

RECRUITMENT AND SELECTION POLICIES AND PROCEDURES FOR EHRA NON-FACULTY POSITIONS



Office of Human Resources

APPALACHIAN STATE UNIVERSITY

330 University Hall Dr.
Boone, NC 28608
828-262-3187

employment@appstate.edu

<https://hr.appstate.edu/hr-services/employment/recruiting-and-hiring>

Appalachian State University (the “university”) is an affirmative action and equal employment opportunity employer. The university does not discriminate in access to its educational programs and activities, or with respect to hiring or the terms and conditions of employment, on the basis of race, color, national origin, religion, sex, gender identity and expression, political affiliation, age, disability, veteran status, genetic information or sexual orientation. The university actively promotes diversity among students and employees. The university is committed to its affirmative action plans and seeks to deepen its applicant pools by attracting interest from diverse, qualified individuals.

The Recruitment and Selection Policies and Procedures for EHRA Non Faculty (EHRA-NF) Positions contain university policies and procedures to guide search committees as they prepare for and conduct successful searches for EHRA-NF positions. The document also contains suggestions and recommendations for recruiting and hiring individuals from groups that are underrepresented at Appalachian.

The Office of Human Resources is responsible for ensuring that the university is in compliance with federal and state laws, executive orders, and institutional policies and procedures pertaining to affirmative action (“AA”) and equal employment opportunity (“EEO”) matters. The director of HR and AA/EEO compliance (the “director of compliance”) or a designee is available to advise and assist university community members on all matters related to AA/EEO programs and compliance guidelines, including searches for EHRA-NF employees.

I. Covered Positions

These procedures apply to hiring for all EHRA-NF positions –nonteaching faculty and professionals, research associates, and administrators. The procedures apply to any EHRA-NF position that involves at least seventy-five percent (75%) time.

Equal opportunity and affirmative action principles dictate that university searches must be expansive and open. Generally, EHRA-NF positions must be advertised nationally for a minimum of 30 calendar days. Upon approval from Human Resources, searches may be limited to regional or local advertising and/or advertised for less than 30 calendar days (minimum 14 days) depending on the circumstances. Positions in Athletics for coaching staff must be posted for a minimum of 14 days. In addition, internal searches may be approved by Human Resources and the appropriate hiring administrator in limited circumstances.

No search is required under the following circumstances:

1. when filling an EHRA-NF position that is less than seventy-five percent (75%) time;
2. when extending a fixed-term appointment for a limited duration;
3. where a principal investigator or co-principal investigator has been named in a grant or contract and the award is contingent upon the individual(s) named serving in that capacity;
4. a promotion or upgrade in administrative title where the employee’s qualifications, skills, and/or additional duties justify an upgrade and the person promoted or upgraded in title is more qualified than the other employees in the unit or department (*e.g.*, assistant director to associate director, coordinator to director);
5. when an employee is reassigned duties or transferred to another department or division for purposes of reorganization or to meet other institutional needs;
6. when the Chancellor employs immediate staff whose duties include management of matters that are confidential in nature and/or acting as the Chancellor’s personal representative to constituencies on or off-campus (*e.g.*, executive or special Administrative Assistant, Chief of Staff, Assistant to the Chancellor for University Relations, etc.).

Search requirements may be waived, in whole or in part, in special circumstances, including, but not limited to, the following:

1. There is insufficient time to conduct a full, competitive search, and the hiring administrator can identify a pool of one or more qualified candidates.
2. The hiring administrator wishes to make an interim academic or administrative appointment for a finite period while a full search is conducted.
3. Hiring is needed to fill unanticipated openings or vacancies, including, but not limited to, grant positions, post-doctoral positions, and those resulting from leaves of absence, medical emergencies, deaths or resignations.
4. Administrators seek to hire EHRA administrators to fill part-time, temporary or time-limited positions including, but not limited to, assistant deans, associate deans, and directors of administrative units.
5. The hiring administrator wishes to make an exceptional hire where the university has the opportunity to hire someone with outstanding skills and experience along with the one or more of the following factors: 1) experience working with diverse populations; 2) academic scholarship; 3) teaching; 4) exceptional achievements; 5) outstanding leadership and service; or 6) other special talents so as to confer a distinct benefit to the institution's mission.

Departments and units wishing to conduct an internal search, limited external search, or no search must review the Policy for Requesting a Waiver of EHRA Recruitment Procedures and submit an EHRA Position Action in the HR online system to request approval for a waiver request.

