CSU, Chico Faculty Recruitment Manual
(Tenure-Track, FT & PT Temporary)

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A. General Information

California State University, Chico is committed to providing equal opportunity in employment for all qualified persons and prohibits illegal discrimination through compliance with the Board of Trustees Nondiscrimination Affirmative Action Policy, Executive Order 340, and pertinent federal regulations regarding federal Executive Order 11246. CSU, Chico recognizes that a diverse faculty, staff, and student body contribute greatly to its educational mission, its social concerns, and its responsibility for the personal development and rights of individuals (see EM 99-24, 6/4/99) and the Diversity Action Plan.

Important to each one of us is the recognition that the responsibility and authority to provide equal opportunity in education and employment lies with all who are in decision-making positions within the university. These guidelines are presented as a practical resource guide for tenure-track and full-time temporary faculty recruitment. They are designed to be used at the college, department, and committee level. It is our intention to make these procedures clear and easy to follow.

The successful recruitment of highly qualified faculty is critical to institutional effectiveness. In an effort to extend equal employment opportunity as a standard employment objective, outreach efforts should be directed to as broad an audience as possible and on a national level.

Through administrative leadership, and as members of university, college, and department committees, faculty play a determining role in recruiting new educators and realizing the university’s commitment to ensure that aggressive outreach efforts will promote equal opportunity in employment. PROP 209 provides the following guideline:

_The state shall not discriminate against, or grant preferential treatment to, any individual or group on the basis of race, sex, color, ethnicity, or national origin in the operation of public employment, public education, or public contracting._

Outreach to minority communities or women’s organizations as part of a variety of recruitment methods/sources to encourage qualified candidates to apply for positions is a good faith effort permissible under federal and state laws and CSU policy.

Although the objective of equal opportunity in employment is facilitated by the Office of Faculty Affairs, all signatories at all stages of the process bear legal responsibility for the recruitment.

Further, these guidelines have been prepared to help all those involved in this rigorous process to understand the activities surrounding the faculty recruitment process, which is governed by university policy, current human resource professional practices, and guidelines as they relate to equal opportunity in employment.
B. How a Recruitment Starts:

The department chair will consult with the college dean regarding the need to recruit for tenure-track or full time temporary Unit 3 positions. Following that consultation, the dean will request approval to initiate a search with the provost. It is up to the discretion of the provost in what manner this request is made (personal meeting, phone call, e-mail, memorandum, etc.). Once the provost has granted the request, in writing, the formal process begins.

In order to attract and hire the best qualified candidates, the process of advertising, selecting, and interviewing candidates should be undertaken early enough to include a 60-day search. However, at a minimum, a 30-day, national search is required.

It will typically take our office 5-7 days to process your paperwork and obtain necessary signatures. We have no expedited process. The typical search process has three phases: recruitment, screening, and selection. The contents of this manual address each of these phases. If you have any questions regarding the contents of these materials, please contact the Office of Faculty Affairs at 898-5029.

C. Roles and Responsibilities (See also FPPP 6.1.c)

1. The Office of Faculty Affairs (FAAF) will monitor fair employment practices and outreach efforts. FAAF staff are dedicated to keeping the university in full compliance with those practices. FAAF will assist with recruitment efforts to ensure that there has been comprehensive outreach to all qualified applicants and that all those involved in the recruitment process are aware of the university's policy regarding equal opportunity in employment. All forms and documents discussed in this document can be found at:

http://www.csuchico.edu/faaf/recruitment.shtml

2. The College Dean will share in the administrative responsibility for the overall search and recruitment process within their college/department to ensure compliance with university and public policy. The dean is responsible for determining if a pool of applicants is sufficient in quantity and quality to continue, or if further outreach efforts are necessary.

Specifically, deans are held responsible for reviewing departmental efforts to ensure—

- compliance with their recruitment plan,
- outreach efforts have been made to ensure a broad audience was reached and that equal employment opportunity was maintained, and
- that each finalist has a campus visit and a personal interview with the committee and the dean

At the conclusion of each search, the dean will submit a summary search (Dean’s Search Summary) report to the FAAF office.
3. **Department chairs** are responsible for initiating a request to recruit for a full-time faculty position (tenure-track or temporary) with their college dean. In addition, department chairs often serve as chair of the department search committee, and are responsible for leading the efforts of the committee. If not the chair of the committee, he/she may still sit as a participating (and voting) member.

