be sure to make a photocopy of the Form 30. Later on, after you've selected an applicant for a position, you will need to attach a copy of the Form 30, <u>initialed by the incumbent and the supervisor</u>, to the Personnel Action Form.

☞ Position Description - Form 30.

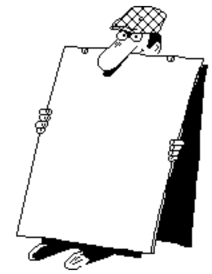
The Next Step

The Personnel Requisition, Form 30, and Position Skills Inventory should be reviewed and approved by the Department Head, Dean/Director and Executive Area (Vice-Chancellor). The Administrative Officer/Personnel Coordinator in your executive area is responsible for submitting the three forms to the **Employment Office, Room 167, Whitmore Administration Building**.

The information you provid on these forms will be used to advertise the position on the Classified Employment Opportunities Sheet ("Yellow Sheet") or the Employment Opportunities Sheet ("Beige Sheet").

If you have any questions about the classified/hourly hiring process, contact the Employment Office, 545-1396. ☎

Advertising Classified Positions - The Yellow Sheet



The Classified Opportunities Sheet, or what is commonly called the Yellow Sheet, is a printed announcement of all classified job vacancies, promotions, and appointments on the Amherst campus. The Yellow Sheet is **published every Wednesday** by the Employment Office and distributed to all Amherst campus schools, departments, offices, and posted on all major bulletin boards for the purpose of disseminating current employment information to the campus community.

How to Advertise a Classified Position

The Dean, Department Head, Chairman, Principal Investigator, or authorized designee, arranges to have a classified position vacancy advertised on the Yellow Sheet by submitting:

- a Personnel Requisition form
- a Position Skills Inventory
- a Position Description - Form 30

to the appropriate executive area, which forwards the forms to the Employment Office, Room 167 Whitmore Administration Building. These items should reach the Employment Office by noon on Monday 🕛 in order for the position to appear on the current week's sheet, or by 5 p.m. 🕔 on Friday if a holiday is observed on Monday. Position vacancy announcements must appear on the Yellow Sheet at least seven days prior to the application closing date.

Departments or hiring authorities should not contact employment services, schools, or colleges, or place advertisements in the newspaper in an effort to attract job candidates.

Contents of the Yellow Sheet

<u>Req Vacancy Number</u> - Refers to the pre-printed number on the Requisition form. The last digit indicates the year that the position was advertised.

<u>Title</u> - Official state title assigned to the position.

<u>Grade</u> - Grade associated with the position.

<u>Earliest Appointment Date</u> - Normally the Sunday following the application closing date.

<u>Application Closing Date</u> - One week from the date the position was advertised.

<u>Dept</u> - Location of the job being advertised. To find out which section of a large department has a position opening, call the Employment Office, 545-1396. ☎

Notations will also appear on the Yellow Sheet if a posted vacancy is: grant-funded, part-time, 35-week minimum position, temporary; if the position is for the 2nd or 3rd shift and/or the work schedule is other than Monday through Friday.

Recent appointments to classified positions are listed on the reverse side of the Yellow Sheet, along with the requisition number, vacancy number, position title, grade, department, and name of the person appointed. An asterisk indicates the person hired was an on-campus employee.

Unfilled Vacancies

At the end of every six month on-campus application period, June 30th and December 31st, any department that has an outstanding vacancy announcement will be contacted by the Employment Office and asked to cancel the announcement or indicate plans for filling the vacancy.

Canceling an Advertisement

To cancel the announcement of any position vacancy advertised on the Yellow Sheet, you need to send a copy of the Requisition and a memo of explanation to the Employment Office, Room 167, Whitmore Administration Building.

Employment Opportunities Sheet

The Employment Opportunities Sheet is a printed announcement of the positions currently available to off-campus job applicants. Commonly referred to as the “Beige Sheet,” this notice is published every Wednesday by the Employment Office and distributed to outside agencies such as the Commonwealth’s Department of Employment & Training. Copies of the Beige Sheet are also available in the Employment Office, Room 167, Whitmore Administration Building.

Contents of the Beige Sheet

Most of the jobs advertised on the sheet are Departmental or Clerical Assistant positions. These are generally part-time, non-benefited, temporary jobs that offer an hourly wage rather than a weekly salary. Classified positions may be listed on the Beige Sheet if hiring departments have been unable to fill them by advertising on the Yellow Sheet. Generally speaking, these are specialized and/or technical jobs that require a particular combination of skills. In addition, any advertisements for Professional Staff positions are attached to the Beige Sheet.

