Arts and Science Recruitment and Hiring Instructions

I. RECRUITMENT STRATEGY

Please review NYU’s Recruiting and Hiring Policy and Procedure prior to finalizing your recruitment strategy with FAS Human Resources.

- **Clerical/Technical Positions:** Per the Office & Clerical (Local 3882) Union Contract, internal employees who apply for your position within the first five working business days of posting must be interviewed prior to any external candidates being interviewed. Arts and Science Human Resources will notify you of qualifying internal candidates after the fifth day.

II. INTERVIEWING

All candidates selected for interviews must apply for your job posting through the Careers at NYU portal before proceeding with the interview process.

As an interviewer, you play a key role in ensuring Arts and Science’s employee selection process is conducted accurately and equitably. Before interviewing a candidate or serving on an interview panel, we strongly encourage you to complete the 30 minute online course Interviewing for Exceptional Hires (LDR 650) available on NY UiLearn. Here are some quick tips covered in this course.

1. Prepare for the interview by reviewing the job description of the vacant position, and the candidate’s resume and cover letter. Additionally, prepare interview questions in advance. This will allow you to focus on the candidate’s responses during the interview.

2. Create a list of questions to ask each candidate. A suggested guideline is listed below:

   - **General** questions (20%) help you start to know the candidate and help the candidate get warmed up (e.g. Why do you want to work at NYU? Why are you interested in this particular role? What has been your proudest accomplishment?)

   - **Technical** questions (20%) dig deeper into key areas of responsibility (e.g. Tell me how you are using social media to attract applicants? Tell me about the most complex Excel spreadsheet you created.)

   - **Fit** questions (20%) help assess whether the candidate has the motivation to succeed in the role and environment (e.g. What kind of supervisor do you like? What aspects of your job are most crucial?)

   - **Behavioral** questions (40%) ask the candidate to provide specific, concrete evidence of how they have handled work challenges similar to those they will find in the role they are interviewing for (e.g. Tell me about your most difficult customer and what you did to build a positive relationship with them. If you had it to do over again, would you do anything differently? How did you handle a disagreement with your boss? Were you ever in a situation where you had too many things to do in the time available? What happened and how did you handle it?)

   - **Do not** ask questions that can potentially lead to discrimination based on race, color, creed, religion, sex, sexual orientation, gender and/or gender identity or expression, marital or parental status, national origin, ethnicity, citizenship status, veteran or military status, age, disability, unemployment status or any other legally protected basis. A chart of what can and can’t be asked is attached. If you
have questions about the legitimacy of an interview question, please check with FAS Human Resources before using the question during an interview.

- Close the interview by asking “What questions do you have?” Let the candidate know what the next steps in the hiring process are, and that he/she/they can contact FAS Human Resources with any questions about the process. Finally, walk the candidate out and thank them for their time.

3. Conduct the interview in a private, comfortable space.
   - Make the candidate comfortable with a warm welcome, including starting on time, removing distractions, making introductions, building rapport, and providing an overview of the interview agenda.
   - If you feel uncomfortable at any time during an interview, excuse yourself. If you need to cut an interview short you may simply end the interview by saying, for example, “I have all the information I need at this point. Thank you for coming in.”

4. After the interview, finalize your interview notes, summarizing your assessment of the candidate. A candidate evaluation form is attached to assist with assessment of interviews (optional).

III. THE FINALIST

The following steps must be completed before extending a contingent offer:

1. FAS Human Resources must meet with finalist(s)
   - Unless Human Resources conducted the initial interview, contact us to schedule an interview.

2. FAS Human Resources will contact finalist references and provide the hiring manager with a summary of feedback.

IV. COMPLETING THE PROCESS

Please provide FAS Human Resources with the following information:

1. A brief justification on why your finalist is the best person for the job and how they meet the qualifications.

2. Name of all candidates interviewed (phone, skype and in-person).

3. Suggest runner up candidates you would strongly recommend for other FAS positions.

4. Would you like us to send an e-mail notification to the other interviewed candidates to notify them that we have selected another candidate?

5. Confirm the chartfield from which the employee will be paid.

V. THE CONTINGENT OFFER

1. FAS Human Resources will notify the department when a contingent verbal offer can be extended. 
   You must obtain salary approval from FAS HR prior to any offers being made.
2. The department or FAS Human Resources will make the contingent verbal offer and negotiate a start date.

- All contingent offers will be subject to the successful completion and analysis of the Criminal History Questionnaire.

- Once a verbal offer is accepted, please confirm a start date that is no less than 5 business days from the date of accepted offer.

3. FAS Human Resources will send an e-mail, copying the department, containing the contingent offer letter, Criminal History Questionnaire and additional onboarding materials.