4. **Search Committee Chairs** are responsible for ensuring that campus recruitment procedures and collective bargaining agreements are followed, that fair employment practices are evident to all (applicants, Dean, VP), that the committee maintains confidentiality in all interactions and communications related to the search and that adherence to campus timelines to ensure timely offers/acceptances are in place.

5. **The Search Committee** is charged with determining the selection and screening criteria for the vacancy announcement. It schedules and conducts the campus visit, recommends the best qualified candidate and is advisory to the dean. Once a recommendation has been made to the dean the committee’s job is done. They should not contact applicants unless instructed to by the dean, Chair or AA/S. They should maintain strict confidentiality of all candidate info and search details throughout the search process.

6. **An External Member** is strongly recommended for all faculty searches. The external member will act as a member of the committee in all phases of the search process. The decision as to whether the external member will vote or not is determined by departmental bylaws and or search committee protocol.

California State University offers a tutorial on hiring, more information can be found at [http://csumyconnect.calstate.edu/p79606795/](http://csumyconnect.calstate.edu/p79606795/). Please disregard the slide about contacting individuals not on the reference list. Contacting “off-list” references may only be done with the candidate’s permission.
II. Recruitment

The pre-recruitment phase includes:

1) Formation of the search committee;
2) Development of the position announcement; and
3) Advertising the position.

A. Search Committee

The search committee has primary responsibility for the initial recruitment, candidate screening, and identification of a group of finalists for the faculty position. The Collective Bargaining Agreement between the CSU and the California Faculty Association (CBA) establishes the parameters for search committees in Article 12.22. See also the CSU Faculty Personnel, Policies, and Procedures (FPPP), Section 6 specifically 6.1.c.

Recommendations regarding probationary appointments shall originate at the department or equivalent unit. Probationary appointment procedures shall include the following:

Each department or equivalent unit shall elect a peer review committee of at least three tenured faculty for the purpose of reviewing and recommending individuals for probationary appointments. **FERP'ed faculty may participate on search committees if they are able to participate fully during the entire search process.** Thus, FERP’ed faculty who have an academic year (both Fall and Spring semester) appointment are eligible to serve on the search committee while FERP’ed faculty with a one semester appointment are not able to fully participate and are excluded from search committees. Departments shall verify the assignments of FERP’ed faculty. At the discretion of the President and upon request of the department these peer review committees may also include probationary employees. If seating a junior faculty member on your committee please submit justification for the placement to the AVP of Faculty Affairs prior to submitting paperwork for approval.

Statements in the University's Strategic Goals, Diversity Action Plan, and Accreditation documents indicate a strong commitment to recruiting a diverse faculty. Diverse search committees may be one strategy to attract a wide applicant pool. The addition of an external committee member from outside the department will add knowledge and experience to the search process.

Members of search committees should be aware of potential sources of conflict of interest (for example, serving as a reference for a candidate as well as a member of the committee). In some cases, recusal may be the most appropriate action. The department may have policies in place to allow for the removal of a committee member who acts inappropriately. If there are no departmental policies, the Dean in concert with FAAF will make the final decision.

B. The Position Announcement

It is critical to note that applicants are measured against a predetermined set of criterion: whether or not the applicant meets or exceeds those criteria, and whether those criteria are required or preferred. The description of the position is the most important part of the process.
Be aware that the content of the position announcement must be honored; in particular, a search committee will be liable to a challenge if the individual ultimately selected does not meet the requirements established in the announcement. For example, if the position announcement specifies that the doctorate is required for appointment, a candidate who cannot document completion of the doctorate by the beginning of the appointment cannot be appointed in that position. The department should decide in advance whether candidates who are “ABD” will be considered for appointment. **Please note that ABD candidates must have their degree completed prior to the beginning of the academic year.**

Be aware of approaches that may broaden the pool of applicants: for example, avoiding narrow specialization requirements, allowing for some flexibility in the field of the doctorate or other terminal degree (e.g. allowing for “a closely related degree” in addition to specifying a discipline), and advertising “open until filled” and “review of applicants will begin on (date); complete applications received after this date may be considered” rather than using a cutoff date for applications. Specify a broad range of industry or practical experience if desired.

Consider the impact of the advertised rank. If the position announcement specifies the rank of Assistant Professor, applicants are more likely to be individuals looking for a first faculty position rather than a more experienced individual.

Use particular caution in defining minimal or required versus preferred qualifications. Note that an overly restrictive list of required qualifications may limit the potential pool of applicants, and may remove some strong candidates from further consideration. The required and preferred qualifications in the position announcement establish the criteria used in screening; therefore, consider how one might be able to determine whether the proposed criteria had been met.