Applications for classified or hourly positions posted on the Beige Sheet will be accepted until the position is filled. Hiring departments may begin receiving applicant pools from the Employment Office on the day following the publication of the vacancy notice.

Applicant Referral Process

The Employment Office provides hiring departments with pools of job applicants who have been matched to a position vacancy through a computer selection process. Computer generated reports for each pool, consist of a **Matrix Report**, one or more **Applicant Profiles** and an **Applicant Summary Sheet** .

Applicant Pools

Applicant pools for classified positions are determined by the provisions of applicable collective bargaining agreements, and are organized and given to hiring departments in this sequence:

- Employees who have been laid off.
- Applicants who meet the criteria for targeted positions.
  Bargaining unit applicants.
  Applicants from other bargaining units and non-unit applicants.
  Off-campus applicants.

In keeping with the University's "promotion from within" policy, **on-campus employees** are automatically referred if they applied for the job title being advertised or specified the Requisition number posted on the Yellow Sheet, and have met any applicable testing requirements. **Off-campus applicants** are referred if their skills and/or experience match those required for the position being advertised and they have met any applicable testing requirements.

Applicants for hourly positions are combined in a single pool.

Matrix Report

The Matrix Report gives hiring authorities a quick and easy way to assess and compare the qualifications of applicants in a pool. The report lists skills sought by a department for a vacant position and the resulting number and names of all applicants in the pool.

It should be noted that each applicant's skills are self-identified, meaning that the individuals themselves have reported they possess the skills checked off on the Applicant Skills Inventory. The hiring authority should review the Applicant Profile, test scores, work history and also check references when evaluating job candidates for interviews.

Applicant Profiles

All referrals are made by the Employment Office and sent to hiring departments on Applicant Profiles. These sheets feature the same type of information you would expect to find on a resume but presents it in a much more condensed format.

The first few sections include: *biographical data, educational background, the applicant's self-reported skills, and a record of previous work experience,* as provided on the individual's Application Form.

Next is a list of the *skills* the applicant feels he or she has acquired through work experience and/or education.

If an applicant has taken the QWIZ office/business tests, his or her most recent test scores will be shown.

Current employee information is provided for on-campus applicants who are presently employed by the Amherst campus.

The Applicant Profile, (shown on the next page), is designed to help you screen and select qualified applicants for job interviews. Here are a few items to consider when reviewing the Profiles.

OK TO CONTACT (SECTION 1)
A "yes" response means that you can call the applicant at his or her workplace to make arrangements for a job interview. A "no" response means that you should call the individual at his or her home phone number. In the event that someone cannot be reached after at least two attempts, make a note of the dates and times you called. If you are having difficulty reaching an applicant, you may send a letter to the individual, allowing five working days for a response. If neither a Yes or a No response is given, you should contact the employee at his or her home phone number.

RESUME ON FILE (SECTION 1)
A "yes" response indicates that the applicant has a resume on file with the Employment Office in Room 167, Whitmore Administration Building. You can request a copy by calling 545-1396. ☎

CONTACT CURRENT EMPLOYER/SUPERVISOR (SECTION 3)
A "yes" response means that you may call the applicant's current employer and/or supervisor for an employment reference.

APPLICANT SKILLS
(SECTION 4)

Bear in mind that the applicant has reported that he or she possesses the skills you see listed on the Profile. Questions about skill level, depth of understanding, training, and experience, should be directed to the applicant during the job interview.

Before you evaluate the applicants, be sure to consult the appropriate collective bargaining agreement (if applicable) for criteria to be used in selecting a candidate to fill a vacancy.

Targeted Positions

The Equal Opportunity & Diversity (EO & D) Office may target certain classified position vacancies if the job group that the position falls within is underutilized for women and/or minorities. In the event that a position in your department is targeted, you can expect to receive a written notice and instructions from the Equal Opportunity & Diversity (EO & D) Office. The Employment Office will forward the names of all on and off campus applicants who meet the criteria for the targeted position. On-campus applicants should be considered first, followed by off-campus applicants.