II. Organizing the Search Committee

Prior to beginning a search, the hiring authority will appoint the search committee (generally, at least three persons). The hiring authority, the search committee or the department will appoint or elect a chair who develops a timeline for the committee's work, represents the committee to all constituents, and delivers final recommendations to the hiring authority.

To the extent feasible and consistent with the criteria for membership in a search committee, departments or units should endeavor to include on the search committee women and individuals from underrepresented groups, as well as individuals who are committed to and/or have experience with enhancing diversity in the university community. In order to ensure consistent and accurate compliance with AA/EEO requirements during EHRA-NF searches, HR provides search committee training and consultation through online training and tools on the HR website, assistance, as needed, via phone or email, and an HR-Employment representative can meet with the search committee at any point in the search process upon request. The Director of HR or a designee in HR-Employment is a non-voting, *ex officio* member of all EHRA-NF search committees.

A checklist is provided to assist search committee with the steps involved in the EHRA-NF search process. **See Attachment B.**

III. Creating the Posting and Recruitment Plan

The search committee must review a detailed posting containing minimum qualifications and Additional Areas of Interest. The committee should develop objective selection criteria based on the position requirements prior to the initial review date. The search committee should discuss timelines for the search, including the initial review date, interview schedules, and target dates for submitting hiring recommendations.

All job postings must include the following statements (these statements default into each posting):

Appalachian State University is an Affirmative Action/Equal Opportunity Employer. The University does not discriminate in access to its educational programs and activities, or with respect to hiring or the terms and conditions of employment, on the basis of race, color, national origin, religion, sex, gender identity and expression, political affiliation, age, disability, veteran status, genetic information or sexual orientation.

Individuals with disabilities may request accommodations in the application process by contacting Maranda Maxey, Director & ADA/504 Coordinator, at 828-262-3056 or maxeymr@appstate.edu.

Proper documentation of identity and employability will be required before the hiring process can be finalized.

Any offer of employment to a successful candidate will be conditioned upon the University's receipt of a satisfactory criminal background report.

Job postings includes the date that review of applications begins. If the posting is labeled "Open Until Filled", the search committee reviews applications until the position is filled. If the posting indicates a Close Date, no further applications are received after the Close Date.

The assigned HR recruiter creates the job posting from the approved position description. It is essential that the hiring department has completed an accurate and thorough position description as designated information from the position description creates the posting.

In order to comply with our AA/EEO recruitment and hiring goals and obligations, it is imperative that hiring departments/search committees create recruitment plans designed to broaden the applicant pools of qualified individuals and attract individuals from groups that are underrepresented at Appalachian. And it is critical that we have accurate records that document these efforts. Search committees should devote some meeting time to brainstorming about possible outlets for recruitment – national publications, regional publications, professional journals and newsletters, e-mail lists, contacts at Historically Black Colleges and Universities and other institutions that serve groups who are underrepresented at Appalachian, institutions that enroll significant numbers of doctoral and terminal degree students from underrepresented groups, and contacts at other institutions in the USA and abroad. For information on possible recruitment outlets, please review the recruitment resource list on the compliance web site (<https://hr.appstate.edu/recruitmentresources>).

Internal Postings (Waiver Approved-in HR Online System): There are two types of Internal Postings:

- 1) Waiver Request approved to post an EHRA-NF vacancy campus wide only. In this case, the assigned HR Recruiter will create the posting from the approved position. The posting will be advertised across campus via email providing the Quicklink for Posting to direct potential applicants to the posting.
- 2) Waiver Request approved with a recommended candidate.
 - a) If recommended candidate is not a current Appalachian State University employee, HR will create the Internal Posting and provide the Quicklink for Posting to the Search Chair
 - b) If recommended candidate is a current Appalachian State University employee, the position will not be posted.

IV. Advertising the Position

All EHRA-NF job postings are automatically posted in the following locations: Appalachian HR site, The Chronicle of Higher Education, Higher Ed Jobs, Local Job Network, and HERC (Higher Education Recruitment Consortium). The university pays for these advertisements; all other advertising costs must be covered by the unit, department or college that is conducting the search.

If the search committee would like a print advertisement placed in a publication, they would work directly with the publisher. Any shortened version of the approved ad should provide potential applicants the Quicklink for Posting (found in online posting). For example at the end of the ad, include the following language, “To view the posting and application procedures click link, <http://appstate.peopleadmin.com/postings/xxxxx>”.