**C. Developing the Recruitment Plan**

1. Using the position announcement, the department committee develops the recruitment plan. It consists of:

   ✔ The recruitment authorization (**Form 1 – Recruitment Authorization Form**)  
   ✔ Screening and selection criteria/outreach efforts (**Forms 2 and 3b**)  
   ✔ A copy of the vacancy announcement (**Form 3 – Vacancy Announcement**)  
   ✔ Recruitment/Outreach Documents -required ONLY if using other than a FAAF approved/created template (**Sample Document 3b**).  
   ✔ The forms are available at [http://www.csuchico.edu/faaf/recruitment.shtml](http://www.csuchico.edu/faaf/recruitment.shtml). Assistance is available by calling the FAAF office at 898-5029.

2. The recruitment plan is forwarded to the dean who will review it carefully for compliance with the needs of the department. After the dean has reviewed and approved the recruitment plan, it is forwarded to FAAF for thorough review and the creation of a recruitment file. The plan is then forwarded to the provost (FAAF, if full time temporary faculty position) for approval.
3. FAAF will assign a tracking number to the position and include it in the notification of recruitment approval so that all those involved with the process have access to the number. This number should be referenced on all forms and communication sent to FAAF. The applicant self-identification forms (SELF-ID) are attached to the application now so you should not have to send them to applicants separately as was done in the past when you send out the acknowledgement letter.

4. After reviewing the packet and indicating approval, the provost will return the signed documents to FAAF. FAAF will email notification along with a scanned copy of the signed face-sheet to the search committee chair, department ASC, dean, dean’s AA/S, and the department chair (if the department chair is not the committee chair).

**Note:** The key to a successful search is effective communication between all participants. Search committee chairs will be responsible for communicating updates and the status of a search with department chairs and college deans.

**D. Preparing the Vacancy Announcement and Ads**

The vacancy announcement and ad are typically the first point of contact for potential applicants and can influence a potential applicant's interest in CSU, Chico. It is important that these outreach documents are clear and conform to university policies and affirmative action guidelines. To conform to government guidelines, university policy and bargaining unit contracts, several standard descriptors or phrases are required in the Vacancy Announcement. Please use the template provided on the FAAF website to populate the vacancy announcement as all required boilerplate is included and updated as required by law.

**E. Advertising**

Allow adequate time for advertising. For a national search, **at least 30 days** should elapse between the announcement of the vacancy and the beginning of screening. Please be reminded that it will take our office 7-10 days to process your paperwork and obtain necessary signatures. During this time, we will work with you to make sure the contents of the vacancy announcement are accurate and consistent.

Remember that a goal is to create a diverse pool of candidates. Advertise as broadly as possible, including appropriate disciplinary publications, list-serves and/or web sites and the *Chronicle of Higher Education* if possible. FAAF will place advertisements on university-subscribed sites that are meant to specifically broaden the diversity of your pool.

Save a copy of a web ad as published clearly showing the print date in your files and save a copy of the ad with published date to in the recruitment file. This documentation will be important should a non-resident be hired.

In addition to traditional advertisements, departments should take a proactive approach to building the applicant pool. Examples include sending letters to leading doctorate-producing institutions in the discipline announcing the position, using informal networks, making contacts at professional meetings and in professional organizations, and sending
announcements to minority-serving institutions. Other sources may include professional publications, newsletters, direct mail lists, directories, and direct mail to individuals (including nomination letters). Templates are available on the FAAF site for use should you choose this type of outreach.

Note that the Chancellor’s Doctoral Incentive Program periodically produces a directory of individuals about to complete the doctorate who have an interest in CSU faculty employment. Faculty Affairs will review the directory and email an invitation to apply to recipients within the recruitment discipline.

Disciplinary conferences are effective venues for advertising the availability of faculty positions. In addition, some departments may conduct preliminary interviews at conferences. It is important to maintain distinctions and not mix the two functions; if the conference is being used for recruitment purposes, the committee should not also be engaged in screening applicants at the conference.

We are required by the federal government to post all vacancies with the local Employment Development Department (CalJobs) in an effort to recruit and hire veterans. When FAAF receives an electronic version of a vacancy announcement, we post it on the EDD, CSU Careers, Indeed.com, and Higher Education Recruitment Consortium (HERC) Web sites.

