



Dear Hiring Manager:

Welcome to your guidebook on ORU's Employment Policies & Procedures. The following pages contain information to help you be successful in hiring the "best fit" person for the job opportunity in your area as well as comply with all employment laws and University policies and procedures.

Please read the guidebook carefully and address any concerns or questions to the Human Resources department 918.495.7163.

Happy hiring!

**Oral Roberts University
Human Resources
Recruitment Team**

ORU EMPLOYMENT POLICY AND PROCEDURE

- 1) Upon receiving notice of an employee's termination, request a letter of resignation from the employee. Be sure the employee signs and dates the resignation letter.
- 2) Complete a [Termination Notice](#) and attach the resignation letter to it. Please forward the [Termination Notice](#) and letter of resignation to Human Resources for processing.
- 3) Complete an [Employee Requisition](#) to initiate the replacement process. Route the form for the appropriate signatures of approval.
- 4) Review and update the job description and essential functions as necessary. Please contact Human Resources for a copy of the job description if needed. If changes are required, forward the updated job description to Human Resources. (This step must be completed to ensure accurate job postings, advertisements, and interviewing information.)
- 5) After reviewing the job description and essential functions, Human Resources will post the position for at least 7 days to allow time for interested applicants to apply. All applicants must apply online through [Employment Opportunities](#) section of ORU's website.
- 6) The Human Resources Department requires the approved Employee Requisition prior to scheduling interviews and to start the interviewing process. (Based on the applicant pool an advertisement may be recommended).
- 7) Human Resources will recruit and screen potential candidates. Applicants making direct contact with the hiring department should be referred to the HR Department.
- 8) The hiring manager will select the candidates that will be interviewed and notify Human Resources of their names. Human Resources will then contact applicants selected for interviewing and coordinates interview times. During the interview HR reviews: the job description, benefits, salary range, background check form, and Honor Code Pledge with the candidate(s). The hiring manager will others should refrain from quoting specific rates of pay. The rate pay range will be provided on the approved Employee Requisition and discussed prior to extending an offer.
- 9) The hiring manager will refer to the Hiring Manager Handbook, to select questions and review interviewing guidelines. At the conclusion of the formal interviews, the hiring manager will submit an [Interview Analysis](#).
- 10) Once the interviews are complete, the hiring manager will notify Human Resources of their top selection(s) using the [Interview Analysis](#). Human Resources will then contact the top candidate(s) references and assist the hiring manager in reaching a decision. Please be advised, **references are confidential** and should not be shared with an applicant or other staff.
- 11) Human Resources will recommend an appropriate salary based on applicable experience and/or evaluation. Individuals conducting interviews should refrain from quoting specific rates of pay. This rate will be shared with the hiring manager prior to offering the position.

- 12) Human Resources extends a conditional job offer to the top candidate, pending the successful outcome of a criminal background check and/or credit check, motor vehicle report, and in some cases a pre-employment physical and drug screen.
- 13) Human Resources will confirm the conditional job offer with most qualified candidate, schedule an orientation meeting, coordinate the start date, and notify the hiring manager when they will report to work. Human Resources will inform the other applicants when the position is filled by email.

Employment Laws

The following laws were enacted to end employment discrimination and defend employee rights. Therefore, all hiring managers are instrumental in fulfilling ORU's legal compliance obligation and are expected to be familiar with these laws.

- **Title VII of the Civil Rights Act of 1964:** prohibits discrimination based on race, sex, color, religion, and national origin by employers of 15 or more persons. Coverage includes all aspects of employment, such as hiring, placement, training, promotion, termination, and layoff.
- **The Age Discrimination in Employment Act of 1967:** prohibits discrimination based upon age against individuals who are 40 years of age or older.
- **The Equal Pay Act of 1963:** prohibits differences in pay between men and women who are performing substantially similar work under substantially similar conditions.
- **The American with Disabilities Act of 1990:** prohibits discrimination against disabled persons in employment and public accommodations.
- **The Equal Employment Opportunity Commission (EEOC)** is an independent government agency that investigates complaints filed by persons who feel they are victims of employment discrimination. The EEOC has jurisdiction over all complaints filed under the above mentioned laws.

Interviewing Tips

The key to conducting a successful employment interview is based on a thorough understanding of the requirements of the job, and a good preliminary understanding of the applicant's relevant experience as reflected on the application and acquired through further discussion. The following outline lists a series of steps and sample interview questions that include those techniques for gathering pertinent employment information.

Be adequately prepared.

- Know the job requirements
- Review all available information on the applicant.
- Determine what additional information is needed.
- Take the elements of privacy and comfort seriously.

Get specific information.

- Open the interview in a friendly manner regarding a general topic.
- Ask direct questions.
- Use open-ended questions: "what, when, where, who, why, and how."
- Avoid suggestive or leading questions, and avoid "yes" or "no" questions.

Encourage the applicant to talk.

- Provide an adequate opportunity for applicant expression.
- Talk about the position – not yourself.

- Be an attentive LISTENER.
- Do not try to fill silences during the interview. It is important to allow silence for thinking and reflecting by the applicant.