V. Reviewing Applications and Communicating with Applicants

It is required that the search committee discuss and agree upon a list of criteria for the position. All members must review all applications, and document their assessment using the criteria. All members will submit their documentation to the search chair upon completion of the search, along with all other written materials related to the search. Best practice is to evaluate each applicant utilizing a rubric/matrix or the Evaluative Criteria feature in AppState Careers.

When an applicant applies to a posting, applicant completes a simple profile and attaches any required or optional additional documents pre-determined by the hiring department/search committee and in some cases HR. Applicants are asked additional voluntary AA/EEO questions which are kept separate from their application profile but used by HR for AA/EEO data analysis and reporting.

Once an applicant has completed the application process, their application materials are made available to the search committee. Application materials should only be reviewed and evaluated by search committee once the evaluative criterion has been determined and approved by the search committee to ensure fairness and consistency in the evaluation process.

Confidentiality must be maintained throughout the search process, including, but not limited to, the identity of applicants, submitted application materials, reference checks, interviews, committee discussions and deliberations, short list determinations, and final offers. Information gathered during the search process may not be shared with others in the department or unit who do not serve on the search committee without written permission from the applicants. Search committee members should not engage in discussions about the applicants or the submitted application materials outside the confines of a search committee meeting – the only legally- privileged setting for discussion of confidential information related to a search.

While interviewing applicants at professional conferences, members of a search committee may not engage in evaluative conversations with one another about the applicants. Rather, search committee members should record their impressions, observations, and assessments about the applicants, and share this information at the next search committee meeting.

Should a search committee wish to share application materials with others who are not on the search committee, e.g., faculty in a department, the search committee chair must obtain written permission from the applicants before the materials can be shared.

VI. Reference Checks and Telephone Interviews

After the search committee narrows the field of viable candidates who may be considered for on-campus interviews, the search committee chair should contact each candidate concerning the following items: 1) inform the candidate that he/she remains under consideration and ascertain whether the candidate is still interested in the position; and 2) inform the candidate that the committee will be calling both the indicated references and non-indicated references which may include the candidate's immediate supervisor. The chair must receive written permission from the candidate to call indicated references, non-indicated references, and the candidate's immediate supervisor. This may be accomplished via e-mail or fax. On occasion, individuals may refuse to give a reference without a written release from the applicant. In situations where a reference requires a written release before providing information, the chair of the search committee may contact the applicant and request a written release. A sample release is attached for your use. **See Attachment F.**

The committee should identify members who will conduct the reference checks and create a list of questions to ensure equity and consistency. Questions must be related to the qualifications and responsibilities advertised in the position vacancy announcement. A list of permissible and impermissible topics is attached. **See Attachment G.** Each member of the committee should call approximately one-half of the indicated and non-indicated references for one or two candidates. All answers should be recorded in writing and archived with the search committee materials at the end of the search.

Reference information is confidential and should not be shared with anyone other than the members of the search committee. A summary of reference information may be provided to others, e.g., faculty in a department, but the summary should not attribute any comments to a particular referee.

Prior to or after conducting reference checks, search committees may choose to conduct phone interviews or video conferences. Adding this step may provide the search committee with valuable information that will assist the committee in narrowing its final pool of candidates for on-campus interviews.

VII. Creating the Interview List

When the applicant pool has been narrowed to the number of candidates who will be invited for an on-campus interview, the search committee chair must transition each applicant's status to its current status. Before interviews can be scheduled, the search committee chair must transition the selected applicants' statuses to "Selected for Interview-Requires Compliance/EEO Approval". **These steps are required before HR can review and approve candidates for interview.** HR will review the AA/EEO data supplied by each applicant. The information will help us determine the degree to which we are attracting a diverse applicant pool, and ensure that we are eliminating applicants from further consideration based on objective, nondiscriminatory factors.

The AA/EEO information regarding individual applicants cannot be shared with the search committee. However, a summary of the data is available to the search committee by going to the posting, clicking on Reports and generating the Departmental EEO Report. **Candidates should not be invited for interviews until the search committee chair receives the system email indicating approval to invite candidates for On Campus Interviews.**

VIII. On-Campus Interviewing

Develop an interview schedule that follows a consistent format for each candidate and ensures an equitable process. Identify all individuals and groups who will be involved in the on-campus interviews. Schedule the campus visit and provide all interested campus individuals and groups with a copy of the interview schedule and background information about the candidate. The search committee may seek feedback from non-committee members who participate in the on-campus interviews, and it is recommended that the committee provide a feedback sheet for this purpose. The written comments should be considered at the next search committee meeting and be added to the search committee file.