Ideally, a successful recruitment will result in a broad, deep, and diverse applicant pool. If a search fails because of an inadequate pool of candidates and a new search must be initiated, the recruitment strategy should be examined to see how it could be improved.

JobElephant is an advertising vendor that will quote and place ads for departments within requested publications, newspapers or websites. They will also, based on the presented Vacancy Announcement, recommend sites and give quotes based on their industry knowledge. JobElephant will then, with permission only, place any requested ads for you – paying in advance – and will then email an invoice that can be used by a department to reimburse JobElephant. Our Accounts/Payable Department is set up with JobElephant as a vendor and many departments on campus, including Staff HR, utilize the services. The Chico Representative and contact info is:

Jason Mitchell
Jobelephant.com
5443 Fremontia Lane
San Diego, CA 92115
Tel: 619.795.0837
Fax: 619.243.1484
Toll-Free Direct: 800.311.0563
Email: jason@jobelephant.com
Website: www.jobelephant.com
III. Screening and Selection

A. Screening the Applications

In the screening and selection process, the search committee reviews and narrows the pool of candidates to a small group that the committee believes is best qualified for the position. It provides these final candidates with an opportunity to learn more about the department and campus through the formal interview and visit. The following sections of the FPPP outline relevant duties:

6.1.c.6 Department/Unit Hiring Committee members shall read carefully and thoroughly the files of all candidates under consideration by the committee and shall attend all meetings and deliberations of the committee. If a committee member is absent from a meeting, he/she shall either be replaced on the committee or shall review with the other committee members the deliberations that were missed.

6.1.c.7 All information about candidates in the recruitment process is considered personal and private. Without express permission from a candidate, disclosure of information is restricted to the person to whom the information pertains and to those employees where disclosure is necessary in the performance of their official recruitment related duties. Sharing information about a candidate with others is prohibited outside of these parameters.

1. Department Search Committee Procedures

The search committee should be receiving materials from candidates, each search committee should acknowledge receipt of all applications. The goal is that each applicant active at a given stage of the process receives the same treatment. Therefore:

The search committee should identify one person to be responsible for monitoring applications as they come in—maintaining the Applicant Flow Log - including applications and communications with candidates, noting file completion and/or sending acknowledgements (FAAF has a template available for this purpose). This person is typically the chair of the committee but the task is often delegated to the Department ASC.

Upon receipt of an inquiry from a potential candidate, the department search committee chair, or designee, sends a copy of the official, complete vacancy announcement. Search committees should be advised that a person who submits a letter of interest or inquiry in response to a vacancy announcement is not considered an applicant unless they respond with appropriate application materials. Only if a completed application packet is received from someone should their name go on the Applicant Flow Log (Form 4). The SELF-ID forms are now included with the application online so departments should not have to send them out separately. If you do a fillable version exists on the FAAF site for committee use.
Including the Self ID forms with the application increases the return rate. Higher return rates ensure an effective analysis of the applicant pool. Remember that the SELF-ID forms will be returned directly to FAAF and will not become a part of the applicant’s file.

Even if a candidate is already known to committee members (for example, because the candidate has been working in the department), it is not permissible to skip steps in the process for that individual.

In order to maintain a strong search process, Candidates should receive updates on the progress of the search, and in particular, they should be notified if they are no longer under consideration. Again, a template is available on the FAAF website for this purpose.

No person should be denied the opportunity to submit an application for any position if the applicant meets the deadline requirements stated in the vacancy announcement. Refusal to accept an application from any potential applicant, regardless of appropriate qualifications, is an infraction of equal employment opportunity guidelines.

2. Initial Screening
Screening criteria must be based on the stated qualifications in the position announcement. The process typically begins with a review of the application materials required in the vacancy announcement and submitted by each candidate.

A screening worksheet based upon the qualifications of the position should be developed. Typically the first step of review is to identify any candidates who do not meet the minimum qualifications listed in the position announcement. A template form titled Initial Paper Screening is available (Form 5) should committee’s need it.

During the application period, documents may be reviewed by the search committee to determine if applicants meet minimum qualifications; however, no deliberation or comparison of applicants who meet minimum qualifications may take place until after the filing deadline has passed. This time period can be used to contact applicants and to remind them to send all required documents. All members of the search committee should participate in this initial screen (although it is acceptable for a subcommittee to screen the applications for minimum qualifications.)

Applications should be treated as confidential by all search committee members. The list of finalists who will visit campus shall be announced when known.

