



COLLEGE OF
EDUCATION AND
HUMAN ECOLOGY

Selection of Classified Civil Service Staff

A guide to assist Human Resource Professionals and Hiring Managers in the effective and efficient selection of CCS Staff

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Attachments (as separate documents on EHE website):

CCS Applications Screening Tool

CCS Telephone Interview Form

CCS Interview Questions Form

CCS Candidate Evaluation Form

CCS Telephone Reference Check Form

Introduction

In December 2006, the Ohio General Assembly passed Substitute House Bill 187, an effort to reform Ohio's laws governing civil service employment. This Act gives our Board of Trustees the authority to amend provisions of CCS rules governing Ohio State employees. It has been and continues to be the University's intention that this process of change and modernization be both open and transparent.

In spring 2009 OSU's Office of Human Resources completed a revision of the recruitment and selection Classified Civil Service rules and processes, including: Applications, Examinations, Eligible Lists, Appointments, Transfers and Promotions, Definitions of Terms, and Procedure for Adoption, Amendment or Rescission of Rules. The Board of Trustees approved these new rules at their June 2009 meeting and they went into effect with positions posted on July 10, 2009. A copy of the new rules and process can be found at <http://hr.osu.edu/ccsmod.aspx>.

As someone involved in the employment selection process, it is imperative that you educate yourself on the rule changes and understand your obligations in the selection process. A summary of these changes are outlined on the next page of this document. Additionally, resources are contained within to assist you in the effective and efficient selection of CCS staff and to support you with required aspects of the selection process. If you have any questions as you review this information, please do not hesitate to contact your Human Resource Professional for further assistance.

Classified Civil Service Rules Updates

Effective July 10, 2009

Summary of Major Changes Embodied in CCS Rules pertaining to the Recruitment, Selection and Appointments of CCS Staff

Recruitment and Selection

- Internal and external applicants will apply at the same time for all positions.
- No eligibility lists will be maintained, since all applicants will apply for specific positions.
- The on-line application system will screen applicants based on minimum qualifications and all those who meet minimum qualifications will be referred to the unit, internal and external applicants at the same time.
- Hiring units will be allowed, in consultation with the Office of Human Resources, to evaluate candidates using a variety of assessments. For example, if putting together spreadsheets is required for position, candidates can be required to demonstrate the skill.
- The only exams that the Office of Human Resources plans to administer are those required by law.
- Contract provisions for bargaining unit members supersede Classified Civil Service Rules. Therefore, when hiring for a bargaining unit position, you must adhere to the contract first and then to the CCS rules where the contract is silent.

Selection Process Checklist
Classified Civil Service (CCS) Positions

Activity	Owner	Completion Date
1. Develop or review position description. Ensure all essential job functions are outlined. For all CCS positions the following language should be included in the qualifications section: “Due to the nature of this position and the work to be performed, OSU employees are highly encouraged to apply.”	Search Chair	
2. Review and select optional screening questions on CCS Applications Screening Tool . Criteria should include those skills necessary to perform the essential job functions and should not include, for the purpose of eliminating candidates, anything that can be learned on the job in a reasonable period of time.	Search Chair	
3. Post position.	Unit HRP	
4. Review candidates as soon as possible, preferably within 5 business days of posting end date. Evaluate candidates using the CCS Applications Screening Tool .	Search Chair	
5. Optional: Conduct phone screening interviews using the CCS Telephone Interview Form to limit your number of face to face interviews. Because phone screens are a form of evaluation, any mechanism used to screen candidates must be documented and maintained.	Search Chair	
6. Develop face to face interview strategy and customize the CCS Interview Questions Form by utilizing its drop-down features. Review interview strategy, responsibilities, and agenda with other search committee members, as applicable.	Search Chair	

Activity	Owner	Completion Date
7. Invite candidates to interview as soon as possible after phone screens are complete.	Search Chair	
8. Optional: Notify, via phone, any person who you conducted a phone interview with who will not be invited for a face to face interview.	Search Chair	
9. Interview final candidates face-to-face and complete CCS Candidate Evaluation Form for each candidate.	Search Committee Members	
10. Gather all forms/ feedback from individuals involved in the interview process and prepare for reference checks.	Search Chair	
11. Conduct reference checks using the CCS Telephone Reference Check Form .	Search Chair/Members	
12. Complete Applicant Hiring Summary and submit to HRP, together with all search documentation.	Search Chair	
13. Offer final candidate position contingent upon background check, if applicable.	Search Chair	
14. Send letter of offer to final candidate.	Unit HRP	
15. Disposition all candidates in the PeopleAdmin online system. Notify OHR to close the job requisition. Retain all selection related materials for three years.	Unit HRP	

Legal Do's and Don'ts

Various governing bodies that prohibit employment discrimination have established laws. Laws are not intended to prohibit employers from obtaining job-related information from candidates, but rather to give all candidates equal opportunity. It is the policy of The Ohio State University to employ the best-qualified individuals without regard to race, color, religion, sex, age national origin, sexual orientation, citizenship or disability. Two key thoughts to keep in mind during the interview process: (1) is this information directly related to the job; (2) am I asking the same or similar questions of every candidate. It is important to use the job relevance and consistency “test” not only during the interview itself, but also during casual conversations with the candidate(s), in written notes, and when rating candidates and making selection decisions.