IX. Selecting the Final Candidate

When the search committee has concluded its deliberations and is ready to make its recommendation, the chair must transition the selected candidate's status to "Finalist" or "Recommend for Hire" and provide the supporting documentation to the hiring authority. The hiring authority will start the Hiring Proposal and submit forward to obtain all the necessary approvals prior to extending the offer. In order for the hiring authority to start the Hiring Proposal, the applicant's status must be at "Recommend for Hire".

When a search recommends the hiring of an international candidate who is not a citizen or permanent resident, the chair of the search committee must complete additional paperwork and submit a report to the Office of International Education and Development (OIED). This report must be delivered to OIED prior to the preparation of a contract letter of offer to an international candidate. For more information, please contact the Director of International Student and Scholar Services in OIED.

When hiring is approved, it is the responsibility of the Division's Contract Initiator to issue the contract and to receive the signed contract.

After the offer has been accepted, the search committee chair updates all the applicant statuses and notifies applicants who were interviewed but not hired that the position has been filled. The search chair must notify HR if the search has failed.

HR's responsibilities:

1. Manage the background check procedures
2. Confirm the Hiring Proposal
3. New Hire receives New Appointment letter via email
4. New Hire is "Onboarded" providing Orientation instructions and new hire paperwork
5. Posting is moved to Filled which will notify all applicants via email

X. Documenting the Search

The search committee file must be retained for three (3) years after the search has ended. After a search has been concluded, the chair of the search committee must gather all materials related to the search and forward the materials to University Archives and Records for storage. Applicable forms are found on the university's electronic forms page under "University Archives and Records" as well as on the HR web site (<https://hr.appstate.edu/hr-services/employment/recruiting-and-hiring>).

The search committee file should include, but not be limited to, the following documents: a list of members of the search committee, the job announcement, a list of applicants, all applications and supporting materials, correspondence, notes of committee members, lists of interview questions, rating sheets and/or lists of criteria, reference checks, and any materials related to the search.

Thank you for taking the time to review this material. Please do not hesitate to contact HR-Employment if you have questions or need further information.

ATTACHMENT B
EHRA-NF Search Committee Checklist
Appalachian State University
Office of Human Resources

Organizing the Committee

- Hiring authority or designee charges the search committee
- Establish search committee meeting schedule and identify tasks to be completed by the search committee
- Identify the person(s) responsible for documenting search committee meetings, votes, etc
- The search committee chair adds the search committee members in the posting in Appstate Careers (People Admin)

Position Description

- Department creates the new position description or updates an existing position description in AppState Careers and submits forward for approval. **Please note information in the position description is used to create the posting.**
- Ensure position description contains only job-related criteria; identify essential functions of the position as well as minimum qualifications and preferred qualifications. Complete the Posting Information section. Indicate the required and optional additional documents, and utilize the optional Supplemental Question feature to assist in screening applications.
- Identify outreach strategies to locate and encourage underrepresented persons to apply and develop a comprehensive recruitment plan designed to broaden the applicant pool; make sure you fill out the recruitment plan in AppState Careers.
- Review the position description with the department/unit head and all members of the search committee
- Review and address AA/EEO policies and procedures.

HR Creates Posting

- **Once the position description action is approved, HR creates the posting from the position description.**
- All EHRA-NF postings are posted to the Chronicle/Vitae, HigherEd Jobs, Local Job Network, and HERC (Higher Education Recruitment Consortium)
- Search Committee/Hiring Department is responsible for additional advertisements.
- Once the position is posted, the chair of the search committee will be notified via email. The chair has access to add search committee members and utilize the Evaluative Criteria feature in AppState Careers.

Organizing the Search

- Develop timelines for the search, including initial review date, interview schedule, evaluative criteria for evaluating applications, and target dates for submitting hiring recommendations.
- Search committee chair and members should not evaluate applicants until the rubric is outlined and approved by committee.

Communicating with Applicants

- An email of acknowledgement of application materials is generated by AppState Careers.
- Affirmative Action/EEO information will be requested from the applicant through AppState Careers.
- Communicate with all applicants in a courteous and timely manner. Keep them informed of the progress of the search. A variety of email templates are available to send as bulk email to applicants.