Equal Opportunity & Diversity (EO & D) Policy: If a qualified candidate cannot be found among the applicants referred to you, you must provide the EO&D with a memo explaining the reason(s) for rejection and return the applicant pool, Applicant Summary Sheet (filled out using the Outcome Code List) to the Employment Office. The department must get EO&D approval before it can receive another applicant pool.

Evaluating Applicants

It is important to have an evaluation system that measures the qualifications of each applicant and provides an accurate, detailed record of your selection procedures and hiring decision. You might consider using rating sheets similar to those shown in the model below.

Summary of the Evaluation Process

- Applicants for classified and hourly positions are evaluated on the basis of their qualifications which include: skills (required and preferred), test scores, educational background/training, and previous experience.
- A selection team, composed of employees from the hiring department, decides which applicants to interview, then plans the format and formulates questions for the interviews.
- The pool is further reduced to a small number of finalists who are scheduled for second interviews.
- A finalist is selected and offered the position, and the unsuccessful candidates are notified of the hiring decision.

Applicant Summary Sheet

At the conclusion of the employment process, you need to complete the Applicant Summary Sheet, which is enclosed as a "cover sheet" with each pool of Applicant Profiles. The purpose of the Summary Sheet is to:

- show how far each applicant advanced in the selection process
- give the reason why an applicant wasn't interviewed and/or selected
- provide the name, ID # (taken from Applicant Profile), and starting date of the person hired.

After the Summary Sheet has been signed and dated by the Appointing Authority for the department, you must return the Sheet along with the Applicant Profiles for unsuccessful candidates, to the Employment Office, Room 167, Whitmore Administration Building.

On-Campus Applicant Pool

For each applicant listed, give a brief response to the following questions:

1. *Did you interview this applicant?* Insert a Y (Yes) or an N (No).
2. *If no, why?* Explain why the applicant was not interviewed by giving a short, concise answer such as: not qualified, declined interview, lacked required experience, etc.
3. *If yes, result of interview.* Succinctly state the outcome of the interview.

Off-Campus Applicant/Targeted Position Pool

In order to complete the Summary Sheet for an off-campus applicant pool or a pool of applicants who met the criteria for a targeted position, you need to refer to the **Outcome Code List** that will be enclosed with the Applicant Profiles you receive. Insert the codes that most appropriately describe:

1. *How far the applicant advanced in the hiring selection process*. Select one of the five codes shown in Section A of the Outcome Code List.
2. *The reason why the applicant wasn't selected for the position*. Select one of the codes from Section B of the Outcome Code List.

Equal Opportunity & Diversity (EO & D) Office Policy: If a qualified candidate cannot be found among the applicants referred to you, you must provide the EO&D with a memo explaining the reason(s) for rejection and return the applicant pool, Applicant Summary Sheet (filled out using the Outcome Code List) to the Employment Office. The department must get EO&D approval before it can receive another applicant pool.

An Evaluation Model

To illustrate how rating sheets are used, we have set up a model to evaluate on-campus applicants for a Non-Unit Clerk V position vacancy. In this particular example, the position ***requires*** a high level of skill in five areas: typing, word processing, editing/ proofing, public relations, and supervisory experience. In addition, there are four skills which are ***preferred*** by the hiring department. These include: business English, writing, filing, and oral communication.

Step 1 We begin by creating a spreadsheet and identifying the categories to be used in rating the applicants. Next, we compile information taken from each of the Applicant Profiles:

<u>Columns 1-2</u> Name and phone number of each applicant in the pool.

<u>Column 3</u> Letter grade assigned after calculating an average for the clerical test scores.

<u>Columns 4-5</u> Number of required and preferred skills each applicant has.

Model Rating Sheet #1

①	②	③	④	⑤	⑥	⑦
NAME	**PHONE#**	**TEST SCORES**	**5 REQ**	**4 PREF**	**REQ RESUME**	**COMMENTS**
Bartlett, Tom	545-6119	B	1	2	N	
Doe, Jane	545-6126	A	3	4	Y	
Jones, Joe	771-2345	C	1	2	N	
Munson, Jaymie	545-9999	A	5	5	Y	
Smith, John	549-9876	B+	4	5	Y	
Tyler, Diane	545-6117	A-	5	3	Y	

Step 2 Ratings sheets are distributed to the three-member team responsible for selecting a candidate for the position. After reviewing test score grades, skills, education, and previous experience, the team narrows the pool by deciding which applicants they would like to request a resume on by marking: **Y** (Yes), **N** (No) or **M** (Maybe) in column 6 of the rating sheet.

