

Equal Employment Opportunity

Recruitment, Selection, and Hiring Guidelines

The information below identifies how to apply Equal Employment Opportunity (“EEO”) requirements in the recruitment, selection, and hiring processes. As an equal opportunity employer, the university has an obligation to:

- Ensure all employment processes are non-discriminatory and provide equal opportunity to all applicants and employees
- Ensure notice is provided about all employment opportunities to ensure broad and qualified pools

Before the Position is Posted

Complete EEO Training

- Anyone participating in the interview, selection, and/or hiring processes must complete the *EEO Recruitment and Selection Basics* training. To learn how to enroll in this training go to: <https://go.osu.edu/eeotraining>

Ensure Accurate Position Descriptions

- Review duties and minimum qualifications (physical, mental, education, relevant experience, etc.) to ensure ALL are needed to complete essential job functions
- Focus on required qualifications, not nice-to-haves
- Remove language that may create a barrier for one or more protected classes

Recruitment

Make Good Faith Efforts to Broaden the Candidate Pool

- Broaden the pool of qualified candidates by promoting the opportunity to individuals and organizations that represent varied backgrounds and experiences.
- Evaluate the effectiveness of recruitment efforts to attract a broad pool of qualified applicants.
- Do not establish demographic goals for pool composition

Evaluation of Candidates

Develop Consistent and Equal Evaluation Criteria

- Evaluate only on their ability to perform essential job functions
- Apply evaluation criteria consistently to all candidates
- Document evaluations using approved templates
- Do not consider candidate demographics in decisions
- Base all decisions on merit and qualifications
- Provide reasonable disability, pregnancy, religion, and spoken language accommodations when requested; such requests cannot impact the evaluation
- Enter disposition codes into Workday, explaining the stage each applicant reached and the reason they did not move forward

Evaluation of Candidates Cont’d

Conduct Consistent and Equal Interviews

- Maintain a consistent and equal interview process:
 - **Provide ADA notice** of the availability of reasonable accommodations and the method to request them
 - **Use same format:** number/length; type (e.g., virtual or in-person); questions asked; support given (e.g., preparation, resources)
 - **Focus questions on the candidate’s ability** to complete essential job functions, don’t inquire about identity or personal life
 - Always select the most qualified candidates to move forward without regard to demographics
 - Do not reserve interview slots for specific demographics

Perform Consistent Reference Checks

- If a reference check is performed, use the same format for all candidates:
 - Number/type of references requested
 - Questions asked of each reference
 - Evaluation criteria for information obtained

Candidate Selections

Select the Most Qualified Candidate

- Always select the candidate who will be able to complete the essential functions of the job most effectively.
- Candidate demographics **cannot** be considered when selecting a finalist or at any stage.

Making an Offer

Develop a Fair Compensation Offer

- Make compensation offers based on external market and candidate’s knowledge, skills, abilities, relevant experience
- Compensation offers must also consider pay of existing employees
- Review any benefits or compensation offered over base salary for consistency with other employees
- Additional information on university’s compensation principles is located at: <https://hr.osu.edu/services/compensation/>

Additional Resources

Training:

- Identifying and Remediating Barriers to EEO in Position Descriptions
 - <https://go.osu.edu/eeotraining>

Policies:

- Equal Employment Opportunity:
 - <https://go.osu.edu/eeo-policy>
- Non-Discrimination, Harassment, and Sexual Misconduct:
 - <https://go.osu.edu/non-discrimination-policy>
- Staff Recruitment and Selection:
 - <https://hr.osu.edu/wp-content/uploads/policy410.pdf>
- Faculty Recruitment and Selection:
 - <https://oaa.osu.edu/assets/files/documents/facultyrecruitment.pdf>

Guidelines/Templates:

- Faculty visit the SHIFT Framework website to learn more: <https://faculty.osu.edu/faculty-hiring>
- OHR Recruitment Process Resources: <https://hr.osu.edu/services/talent-acquisition/recruitment-process-resources/>