Reviewing Applications

- Develop criteria and create evaluation sheet using AppState Careers or develop outside of the system (rubric)
- Review materials submitted by the applicants using AppState Careers
- While reviewing applicants, the search chair is responsible for moving them through the workflow in Appstate Careers If the search committee determines that a candidate is not qualified; move them to that status. A box will pop up asking for the reason why the applicants isn't qualified. Choose the one that best explains why they aren't qualified. If they are qualified, move them to "qualified."

Checking References

- Identify persons to conduct telephone and written reference checks
- Determine the questions to be asked each reference; all references should be asked the same questions, allowing for individualized follow-up questions as needed
- Chair of the search committee must obtain permission by email from each applicant to contact indicated references, non-indicated references, and direct supervisors.
- If applicable, obtain written permission to share applicant files with the department, supervisors, or anyone who is not on the search committee.

Evaluating the Candidates

- Evaluate applicants and complete phone interviews. Determine whether they are to move forward in the workflow process, or if they need to be moved through the workflow to “phone interviewed – not hired”
- Document all decisions, comparing credentials and qualifications of the finalists and those who did not receive further consideration
- Evaluate applicants on their qualifications and full range of strengths and contributions
- Change the applicant status in AppState Careers to "Selected for Interview-Requires Compliance/EEO Review" for HR to approve on campus interviews.

HR reviews the AA/EEO data and, if approved, notifies the search chair approval to invite applicants for campus interviews.

Conducting Interviews

- Design the interview process and campus visit with AA/EEO principles in mind; review list of permissible topics for discussion during interviews and social time with applicants
- Identify all persons and groups to be involved in the interview process
- Develop specific job-related questions to ask each applicant; all applicants should be asked the same questions, allowing for individualized follow-up questions as needed
- Collect written comments from others who interact with the applicants; retain and include in the official search file

Selecting the Final Candidate

- When the search committee has concluded its deliberations and is ready to make recommendation(s) to the hiring authority, the chair sends forward the finalist recommended by moving applicant to “Recommend for Hire.” The hiring authority will begin the Hiring Proposal for the selected applicant.
- Once the Hiring Proposal has received all the necessary approvals, HR moves the Hiring Proposal to “Extend Offer” and the Division’s Contract Initiator will contact the hiring authority to extend the offer. The Contract Initiator is responsible for issuing the contract. When the signed contract is returned, the Contract Initiator moves the Hiring Proposal to Offer Accepted.

New Hire

- After the offer has been accepted, HR issues the background check (if applicable), confirms the Hiring Proposal, and sends New Appointment Letter (cc: supervisor). If the successful candidate is a new hire, HR sends new hire paperwork electronically.
- Search chair sends non selection letters via email to all applicants interviewed but not hired. [Sample Letters](#)
- HR moves the Posting to “Filled” which sends an automated email to all applicants.

Documenting the Search

- Gather all search committee materials and contact University Records; the file should include, but not be limited to, the following: a list of members on the search committee, the job announcement, all supporting materials, correspondence, notes of committee members, list of interview questions, reference checks, rating sheets (rubric) and/or lists of criteria, records of votes, and the list of candidates recommended for hire. If using AppState Careers, you do not have to submit the application materials. They are saved in the system

ATTACHMENT F

Form Release to be Signed by Persons Concerning Whom References Will be Contacted:

To whom it may concern:

I have applied for employment with Appalachian State University (the "University"), and I have authorized the University to obtain from my current and former employers, colleagues, and educational institutions I have attended, information that might bear on my qualifications and fitness for employment. Such information might include information on (but would not be limited to) quality of work, relationships with co-workers and supervisors, work attitude, productivity, and trustworthiness.

I hereby request and authorize you, as a current or former employer, colleague, or educational institution, or as an agent or employee of a current or former employer, or educational institution, to provide to the University, in writing or orally, all such information about me as the University may request, and I release the University and you from and hold you and the University harmless for any and all liability arising out of or related to the provision or the University's use of such information. Further, I authorize the University to maintain as confidential any letter of reference you may provide and any notes of your oral statements of reference. Finally, I irrevocably waive any right I might have, pursuant to law or otherwise, to review or to be apprised of the contents of such references, written or oral.