The contact person for the hiring department calls the Employment Office, 545-1396 ☎ and requests resumes for the selected applicants. NOTE: If a resume is not on file, you can call the applicant directly and ask if he or she would be interested in sending a copy to you.

Step 3 Following a review of the resumes, the pool is reduced to a group of possible candidates. Information about the selected group is copied to a **second rating sheet**.

Model Rating Sheet #2

①	②	③	④	⑤	⑥	⑦	⑧	⑨	①⓪	①①
NAME	**PHONE#**	**TEST SCORES**	**5 REQ**	**4 PREF**	**Mary**	**Bill**	**Sam**	**Interview**	**Accepted**	**Comments**
Doe, Jane	545-6126	A	3	4	M	Y	N	N	N	
Munson, Jaymie	771-2345	A	5	5	Y	Y	Y	Y	Y	
Smith, John	549-9876	B+	4	5	Y	M	N	Y	Y	
Tyler, Diane	545-6117	A-	5	3	Y	Y	Y	Y	Y	

⇖⇧⇗

Notice that the names of our 3-member selection team have been added to columns 6-8.

After assessing the applicants' qualifications, each team member makes a recommendation as to who should be given an interview. A consensus is reached and the results are marked in column 9.

Step 4 The contact person for the team calls each of the candidates and arranges a time for the interview. The Comments section of the sheet (column 10) is marked Y or N to show that the candidate either accepted or declined the opportunity to interview for the position. In the event that an individual cannot be reached after at least two attempts, make a note of the dates and times you called. If you are having difficulty reaching a candidate, you may send a letter to the individual, allowing five working days for a response.

The selection team plans the format and formulates questions for the interviews.

☞ Refer to the *Search Procedures* guidebook published by the Equal Opportunity & Diversity (EO & D) Office for a list of employment questions that can and cannot be asked during a job interview. Every attempt should be made to ask the same questions of each applicant.

Step 5 A **third rating sheet** is created for the interview process. A copy is given to each member of the selection team along with the resumes of the candidates. Notice that the five required and four preferred skills have been specified in columns 4 through 12 of Rating Sheet #3. During the interviews, candidates are questioned about these skills with regard to their experience and training. In addition to a standard question and answer format, individuals can also be asked to demonstrate their skills by performing a task such as composing and typing a brief memo.

Interviewers insert a Y or N to indicate whether or not a candidate has the appropriate level of skill for the position. Plus (+) and minus (-) signs signify high and low levels of skill or proficiency.

Model Rating Sheet #3

①	②	③	④					⑤				⑥
NAME	PHONE#	SCORE	5 REQUIRED SKILLS					4 PREFERRED SKILLS				COMMENTS
			Type	WP	Edit/ Proof	Supv.	PR	Bus Eng	Writing	File	Oral Comm	
Munson, Jaymie	771-2345	A	Y	Y	Y	Y	Y	Y	Y	Y-	Y	2nd interview recommended
Smith, John	549-9876	B+	Y-	Y	Y	N	Y-	Y	Y	Y	Y	No supervisory experience.
Tyler, Diane	545-6117	A-	Y	Y+	Y+	Y	Y-	Y	Y+	Y	Y	2nd interview recommended

Step 6 After the first round of interviews, two finalists were chosen for a second interview in this example. The purpose of a second interview is to ask candidates for additional information and to seek clarification with respect to subject areas that are critical to the position being filled. Following the second interview, the relative strengths and weaknesses of each individual are weighed by the team, and a final selection is made. The successful candidate is called and formally offered the position. The unsuccessful candidate is also called and notified of the selection team's decision.

Rejecting a Pool

Applicant pools for classified positions are determined by the provisions of applicable collective bargaining agreements, and are referred to hiring departments in one group in this order:

- Employees who have been laid off.
- Applicants who meet the criteria for targeted positions.
  Bargaining unit applicants.
  Applicants from other bargaining units and non-unit applicants.
  Off-campus applicants.

Applicants for <u>hourly</u> positions are combined in a single pool.

If you are unable to find a qualified applicant in one pool you may ask the Employment Office to provide you with another pool of applicants. To do this you must first return the current pool's Summary Sheet and Profiles for unsuccessful candidates to the Employment Office, Room 167, Whitmore Administration Building.