After candidates who do not meet the minimal qualifications are eliminated, the committee members separately rank the applications using criteria derived from the position announcement. These rankings are combined and discussed, after which the committee identifies either a semi-finalist group or a finalist group. Depending on the size of the applicant pool, the committee then takes steps to narrow the remaining set of applicants to a group of semi-finalists or finalists. After the closing date, or at the beginning of the review date, the department search committee will read and screen each application thoroughly following the screening criteria outlined in the recruitment authorization documents. A sample Search Committee Worksheet (Form 6) is available as a template should it be needed.
Semi-finalists may be interviewed by telephone prior to narrowing the pool to a group of finalists who will be invited to the campus for a formal interview with the committee. As a reminder, the search committee should develop a common set of questions specific to each stage of the process (e.g. semi-finalist telephone interviews, finalist on campus interviews) that will be asked of each candidate interviewed at that stage. Each candidate should be asked the same questions; however, follow up questions to responses may be different for the candidates.

If, for any reason, the committee work slows or the application review deadline needs extending, candidates should be notified.

Please see below for information about interviewing candidates.

It is important that the entire search committee be present at both telephone and in-person interviews; but if necessary, phone interviews may be conducted with a majority of the search committee members present. With a candidate's permission, the semi-finalist phone interviews may be recorded. If candidates do not give permission for a recording, it cannot be held against them in the application process. If the department chooses to hold preliminary interviews at a disciplinary conference, it is best if the entire search committee attends, but if that is not possible, at least two members of the search committee should be present. Qualified candidates who are not available at a disciplinary conference must still be considered.

Candidates no longer considered for the position should be notified as soon as possible.

Some departments check candidate references at this point in the process. Before continuing, have the candidate sign the release to contact their professional references and to verify their educational degree (Form 8). See below for more information about reference checks especially Form 9.

3. Identification of Finalists
After the finalist candidates are identified, the dean signs the applicant flow log. The Department Search Committee and Dean will submit a preliminary list of final candidates for interview. The dean's approval signature is contingent upon evidence of a thorough recruitment effort that reflects the promotion of equal employment opportunity and the absence of illegal discrimination. The signed Campus Visit/Interview Authorization Form (Form 7) with a copy of each candidates' vitae, should be completed and sent to FAAF, along with signed applicant flow log for AVP FAAF and Provost’s review.

Please note: three is the preferred number of candidates who shall be brought to campus. If there are fewer candidates, FAAF will review on a case by case basis. In any circumstance, if any of the candidates that are identified on the Interview Authorization Form drop out of the recruitment process, FAAF should be notified immediately.

The FPPP (6.1.c.10) states that:

*Personal interviews (campus visits) shall be required prior to an appointment recommendation. At least two members of the Department/Unit Committee*
and, when possible, the Department/Unit Chair shall conduct the interview.

FAAF will notify the department of the approval to invite candidates for interview. FAAF will email/fax a copy of the signed form to the search committee chair and college office. Candidates may not be invited to campus prior to receiving approval.

4. Conflicts/Problems/Cancelling Recruitments

Conflict of Interest: A conflict of interest within the recruitment process is grounds for cancellation of the entire process and needs to be taken very seriously. It is the responsibility of all members of the search committee to be aware of what constitutes a conflict of interest and be ready to make that conflict known to all and to have it resolved before continuing with the recruitment process. When in doubt call FAAF at x5029 to discuss.

The most common examples of conflict of interest/irregularities within a search and their solutions are as follows:

SCENARIO 1: A faculty member who is also on the search committee writes a letter of recommendation for an applicant.

SOLUTION: There are two options. Either the letter is removed from the application packet submitted by the applicant or the faculty member removes themselves from the committee.

SCENARIO 2: A committee member is close friends with an applicant. The committee member discusses this candidate with other members of the committee and department, both in and outside of normal committee meetings in an attempt to sway the opinion of other persons that are involved in the selection process.

SOLUTION: This is not only a conflict of interest but is also considered unprofessional behavior. The committee chair should discuss the issue with the faculty member in question and determine whether the faculty member would be able to remain objective in the process of choosing candidates for interview. If it is determined that objectivity is impossible the faculty member should be removed from the committee. If the committee chair feels that this lack of judgment was totally innocent in nature the faculty member may remain on the committee. If the committee chair determines that the process has been harmed, the search must be cancelled.

The committee, chair, dean, FAAF, and the Provost should be consulted if it becomes necessary to cancel a recruitment. Some common reasons might be budget, insufficient pool, and/or irregularities in the search process.