Give detailed information.

- Give the facts the applicant needs in order to make a decision about the organization.
- Answer all questions directly.
- Don't make promises that you can't deliver.

Make the applicant aware of the next steps.

- Give the applicant an opportunity to add anything else they think may be important for you to know in making your decision and ask additional questions about the job
- Thank the applicant for his/her time.

Using Bona Fide Occupational Qualifications (BFOQ)

Clear-cut reasons must exist regarding why a position has potentially discriminatory requirements in the job description. These reasons are referred to as Bona Fide Occupational Qualifications, or BFOQ's. Example: If a job calls for heavy lifting, is it a BFOQ to require males only? Not necessarily. A physically strong woman may be able to perform the job.

Criminal Records and Credit Records

You may ask about convictions for a felony; however, you may not be able to refuse to hire a person solely on the basis of a conviction – unless it has some job relationship. A shoplifting conviction may be a legitimate reason for disqualifying an applicant for a cashier's job; however a conviction for disorderly conduct may not. After a finalist has been identified, a conditional offer of employment is extended by HR and is contingent upon successfully passing a criminal background check or a job related credit check.

Avoiding Age Discrimination in Hiring

"The applicant is overqualified." Some people may have more "know how" or experiences than a job requires, but that does not necessarily indicate that they won't be productive. It may be an opportunity for the person to learn new skills, or they may be able to contribute some level of expertise to the job that makes it more challenging.

- If the applicant made more money in their previous position, and longevity is a concern, feel free to discuss this with the applicant.
- An applicant's age is not a barrier to cooperation and collaboration. Make a determination based on the candidate's qualifications and personality, not their age.

Interviewing Questions

Every applicant should be asked the same basic questions so comparisons among applicants will be based on the same criteria. This process is essential in defending the best-fit candidate if a hiring decision is challenged. Using open-ended, job-related questions is good way to present questions that will produce more informative answers. Open-ended questions cannot be answered “yes” or “no” but will give the “who what, when, why, tell me, how, and which.”

Education:

- What special training have you completed that would assist you in this position?
- Do you think your grades are a good indication of your academic achievement?
- Do you have plans for continued studies?

Work Experience:

- Describe your work experience as it applies to this position.
- Discuss your reasons for changing jobs.
- Describe what you see as your strengths and weaknesses related to this job/position.

Job Knowledge:

- What are some of the duties and responsibilities you hope to assume in this position that you have been unable to use in the past?

Dependability:

- Why did you leave your last job?
- The hours for this position are _____ to _____. Is there any reason you could not work these hours?

Motivation and Goals:

- How does this position fit into your career goals?
- What did you like best about your last position?
- What are your greatest strengths?
- Why do you think you would be successful in this job?

Behavioral:

- Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?
- Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?

Interpersonal:

- What would your previous/current co-workers or boss say about you?
- Describe how you like to be managed, and the best relationship you’ve had with a previous boss.
- Describe a difficult time you have had dealing with an employee, customer, or co-worker. Why was it difficult? How did you handle it? What was the outcome?

Questions Not to Ask During an Interview

The safest approach to asking questions in an interview is asking questions that are job-related. If it's not job-related, don't ask. Questions that are not necessary to determine an applicant's qualifications, level of skills, and overall competence to perform the specific job should be avoided in interviews.

If a question is about race, sex, color, religion, national origin, medical or psychological conditions, disability, or worker's compensation – don't ask the question. If in doubt, don't ask the question. Preparation of your questions before an interview and, if needed, a review with Human Resources is essential to a successful, legal interview.

Employment Background Checks

It is the intent of ORU to provide a safe working and learning environment for its employees, students and all other associated persons. To this end, the Administration has established this policy on employment background checks. **This policy and procedure applies to all staff, faculty and finalists for employment at ORU.**

The Human Resources Department is responsible to establish procedures for evaluating the qualifications and suitability for employment of all ORU employees and employment finalists to include a review of qualifications, academic credentials, previous employment, criminal history, and, when applicable, credit and driving history.

Prospective Employees/Faculty

In order to evaluate qualifications and suitability for employment, the University requires employment finalists to provide information on qualifications, academic credentials, previous employment, criminal history, and, when applicable, credit and driving history. After a finalist has been identified, Human Resources or designee will extend a **CONDITIONAL JOB OFFER** contingent upon a satisfactory outcome of the required background check. After the conditional job offer of employment is extended, the Human Resources Department requests a background check from the contracted consumer reporting agency as follows:

- Criminal history in the states where the individual resides or has resided in the past seven years for all employment.
- Credit history for employment that involves cash/credit card handling and/or accounting/financial transactions (see sample under current employees).
- Driving history for employment that includes driving a company owned or leased/rental vehicles.
- A domestic criminal history check will be conducted on individuals possessing a visa and/or authorization to work and having resided in the United States.
- Seasonal/task employees working five days or less will have a criminal background check only as time permits.