Targeted Positions: The Employment Office will forward the names of applicants who meet the criteria for the targeted position with on-campus applicants first, followed by off-campus applicants. If a qualified candidate cannot be found among the applicants referred to you, you must provide the EO&D with a memo explaining the reason(s) for rejection and return the applicant pool, Applicant Summary Sheet (filled out using the Outcome Code List) to the Employment Office. The department must get EO&D approval before it can receive another applicant pool.

Revisiting Pools
Hiring departments may "**revisit a pool**" that was previously reviewed and rejected, by submitting a written request to the Manager of the Employment Office, Room 167, Whitmore Administration Building.

Hourly Positions
If you are unable to find a suitable applicant within the pool, call the Employment Office, 545-1396 ☎ and ask whether there any other applicants recently became available.

Notifying Unsuccessful Applicants

As a courtesy to on-campus applicants who were not hired, but who made it to the final stage of the selection process, we recommend that you personally notify these individuals of the decision to offer the position to another candidate. The names of those individuals who are hired for classified positions are posted each week on the reverse side of the Yellow Sheet.

Hourly Positions: The appointing authority should notify all unsuccessful candidates who were interviewed during the selection process.

Documentation & Record-Keeping

All records of hiring decisions must be kept for three years. We recommend that you retain the following documents for audit purposes and treat them in a confidential manner:

- photocopy of the Applicant Summary Sheet
- Applicant Profiles for those individuals who were interviewed but not hired
- ratings sheets used in the evaluation process
- all targeting information including any memos to EO&D

Employment Eligibility Verification (I-9)

In accordance with the Immigration Reform & Control Act (1986), the University must complete and retain an I-9 form for each person hired and placed on the University payroll. This law is intended to control the unlawful employment of persons who are not authorized to work in the U.S. As a result, all new employees hired by the University must produce original documents to establish their personal identity and employment eligibility by completing an I-9 form.

The I-9 can be filled out in Human Resources, Room 325, Whitmore Administration Building. Newly hired employees should not begin working until we have confirmed their eligibility to work. This also includes checking non-resident alien visas for authorization to be employed in the United States.

Employees who leave University employment and are rehired at a later date will be required to complete another I-9 form. Questions concerning the I-9 form completion process should be directed to Human Resources, 545-4549. ☎

Non-Resident Alien Tax Information Form

A foreign nation's tax residency status (i.e., non-resident alien or resident alien) is key in determining the U.S. tax withholding and the reporting rules which apply to direct and indirect compensation. Any non-U.S. citizen who will be paid on the University payroll must complete a Non-Resident Alien Tax Information form (shown on the next page). The information provided on this form assists us in complying with IRS regulations. New employees, who are non-U.S. citizens, will not be placed on the University payroll until this form has been filled out.

Social Security Numbers

Filling Short-Term, Grant-Funded Positions

There may be instances when you need to hire someone for a short-term job using **grant funds**. This often occurs with summer research projects, seasonal work, and for special activities. Short-term appointments are generally part-time, non-benefited, temporary positions, and have job titles of either **Departmental Assistant** or **Clerical Assistant**. Such personnel are usually offered an hourly wage and paid on a time sheet basis.
A short-term appointment is one that is three (3) months or less in duration.

Hiring Procedure

Instructions for filling out the forms mentioned below were given earlier in this section of the manual.

Complete a "requisition package" which consists of the following forms. These forms are available in the Employment Office, Room 167, Whitmore Administration Building.

- Personnel Requisition
- Position Skills Inventory
- Position Description Form 30
  (Only a brief description of the job is necessary.)

Instructions for filling out the forms mentioned above were given earlier in this section of the manual.

The Requisition package is routed through appropriate administrative channels for review and approval. The Administrative Officer in your executive area submits the package to the Employment Office, Room 167, Whitmore Administration Building.

Once the Employment Office receives these forms, you will be given an **Applicant Summary Sheet** and **Applicant Profiles** for those individuals who applied for the job by Requisition number or were matched to the position through a computer selection process. After reviewing the profiles, interviewing applicants, and selecting an employee, you must fill out the Applicant Summary Sheet and return it to the Employment Office.

Payroll Processing

To appoint a new employee on the University payroll, you need to complete a **Personnel Action (P.A.) Form for Staff & Faculty**. You should also make arrangements for the individual to attend the New Employee Information Program where he or she will fill out required forms and receive information about getting a TB test, parking permit, etc.