Process: There are steps that need to be taken to ensure proper notification of all affected parties.

- Notify FAAF via email or memo of the cancellation, including the reason the search is cancelled;
- Notify all applicants (if the position has been advertised and had responses) of the cancellation. FAAF can work with the Dean/Chair to formulate an appropriate notification letter. It is important to be as brief and generic as possible with applicants as you do not want to create a dialog with them. If your department chooses to use a
document other than template you will need to first have it approved by FAAF. Emails are an acceptable form of communication.

- If a candidate incurred expenses due to their being asked to come to campus for an interview the department should be prepared to reimburse those candidates as soon as possible;
- Cancel all advertising so that applications do not continue coming in; and
- Place all relevant recruitment documents in the recruitment file and retain for three years from the date of cancellation. Application materials are the property of the university and should not be returned to applicants.

B. The Campus Visit/Interview

Remember that one significant purpose is to get to know the candidate and determine if there is a match between the candidate and the department, college and University. Above all, the goal of the visit is to recruit the best candidate.

Please note that campus interviews are required for all tenure-track and full-time temporary positions. Campus visits normally include other members of the department (staff) in addition to the search committee, as well as meetings with appropriate administrators. The candidate must meet with the College Dean or his/her designee. Broad participation is desirable; however, in soliciting input from colleagues following the interviews, be aware that not everyone will be able to attend all candidate visits. Ideally all members of the search committee should be present at formal interview events (interview with committee, formal presentations). If a committee member misses a candidate’s visit, it may be necessary for the committee member to recuse him/herself from the final vote.

At the time campus visits are scheduled, the candidate should be made aware of any special requirements during the visit, e.g., teaching simulations or special presentations to faculty.

Take the opportunity to highlight the benefits of working for the CSU, such as the fixed benefit pension system, as well as the assets of the campus, including its diversity, special programs and initiatives, distinctions, and so forth. The visit might include a tour of the campus as well as the area, a meeting with a benefits person, and other activities that have no bearing on selection but serve to represent the campus as a desirable place to work. It is important to represent the campus as it is and to highlight its mission. In most cases, meal times can be used as opportunities for informal interactions between the candidate and search committee members or others from the department (nobody from outside the department should be present at these events); at some point in the visit, make sure the candidate has the opportunity to receive candid answers to questions about working in the department, living in the area, and so forth.

Additional guidelines about hosting candidates can be found at the end of the manual.

The employment interview is generally the most critical step in the employment process. It is very important that candidates be given equal consideration. All questions should be directly related to the position requirements and consistent in content for all candidates so that responses may be evaluated in a consistent manner.

Inquiries of a personal nature are forbidden. If candidates wish to disclose information they deem relevant to their candidacy, the search committee may use that information in their
deliberations. However, the committee must be advised against making decisions based upon subjective judgments, illegal factors, i.e., race, disability, age, etc. or factors that are not related to the skills, knowledge, or performance level required.

After interviewing a candidate the committee is advised to complete an evaluation form (for example, see the sample Search Committee Worksheet on the FAAF website). This form may be created at the committee level, and is expected to assess the candidate’s qualifications and experiences as they relate to the selection criteria. An objective evaluation helps to ensure that bias does not creep in between the interview and the actual hiring decision.

During the visit, have the candidate sign the release to contact their professional references and to verify their educational degree if not completed already (see Forms 9 & 10 on FAAF website).

It is the policy of the California State University that FINALISTS for positions receive a background check (our campus uses LiveScan). A department can choose to perform this procedure while their candidates are on-campus for their interview or wait until they are ready to make an offer, however, there can be substantial delays involved with waiting and we advise performing the scan for all applicants that are invited to campus to interview. The decision is entirely up to the hiring department. Please ask your department ASC or college AA/S for the appropriate scan and payment documents. The policy can be reviewed at: http://www.csuchico.edu/hr/_docs/EMPL-CriminalRecordsCheck.pdf

1. Interview Questions
Legislation dealing with equal employment opportunity, particularly regarding the interview situation, can be confusing. While most people would vehemently deny that they practice discrimination in the interview process, they may indeed be asking illegal questions simply because they are unfamiliar with the law. It is illegal to solicit information about:

- national origin or citizenship
- race or color
- marital status
- sexual orientation/preference
- medical, physical, mental condition or disability
- children/child care/use of birth control
- religion or creed
- whom to notify in case of emergency
- age
- economic status
- political affiliation

It is illegal to ask for a photograph.