VI. ONBOARDING

1. The new hire FAS HR orientation date and time will be included in the offer e-mail.

2. Please review NYU’s Onboarding Employees for important guidelines on setting your new employee up for success.

   To learn more and further prepare for your role as an interviewer, complete the online course Interviewing for Exceptional Hires (LDR 650) available on NYUiLearn.
Legal and Illegal Questions

Due to EEO laws and regulations, interviewers are prohibited from asking certain questions during a job interview before the individual accepts an offer and begins work. The chart below describes what can and can’t be asked in an array of subject areas.

<table>
<thead>
<tr>
<th>Acceptable</th>
<th>Subject</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>A statement that age will be verified for legal age requirements (e.g., are you at least 18 years of age? If not, can you submit a work permit upon hire?)</td>
<td>Age</td>
<td>Questions about age, birth, or dates/completion of school.</td>
</tr>
<tr>
<td>Are you authorized to work in the United States?</td>
<td>Birthplace or Citizenship</td>
<td>Questions about birthplace or citizenship of an applicant, or the applicant’s parents, spouse, or other relatives.</td>
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<tr>
<td>None.</td>
<td>Caregiver Status</td>
<td>Questions regarding child care, the care of a relative with a disability, or the care of any other person with a disability who lives with the applicant.</td>
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<tr>
<td>A statement that a photograph may be required after hire.</td>
<td>Color or Race</td>
<td>Questions about race of the applicant or the color of their skin; requiring a photograph be affixed to an application; requesting the applicant submit a photograph; requiring a photograph after the interview but before employment.</td>
</tr>
<tr>
<td>None.</td>
<td>Credit Standing or Criminal Record</td>
<td>Asking the applicant about their credit standing or criminal record.</td>
</tr>
<tr>
<td>Is the applicant able to perform the essential functions of the position for which they have applied with or without reasonable accommodation?</td>
<td>Disability or Predisposing Genetic Characteristics</td>
<td>Asking if the applicant has any mental or physical conditions, or other impairments; about the applicant’s general health; about any predisposing genetic characteristics, or if the applicant has ever received worker’s compensation benefits.</td>
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<tr>
<td>Asking the applicant about foreign languages the applicant reads, speaks or writes, if job-related.</td>
<td>Ethnicity or National Origin</td>
<td>Questions about the ethnicity or nationality of the applicant or the applicant’s spouse, parent, or other relatives; what the applicant’s native tongue is; how the applicant acquired the ability to read, write, or speak a foreign language.</td>
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<tr>
<td>Statement of policy regarding work assignment of employees who are related. Asking for the names of the applicant’s relatives already employed by the University.</td>
<td>Familial, Marital, Parental, Partnership, or Pregnancy Status</td>
<td>Questions about the number or ages of children or dependents; regarding pregnancy, childbearing or birth control; whether the applicant is a victim of domestic violence; or concerning the name of a spouse/domestic partner, parent or child.</td>
</tr>
<tr>
<td>None.</td>
<td><strong>Gender, Gender Identity, Sexual Orientation</strong></td>
<td>Questions about an applicant’s gender, gender identity, or sexual orientation.</td>
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<tr>
<td>Asking about membership in organizations that the applicant considers relevant to his or her ability to perform the job.</td>
<td><strong>Organizations</strong></td>
<td>Requiring that the applicant identify all organizations, clubs, societies, and lodges to which they belong.</td>
</tr>
<tr>
<td>None.</td>
<td><strong>Prior Lawsuits</strong></td>
<td>Asking if the applicant has filed a past lawsuit, complaint, or charge.</td>
</tr>
<tr>
<td>A statement of regular days, hours, or shifts to be worked.</td>
<td><strong>Religion or Creed</strong></td>
<td>Questions regarding the applicant’s religion, doctrine, or beliefs; religious days observed; if the applicant’s religion or creed prevents them from working weekends or holidays.</td>
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<tr>
<td>Asking about overall experience that qualifies the candidate for this role, e.g. &quot;What projects have you worked on that would help you be productive in this role?&quot;</td>
<td><strong>Unemployment Status</strong></td>
<td>Asking about gaps in employment history, e.g., “Why weren’t you working in 2012?” or, &quot;Are you currently employed?&quot;; Asking about recent employment, e.g. &quot;What projects have you worked on in the past year that would help you be productive in this role?”</td>
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<td>Asking about salary expectation, e.g. “What is your salary expectation for this role?” or provide a salary range and ask if this is within their expectations, e.g. “The associated salary for this position is $55k; would you consider this offer, if made?”</td>
<td><strong>Salary History</strong></td>
<td>Asking about current or previous salary as well as other benefits, e.g. “What is your current salary?” or “What was your vacation accruals in this position?”</td>
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</tbody>
</table>

If you have additional questions about the legitimacy of an interview question, please check with Human Resources **BEFORE** using the question during an interview.