Payment Options

Time Sheets - Most part-time, temporary employees are paid on an hourly basis. The employing department records the number of hours worked each week on the PeopleSoft Rapid Log or Month at a Time panel. This method of payment is appropriate when you expect the employee's hours to *routinely vary from week to week.*

Salaried - You have the option of paying the short-term, part-time employee on a salary basis, if you expect the employee's hours to be *consistent each week*. Under this arrangement, the employee would automatically receive a weekly salary for the duration of his or her appointment. This method eliminates the need to report hours on a time sheet every week.

☞ When filling out the P.A., be sure to enter a dollar amount in the space marked "Bi-Weekly Salary, " and enter the amount of time the employee is scheduled to work each week in the space marked "Hrs/Min Wkly." Also, in the space provided at the top of the form you need to indicate the % of time that the employee will working. Example: full-time = 100%, half-time = 50%, etc.

In the event that a salaried employee is absent and does not arrange to make up the time, you can report the absence as an Authorized Leave With No Pay (ANP) on the Month a Time panel in PeopleSoft HRMS. The amount of time that the employee is reported absent would be deducted from the paycheck for that bi-weekly period.

Job Applicants

Persons interested in applying for a short-term, grant-funded position, must complete an **Application Form** 🗏 and an **Applicant Skills Inventory** 🗏 in the Employment Office, Room 167, Whitmore Administration Building. To be considered specifically for the job you are trying to fill, the applicant must write the **Requisition #** for the position on his or her application form.

Summary of the Employment Process

Employee Type	Procedure
Classified	① Hiring department completes a **Requisition package** that includes: · Personnel Requisition form · Position Skills Inventory · Position Description Form 30 ② The Administrative Officer for the executive area submits this package to the Employment Office, Room 167, Whitmore Administration Building. ③ The classified position is advertised in the next weekly edition of the "Yellow Sheet." ④ Persons interested in applying for a classified position, fill out: · Application form · Applicant Skills Inventory · EO/AA Information Sheet and if applicable, takes business/clerical/software tests administered by the Employment Office. ⑤ Immediately following the application closing date, the Employment Office forwards Applicant Profiles and an Applicant Summary Sheet to the contact person in the employing department. ⑥ The results of the selection process are indicated on the Applicant Summary Sheet and returned with the applicant pool to the Employment Office. ⑦ Hiring department fills out a Personnel Action (P.A.) form to put the employee on payroll and schedules the new hire to attend the New Employee Info Program.
Hourly	① Hiring department completes a **Requisition package** that includes: · Personnel Requisition form · Position Skills Inventory · Position Description Form and if applicable, takes business/clerical/software tests administered by the Employment Office. ② The Administrative Officer for the executive area submits this package to the Employment Office, Room 167, Whitmore Administration Building. ③ The Employment Office forwards Applicant Profiles and an Applicant Summary Sheet to the contact person in the employing department. ④ The results of the selection process are indicated on the Applicant Summary Sheet, and the sheet is returned to the Employment Office. ⑦ Hiring department fills out a Personnel Action (P.A.) form to put the employee on payroll and schedules the new hire to attend the New Employee Info Program.

Application Procedure

Anyone interested in applying for a classified or an hourly position, should be directed to the Employment Office, Room 167, Whitmore Administration Building, where he or she will fill out an **Application** form. There are two types of applications:

- Employee Application for Classified Job Vacancies ("on-campus application")
- Application for Employment ("off-campus application")

No application form should be used other than those provided by the Employment Office.

On-Campus Application

The **Employee Application for Classified Job Vacancies** is referred to as the "**on-campus**" application. In accordance with the University's "promotion from within" policy, this form allows Amherst campus employees to express their interest in a classified job vacancy. Employees can apply for a *particular job* advertised on the Yellow Sheet by specifying the corresponding Requisition number on the application form. If a requisition number is specified, the application will be considered for that vacancy only.

Employees can also instruct the Employment Office to refer them for *any vacancy* that occurs *within a given job title* by indicating that title on their application. During the time when the application is on file, the Employment Office automatically refers it, as appropriate, to any department that advertises a position that the employee is seeking.

Any employee who wants to be considered for vacancies that occur between January through June, and July through December, must submit a separate application for each period. <u>Applications remain active throughout a six month period</u> unless:

- withdrawn by the applicant at an earlier date.
- submitted for a specific position vacancy.
- applicant receives the position title for which he or she applied.
- applicant receives a position title of equal or higher grade.

