

**A&P Hiring Process**  
**Frequently Asked Questions**  
**Date: August 31, 2007**

**Interviews:**

***How many interviews am I required to conduct?***

At least three in person interviews must be completed. A hiring official may choose to do more if the pool of candidates is highly qualified or may choose to do phone interviews as a screening tool but regardless of whether or not phone interviews are done, a minimum of three in person interviews must be completed.

***If I had three candidates scheduled for interview and one canceled, does that count as three interviews?***

No. A cancellation does not count as a completed interview. If one of the three finalists cancels or withdraws, another candidate must be interviewed to ensure that the required three interviews are completed.

***Do I have to conduct phone interviews?***

No. Phone interviews are not required but may be conducted as a means of screening a large group of highly qualified candidates down to the three finalists. Regardless of whether or not phone interviews are conducted, a minimum of three finalists must receive on campus interviews.

***Is an interview panel required?***

For positions below the level of Director where a search committee is not required, the hiring official may conduct the interviews individually or with an interview panel. Where a search committee is required or voluntarily used in the selection process, the search committee is usually involved in the interviews. A diverse interview panel is recommended in all cases to enhance diversity in the selection process.

***Do I have to stick to scripted interview questions? For example, can I stray from the scripted questions to ask about gaps in employment and reasons for leaving previous employers?***

Interviewers certainly can probe for that information so long as they are consistent in asking it of all your interviewees, when applicable. A set of interview questions based on a clearly defined job related criteria should be used in conducting interviews. Using a set of scripted questions ensures consistency in giving the interviewees the same opportunity to discuss their job related experience and provides a mechanism for the interviewer to compare and evaluate the candidates' responses.

## **References:**

### ***How many references checks are required?***

Two telephone references from previous supervisors are required on the selected candidate. Written letters of reference are no longer required.

### ***What do I do if I am unable to contact any of my selected candidates' previous supervisors?***

Reference checks are a critical part of the selection process which may provide valuable information about a candidate's job related experience that cannot be ascertained from the application and resume. Failure to put forth a good faith effort to complete reference checks can expose the university to liability for negligent hiring. Therefore, hiring officials should be vigilant in pursuing references from previous supervisors. If previous supervisors are unavailable, someone senior to the candidate in the organization who has knowledge of the candidate's work related performance can suffice as a reference. Coworkers, peers, subordinates and students are not acceptable references. If all avenues have been exhausted to obtain references from previous supervisors, the hiring official should ask the applicant either for additional contact information for supervisors or for performance appraisals from previous employers which could suffice in extreme situations where no supervisors could be contacted. A selection should not be made and will not be approved without completed reference checks.

### ***How do I handle it if the selected candidate indicates they do not want us contacting their current employer?***

A reference check is not required from the current supervisor, but it is often desired because it may provide the most pertinent information of all the references, particularly depending on how long the candidate has been employed there. If a candidate does not want an employer contacted, the hiring official should honor that request until they have obtained the candidate's approval to do so. If the candidate will not consent to allowing contact with the current employer, even after the hiring official has indicated they are considering them as a finalist for the position, that could be grounds for no longer considering the candidate for the position if the hiring official prefers to have a reference from that employer.

### ***Do I have to use Human Resource's Telephone Reference Check form to document the completed reference checks?***

Hiring officials are not required to use the Telephone Reference Check form that is available on the HR website. The completed references may be documented either on that form, in a memorandum or in the Telephone Reference Check fields available in the A&P Hiring Agreement tab in the online requisition.

## **Interim & Visiting Appointments:**

### ***Can internal employees be placed in a position in a visiting appointment?***

No. A visiting appointment is used to fill an A&P position with an external candidate when the position cannot be filled through the normal recruitment process. The selectee for a visiting appointment must meet the minimum qualifications for the position and a visiting appointment may last for up to one year. A visiting appointment may be used during the recruitment period for the regular position and the appointment may be terminated upon the conclusion of the search process.

### ***Can a current USPS employee be assigned to an A&P position on an interim appointment?***

Yes. A current USPS employee can be assigned to an A&P position on an interim basis but they are entitled to return to their USPS position upon conclusion of the interim appointment. An interim appointment is used to fill an A&P position with a current employee (either A&P or USPS) under circumstances where the position cannot be filled through the normal recruitment process. If a USPS employee is placed in an interim appointment, their USPS position may only be filled through a temporary appointment that is time limited which will conclude when the employee filling the interim appointment needs to return to their USPS position.

## **Selection made:**

### ***What do I need to do once I've made my selection?***

Once a selection is made, reference checks from two previous supervisors must be completed on the selected candidate. The hiring official should obtain a signed application and official transcript of the highest degree earned from the selected candidate. The status of all the candidates should be changed in the online system to reflect who was and was not interviewed and why or why not. A copy of the second source of advertising must be uploaded into the "Documents" tab and the A&P Agreement Request Form, A&P Employment Certification and reference checks should be completed in the online requisition. The electronic requisition should be forwarded from the hiring manager through the executive user to Recruitment for approval.

### ***What documents do I submit online and which documents do I submit to HR when I am ready to submit my selected candidate for approval?***

The signed application and official transcript are the only hard copy documents forwarded to Recruitment. The A&P Agreement Request Form, A&P Employment Certification, a copy of the second source of advertising and telephone reference checks are uploaded into the online system.

### ***What causes my documents to disappear when I upload them into the online system?***

Uploading and saving documents into the online system is actually a two step process. It is not simply a matter of selecting "Confirm" on the page where you attached the document. You must also select "View Posting Summary." The radial button defaults to "Save." Then click confirm again.