2. Tips and Techniques for the Formal Interview
The Chair should briefly describe the position under consideration before asking the first question. The first question should give the candidate an idea of what you are interested in, (e.g., “Please begin by telling us about your previous work experience. Start with…We would be interested in knowing…”). The purpose of the interview is to learn as much as possible
about the candidate.

The Chair is also responsible for keeping the interview moving and avoiding long pauses between a response and the next question. The Chair must keep the interviews on schedule and is responsible for bringing the interview to a close. The candidate should always be asked if he or she has other job-related information they would like to add that the committee did not cover.

Rather than focusing on vague philosophical issues and hypothetical solutions, descriptive interviewing asks how the candidate has actually behaved in real situations. The difference is critical. Descriptive questions assume that past behavior is an indicator of future performance. Candidates are asked to provide highly specific answers to specific questions about past performance. For instance, a typical interview question might be: “What is a good evaluation system?”

A descriptive interview, by contrast, would develop a set of questions that might include the following:

- Would you please describe the evaluation system you used in the most recent course you taught?
- What kinds of papers, tests and/or exercises did you assign?
- Which was most effective in assessing student learning? Why?

Descriptive questions force far more pertinent information. You will have a description of the evaluation system for a course which the candidate might teach for you. You will know how the candidate values writing, higher level thinking skills, classroom participation and multiple forms of evaluation. This question sequence also produces answers which reveal how well the candidate balances support for students with rigorous academic standards.

3. Candidates with Disabilities

Search committees must evaluate applicants for positions without regard to disability status or the need for accommodations. Disabled candidates may require accommodations in the interview process (e.g. a physically accessible interview room to accommodate an applicant using a wheelchair, an interpreter for a hearing-impaired candidate, etc.). Candidates who require accommodations must initiate requests for the accommodation. The paragraph below must be given as part of the telephone conversation when offering a campus interview:

*It is the policy of CSU, Chico to provide reasonable accommodations for qualified persons with disabilities who are employees or applicants for employment. If you need assistance or accommodations to interview because of a disability, please contact the ADA coordinator (530-898-5959). Employment opportunities will not be denied to anyone because of the need to make reasonable accommodations for a disability.*

During the interview, applicants may not be asked questions that are likely to elicit information about or that are closely related to a disability, including whether an applicant has a particular disability. However, applicants may be asked whether they can perform any or all job functions, including whether applicants can perform job functions with or without reasonable accommodation.

*Applicants may not be asked whether they will need reasonable accommodation to perform the functions of the job, but may be asked to describe or demonstrate how they would perform the job normally, as long as all applicants are asked to do this.* These are
examples of questions that can be asked:

- “This position requires the teaching of discussion sections. How would you handle those classes?”
- "You will be required to teach a field class. How would you handle that type of assignment?"

Qualified applicants cannot be denied employment solely on the basis of a need to provide a reasonable accommodation. However, if an applicant who receives a tentative job offer cannot reasonably be accommodated, the offer may be rescinded. Applicants who have received job offers shall make accommodation requests through the campus ADA Coordinator. For more information please view the ADA Coordinator’s webpage at http://www.csuchico.edu/ada/index.shtml.

C. Candidate Selection
Following completion of all interviews, the search committee will conduct reference checks of candidates those candidates brought to campus that they wish to recommend for hire to the Dean if they have not already done so. Prior to contacting references, the candidate must sign a Candidate Employment/Education Release (Form 8). It is a violation of the applicant’s privacy rights (illegal) to contact individuals (i.e., applicant's previous/present employers, educational institutions) without prior permission from the applicant. The candidate must sign a written release before the hiring committee contacts references not submitted by the candidate. According to the FPPP, 6.1.c.11

No candidate may be hired unless there have been at least three reference checks. Reference checks must be by phone or in person, unless the person who is the reference prefers to answer a set of questions via email. All references shall be asked the same set of questions, as prepared by the Hiring Committee.

Note: The term “reference” is used in this context to include all persons who have potential knowledge of the candidate’s skills, abilities, or other qualifications related to the position for which the candidate is applying. It is recommended that at least two committee members be present when contacting a reference, whenever possible. This provides corroboration of information received. (Reference Check – Form 9) is used to document the references. Form 10 is used to document Educational Requirements.