If a position vacancy advertised on the Yellow Sheet has restrictive wording such as Temporary, Part-Time, etc., and/or indicates 2nd or 3rd shift, an application must indicate the same in order to be referred for consideration.

Applicant Skills Inventory

In addition to filling out an application form, employees must also complete an **Applicant Skills Inventory**, indicating a maximum of twenty skills that they have acquired through work experience and/or education. These skills will later appear on the Applicant Profile, the form used to refer an employee to a hiring department.

EO/AA Information Request Form

Another form called the **EO/AA Information Request**, may be filled out on a voluntary basis to assist the University in meeting certain U.S. Department of Labor reporting requirements.

Applicant Testing

The University uses an automated testing system called QWIZ to measure the office and business skills of job applicants for classified positions. The QWIZ system offers self-administered tests which are taken on personal computers (PCs) in the Employment Office, Room 167, Whitmore Administration Building. The standard battery of six (6) Primary Skills tests include: Categorizing & Classifying, Editing & Proofing, Filing Names, Filing Numbers, Forms Checking and Math. These tests are designed to assess reasoning, perceptual ability, numerical ability and verbal comprehension.

A Speed Typing Test is required for certain state job titles such as Typist I & II and Stenographer I & II. Applicants for such positions must obtain a minimum score of Average (40 words/minute) before they can be referred to the hiring department.

The exact tests required for a given position or title are based on the **Position Description – Form 30** and the particular requirements of the hiring department as specified on the **Position Skills Inventory**.

Applicants for clerical/office positions are strongly encouraged to take the tests even though they may not be required for certain positions. Tests are administered Monday through Friday by appointment only. Applicants/employees can set up an appointment by calling the Employment Office, 545-1396. ☎

As a means of aiding the selection process, departments may ask an applicant to take the QWIZ tests if he or she hasn't already done so. The Appointing Authority can make this request of applicants who are under serious consideration in a "narrowed-down" pool.

Software Skills Tests

The QWIZ testing system also contains tests to assess an applicant's proficiency with a variety of popular computer applications and operating systems such as Word, Excel, Word Perfect, Windows, etc.

Test Score Reporting

QWIZ test scores are printed on a report that accompanies the pool of Applicant Profiles given to the hiring department. Also included is a separate list of applicants who have not taken the automated tests. Each applicant who takes the QWIZ tests will receive a written report of his or her scores.

Other Evaluations Factors

It should be noted that the *test scores alone do not determine an applicant's suitability for employment*. Additional factors such as previous experience, current demands, and other considerations contribute to whether an applicant is referred for a position. The University endeavors to place the best qualified applicant in each position and to reward seniority when competence for advancement is demonstrated.

Off-Campus Application

The **Application for Employment** ▤ is commonly called the "off-campus application," and is filled out by persons who are not presently working at the Amherst campus. First-time applicants should schedule an appointment to meet with one of our Employment Office interviewers by calling 545-1396. ☎ The purpose of the initial interview is to explain application and employment procedures, and to assist individuals in filling out forms. In addition, the Employment Office interviewer sets up a time for the applicant to take clerical tests (if applicable), and answers any questions about the employment process. The applicant should bring such items as a resume, license, or certification, to the interview.

Applications are valid for six months following the date of completion unless they are withdrawn by the applicant at an earlier time or the applicant receives the position title for which he or she applied.

If a position vacancy advertised on the Yellow Sheet or Beige Sheet has restrictive wording such as Temporary, Part-Time, etc., and/or indicates 2nd or 3rd shift, an application must indicate the same in order to be referred for consideration.

Applicant Skills Inventory

Like on-campus applicants, individuals must complete an **Applicant Skills Inventory** ▤, indicating a maximum of twenty skills that they have acquired through work experience and/or education. Selected skills are listed on the Applicant Profile, the form used in referring job candidates to a hiring department.

EO/AA Information Request Form

Another form called the **EO/AA Information Request** ▤, may be filled out on a voluntary basis to assist the University in meeting certain U.S. Department of Labor reporting requirements. Examples of the Skills Inventory and EO/AA forms are shown with the on-campus application form which was presented earlier in this section.

Applicants also receive a notice concerning the federal law for establishing employment eligibility and the documents that need to be provided prior to being entered on the payroll, if the applicant accepts a position on campus.