Printed Name

Signature

Date

ATTACHMENT G
Interview Guidelines
Appalachian State University
Office of Equity, Diversity and Compliance

ITEM	IMPERMISSIBLE INQUIRIES	PERMISSIBLE INQUIRIES
AGE	Age, birth certificate. Federal law prohibits discrimination on the basis of age over 40. Inquiries as to date of high school or college graduation.	Whether candidate meets minimum or maximum age requirement that is a bona fide occupational qualification, such as for police officer or firefighter.
ALCOHOL OR DRUG USE	Alcoholism is a covered disability under the ADA. Current users/abusers of illegal drugs are not protected under the ADA.	None.
ARREST RECORD	Any inquiry relating to arrest.	None.
CITIZENSHIP	It is an unfair employment practice to discriminate on the basis of citizenship. The law does not protect unauthorized aliens. It protects citizens and intending citizens, which includes aliens who are lawful permanent residents, as well as temporary residents under the amnesty program who complete a declaration of intention to become citizens. It is not an unfair employment practice for an employer to prefer to hire a citizen or national of the U.S. over another individual who is an alien if the two individuals are equally qualified for the job (8 USC 1324b).	Whether candidate is legally eligible to work in the U.S.
CONVICTION RECORD	Inquiries relating to convictions that do not relate to the job in question.	Inquiries about convictions that reasonably relate to performing the job in question. Consider both nature and number of convictions, facts surrounding each offense, the job-relatedness of each conviction and the length of time since conviction, plus applicant's employment history since conviction.
CREDIT RATING	Inquiries relating to credit history or credit rating that do not relate to the job in question.	Inquiries about credit history that relate to the job in question.
DISABILITIES	In general, the employer may not ask disability-related questions at the pre-offer stage.	Questions about the applicant's ability to perform specific job functions, with or without reasonable accommodations.

ITEM	IMPERMISSIBLE INQUIRIES	PERMISSIBLE INQUIRIES
EDUCATION	Degree status or level of education unless employer has proven that the specific degree is the only way to measure a candidate's ability to perform the job in question.	Inquiries regarding degrees or equivalent experience. Information regarding courses relevant to a particular job.
GENETIC INFORMATION	Information about an individual's genetic tests, information about the genetic tests of a family member, family medical history, requests for, and receipt of, genetic services by an individual or family member.	None
HEIGHT OR WEIGHT REQUIREMENTS	Height or weight requirements not related to job.	Height or weight requirements necessary for the job.
MARITAL AND FAMILY STATUS	Childcare issues or problems, marital status, number and/or ages of children or dependents, pregnancy, medical history of pregnancy, future child bearing plans, support orders, schooling, name, address or employment status of spouse etc.	Questions about whether candidate can meet work schedule. Ask of both sexes.
MILITARY SERVICE	Under federal law, federal contractors may only invite veterans to self-identify if it is in connection with an affirmative action effort. Preferring applicants with honorable discharge rather than dishonorable discharge may be race discrimination under the adverse impact theory. Federal law protects against discrimination on the basis of military service. However, a less than honorable discharge can be the basis for denial of reemployment. Cannot ask about military convictions, unless job related.	Type of experience or education in military as it relates to job.
NAME	Inquiries to determine national origin, ancestry, or prior marital status.	Whether candidate has ever worked under a different name.
NATIONAL ORIGIN	Lineage, ancestry, descent, mother tongue, birthplace, citizenship. National origin of spouse or parents. Refusal to hire because of a foreign accent or lack of facility with English could be construed as national origin discrimination. Individuals must be able to communicate well enough to perform the job.	Whether candidate is legally eligible to work in the U.S.
ORGANIZATIONAL AFFILIATIONS	All not related to professional discipline	Inquiry into candidate's membership in organizations which are job related.
PERSONAL APPEARANCE	Questions about the person's appearance or making unnecessary comments on personal appearance.	Okay to state guidelines for on- the-job dress code that serves a reasonable business purpose, and to advise of ASU rules regarding standards of appearance or dress to prevent a danger to the health, welfare, or safety of employees or others.

ITEM	IMPERMISSIBLE INQUIRIES	PERMISSIBLE INQUIRIES
POLITICAL AFFILIATION	Questions regarding the applicant's past or present political affiliation or lack of political affiliation.	None.
RACE, COLOR or ETHNICITY	Complexion or color of skin; ethnic background or ancestry.	None.
RELIGION	Religious preference, affiliation, or practice; church membership or place of worship.	Whether applicant can meet work schedule with reasonable accommodation if necessary.
SEX	Sex of applicant, where sex is not a bona fide occupational qualification (BFOQ).	Sex of applicant where BFOQ exists, such as actor or actress.
SEXUAL ORIENTATION	Questions about the person's sexual orientation, partner or living arrangements.	None (in accordance with ASU nondiscrimination policy).
UNION AFFILIATION	The Labor Management Relations Act makes it illegal for employers to discriminate on the basis of union membership.	None.