To assure confidentiality of all applicant information, the Human Resources Department coordinates the criminal/credit/driving history check process. Results of background checks with criminal/credit/driving history that make a finalist's suitability for employment questionable are reviewed by the Human Resources Director or designee. The Human

Resources Director or designee consults with Administration and/or the hiring supervisor to render a determination in accordance with applicable federal and state statutes on the use of criminal/credit/driving records in selection and employment. Results that indicate any criminal convictions, guilty or no contest pleas, deferred adjudications, deferred judgments, questionable credit history or driving offenses from the age of 18 are considered based on the nature, seriousness, number of and how recent the actions are as they relate to the employment involved and their implications for the general safety and security of the campus community. Consideration is also given to the accuracy of the individual's disclosure of offenses, as well as whether the offenses arose out of employment situations.

Current Employees/Faculty

The University will conduct a criminal, credit and/or driving background check on a current employee transferring to a position or promoted to a new position or role which includes certain new or first-time responsibilities. This would also apply to part-time adjunct faculty who are moved to full-time adjunct status as well as those who are promoted to full-time regular status. Background checks will be conducted on faculty who are applying for advancement in rank. Any previously performed verifications and/or history checks will be considered in any pending employment decision.

Human Resources or designee will periodically check the driving records of employees whose position responsibilities include operating a company or company leased/rental vehicle. Written authorization from the employee shall be obtained prior to conducting a background check on a current employee.

Employees are required to notify their immediate supervisor if they are charged, convicted of a felony, have a guilty or no contest plea, deferred adjudication or judgment, or other offense of moral turpitude (i.e., theft, fraud, assault) that adversely affects the employee's ability to perform the job or has an adverse effect on the University no later than five (5) days after the date of event.

Employees whose position responsibilities include operating a company or company leased/rental vehicle are required to notify their immediate supervisor if they have had driving offenses, accidents, vehicle damage, convictions and/or if their driver's license has been suspended, revoked, or canceled with either their personal and/or a company leased/rental vehicle, no later than 24 hours after the date of such action.

When a supervisor has been notified of an action the supervisor will consult with the Director of Human Resources in determining continued employment of the individual.

Positions requiring **credit** checks **in addition** to the standard background checks conducted include but are not limited to the following:

- Employees issued master/grand master keys to buildings on campus
- Employees who control key logs and codes
- Employees in financial services (Accounting areas), or areas that include handling cash or managing cash or credit card transactions
- Employees in Mail Services/Opening Room, Information Technology and Security Officer positions

- Any position that exposes the University to significant liability as designated by the Vice President and Chief Financial Officer in consult with the Director of Human Resources
- Credit/background checks can be required for other current employees at the discretion of both the Vice President and Chief Financial Officer and in consult with the Director of Human Resources
- Employees transferring to a position or are promoted to a new position or role which includes certain new or first-time responsibilities will be required to have a background/credit check completed, if one was not be completed when previously transferred or at hire. The result of the previously performed verifications and/or history check will be considered in any pending employment decision.

Authorizations

In accordance with this procedure, all employment finalists are required to sign a Disclosure and Authorization Form. A refusal to sign the form eliminates the individual from further consideration. The Human Resources Department will be responsible for providing finalists with the required forms including a summary of their rights under the Fair Credit Reporting Act (FCRA).

Notification

In the event that a determination regarding an employee's or finalist's criminal/credit/driving record may result in an adverse personnel decision, the Human Resources Department or designee is responsible for notifying the individual of the disposition of his/her history check. Individuals may contact the Human Resources Department within three (3) days of the date of written notification to challenge the results of a history check. Criminal history checks may be challenged by requesting a fingerprint-based verification check, of which the cost is the responsibility of the employee or finalist. This waiting period may delay a final decision for three (3) to five (5) days. In the event a history check is not challenged or if a challenge is unsuccessful, the Human Resources Department or designee is responsible for notifying the individual, in writing.

Disqualification

An applicant or employee who provides misleading, erroneous, or deceptive information on an application form, resume, credential documents, disclosure form, or during the course of an interview is immediately eliminated from further consideration for employment.

Compliance with The Fair Credit Reporting Act

The Fair Credit Reporting Act (FCRA) is a federal law that regulates the activities of credit reporting bureaus. The law governs the use of third party credit reporting agencies to investigate the background of applicants for employment and imposes notice requirements for employers as well as monetary penalties for failure to comply with its provisions.

Under the FCRA, employers are required to disclose that a report may be obtained and to obtain the applicant's consent before they obtain a consumer report on a job applicant or employee. All background screening reports are classified as consumer reports, and requirements include notification and certification before and after an adverse action.

In the event that a consumer report uncovers information that may disqualify an applicant from employment consideration, Human Resources or designee shall notify the applicant of

the information and provide a minimum of three to five days for the applicant to refute, explain or correct the information.

To ensure confidentiality, all background reports received from the vendor, will be kept in a separate file in the Human Resources Department.

Note: The FCRA law only applies to background screenings performed by an outside company. It does not apply in situations where the employer conducts in-house Standard Pre-Employment Screenings.

***Please address any concerns or questions to the Human Resources department
918.495.7163.***