Topic	Do's...	Don'ts...
Name	<ul style="list-style-type: none"> Do ask candidate's name. 	<ul style="list-style-type: none"> Don't inquire into any title that indicates race, color, religion, sex, national origin, handicap age or ancestry.
Economic Status	<ul style="list-style-type: none"> Do be aware that casual conversations about things like the type of car the candidate drives, playing golf, the schools their children attend, stock market investments, etc. can be uncomfortable for some people. 	<ul style="list-style-type: none"> Don't acknowledge or inquire about where a candidate lives because it's not relevant to their ability to do a job. Don't ask about/comment on the length of the candidate's commute or how they got to the interview.
Race, Color, Religion, or National Origin	<ul style="list-style-type: none"> Do be aware that casual conversation about race, ethnicity, religion, etc. is inappropriate and offensive. Do be aware that “Asian” represents several national origins. Do keep abreast of politically correct terms (e.g., “African American” preferred over “Black”, “Latino” preferred over “Hispanic”). 	<ul style="list-style-type: none"> Don't inquire about or comment on a candidate's place of birth, origin of name, ethnic dress or customs, race, religion, national origin, or accent (e.g., “What an interesting name...” “What a beautiful sari...”). Don't assume familiarity based on personal experience or other relationships. Avoid generalizations about categories of people (e.g., “All Asians are smart”).
Disability	<ul style="list-style-type: none"> Do state/ask: “This job requires x, y, z. Can you perform these tasks with or without reasonable accommodation?” Do ask the previous question of all candidates (not just candidates who <i>appear</i> to have some sort of disability). Do use the term “disability”. If candidate offers information voluntarily, see first bullet point. 	<ul style="list-style-type: none"> Don't inquire about candidate's physical disabilities. Don't use the term “handicapped”. Don't assume you are familiar with a disability based on personal experience or other relationships. Don't ask how a disability occurred.
Citizenship	<ul style="list-style-type: none"> Ask “Are you authorized to accept employment in the US for an indefinite term?” Do require proof of citizenship after being hired. 	<ul style="list-style-type: none"> Don't inquire about citizenship. Don't ask whether parents or spouse are native-born or naturalized.
Education Required/Age	<ul style="list-style-type: none"> Do inquire into the nature and extent of academic, professional or vocational training. 	<ul style="list-style-type: none"> Don't inquire or acknowledge GPA unless pertinent to the job. Don't inquire about length of time to complete a degree. Don't inquire about the nationality or religious affiliation of a school.

Topic	Do's...	Don'ts...
English Language Skills	<ul style="list-style-type: none"> Do ask, "This job requires x, y, and z language: are you fluent in said language (written and spoken)?" 	<ul style="list-style-type: none"> Don't inquire about or acknowledge a candidate's accent. Don't assume familiarity based on personal experience or other relationships. Don't inquire about how candidate learned to speak. Don't inquire about primary language used or spoken.
Marital Status/Childcare	<ul style="list-style-type: none"> Do state the hours and days required to work. Inquire if candidate is able to work the required schedule. If candidate offers information voluntarily, see first bullet. 	<ul style="list-style-type: none"> Don't inquire about a candidate's marital status or childcare arrangements. It is not relevant to their ability to do a job.
Sex		<ul style="list-style-type: none"> Don't make any inquiry that would indicate sex or sexual preference.
Height/Weight	<ul style="list-style-type: none"> Do ask if the candidate is able to perform the job requirements. 	<ul style="list-style-type: none"> Being a certain height and weight will not be considered to be a job requirement unless the employer can show that no employee with the ineligible height or weight could do the work.
Arrest and Convictions	<ul style="list-style-type: none"> Do ask if the candidate has been <u>convicted</u> of a crime relevant to the job applied for. 	<ul style="list-style-type: none"> Don't ask about prior arrests without convictions.
Military Service	<ul style="list-style-type: none"> Do inquire into experience in the service when such service is a qualification of the job. Do require military discharge certificate after being hired. 	<ul style="list-style-type: none"> Don't ask about prior military service in countries other than the US. Don't request military service records. Don't inquire into type of discharge.
Organizations	<ul style="list-style-type: none"> Do inquire into memberships in professional organizations and offices held, excluding any organization, the name or character of which indicates the race, color, religion, sex, national origin, handicap, age or ancestry of its members. 	<ul style="list-style-type: none"> Don't inquire into every club and organization where membership is held.
Photographs	<ul style="list-style-type: none"> May be required after hiring for identification 	<ul style="list-style-type: none"> Don't ask for photographs prior to hiring.
Work Schedule	<ul style="list-style-type: none"> Do inquire into the candidate's willingness or ability to work required work schedule (e.g. specific shift time) 	<ul style="list-style-type: none"> Don't inquire into candidate's willingness or ability to work any particular religious holiday.
References	<ul style="list-style-type: none"> Do ask for general personal and work references which do not reveal the race, color, religions, sex, national origin, handicap, age or ancestry of the candidate 	<ul style="list-style-type: none"> Don't request references specifically from clergymen or any other persons who might reflect race, color, religion, sex, national origin, handicap, age or ancestry of applicant.

Checking References

Best Practices: http://hr.osu.edu/ohrc/ld_podcasts_referencechecking.aspx

- Check references for all final candidates.
- Check references before making a final job offer.
- Obtain several references for each candidate for maximum objectivity.
- Plan and ask the same questions of each reference source.
- Document the reference calls made. Maintain these documents with selection process materials.
- Describe the job and the organization to the reference source before asking questions.
- Ask only questions that are job-related.

Ask for specific examples. **Steps to Follow When Making the Reference Call:**

1. Identify yourself, your position, and then give the reason for your call and the name of the candidate.
2. Ask the contact if this is a convenient time for the call, or suggest a new date/time.
3. Make sure the contact knows how long the reference check will take.
4. Briefly describe the job, your organization, and the competencies you are seeking.
5. Use the **CCS Telephone Reference Check Form** to conduct the conversation.
6. Ask if you can call back if you have additional questions.
7. Thank the reference for his/her time and assistance.