Following completion of all interviews, reference checks, and education verification, the search committee will meet with the chair and department faculty to discuss the results on all candidates. They will forward the completed Education Verification (Form 10) and Authorization to Extend an Offer (Form 11) to the dean and consult with the dean to discuss the results. If all agree on a candidate, the Chair forwards the Authorization to Extend an Offer to the Dean for review. The FPPP 6.1.c.12 states that:

After completing its screening process, the Department/Unit Search Committee shall make a recommendation to the Department/Unit. The Department/Unit recommendation shall be determined according to procedures in the Department/Unit personnel policies (FPPP, Section 6.1.c.2) and forwarded by the Department/Unit Chair to the College Dean; the Dean will then make a decision. Should the College Dean disagree with the recommendation, the Dean will meet with the Department/Unit to explain the basis for disagreement. If differences cannot be resolved at this level, the matter will be forwarded to the Provost to
work with the parties to attempt to achieve mutual agreement. In instances where this is not possible, the appointment decision will normally be sent back to the DEPARTMENT/UNIT and new candidates will be sought.

The DEPARTMENT/UNIT will make a recommendation to the College DEAN on the level of appointment for the candidate; the Dean will then make a decision. Should the College Dean disagree with the recommendation, the Dean will meet with the Department/Unit to explain the basis for disagreement. If these differences cannot be resolved at this level, the matter will be forwarded to the Provost at the request of either party. It will be the responsibility of the Provost to work with the parties to attempt to achieve mutual agreement. In instances where this is not possible, the level of appointment will be determined by the Provost.

The dean will carefully consider the recommendation and, upon approval, will forward the form to FAAF who signs the form and forwards to the provost or AVP FAAF, if temporary faculty appointment.

Although salary decisions are usually made at the college level, CBA Article 31 and a Side MOU dated 7/31/07 (page 245 of document below) specify that faculty unit employees shall not be hired above the maximum of salary ranges in the librarian, assistant and associate faculty classifications. For further information, please see http://www.calfac.org/sites/main/files/file-attachments/collective_bargaining_agreement_cfa_csu_2014-2017.pdf

Once the provost or AVP FAAF has approved the request to extend an offer and returned the form to FAAF, the appropriate office staff will notify the committee chair and email/fax a copy of the signed authorization sheet to the department and college office. Only after this has occurred may the dean or department chair offer the position to the successful candidate.

D. Special Notes on Hiring Non US Citizens

All applications are to be considered regardless of the applicant's eligibility to work in the U. S. at the time of application. Applicants are not required to provide information about their visa status during the search process. Keep a copy of any ad placed in a nationally recognized publication with a published date in the recruitment file and send a copy of the ad with publish date to FAAF.

The Faculty Employment Application requires all applicants to respond to the following question:

- If hired, you will be required to furnish proof that you are legally authorized to work in the U.S. Can you furnish such proof? □ Yes □ No

During the campus visit, departments are allowed to ask about work eligibility in the following way: If hired, will you be able to provide proof that you are legally permitted to work in the United States?

Please remember that the U.S. Code of Federal Regulations (656.18) requires that hiring committees “must be able to document the alien was selected for the job opportunity in a competitive recruitment and selection process through which the alien was found to be more qualified than any of the United States workers who applied for the job.” Our process on campus is a competitive and bona fide recruitment that successfully satisfies these requirements.
If this documentation can be provided and upon the offer of employment, it is appropriate to ask applicant(s) "What is your work authorization status?" If the candidate accepts the offer, please refer him/her to the Office of Faculty Affairs (Phone #530-898-5029). They will work directly with the faculty member to facilitate the immigration process.

A mandatory fee of $500.00 (Fraud Prevention and Detection Fee) is paid by the College/Department. State funds may be used to pay this fee. The University expects that all other expenses and filing fees associated with employed foreign faculty seeking a work visa and the ensuing permanent resident immigrant status (green card) are the responsibility of the employee. Foreign national faculty members wishing to apply to permanent resident visa will need to secure the services of a private attorney for assistance with this process or personally manage the process. Faculty members are responsible for payment of attorney fees.

E. Academic Appointment

The department search committee and chair will initiate discussion with the dean relative to salary recommendations and special hiring conditions. These might include service credit, moving expenses, and start-up funding including workload reduction. If a portion of the candidate’s job responsibilities will be in a role such as director of a program or department chair, the terms of the appointment should include the duration of the special role, the review process, if any, associated with it, and what would happen in terms of responsibilities and compensation were the individual to move out of the special role and into a full time faculty position. While a separate letter may be initiated by colleges/departments wishing to provide further clarification to

Furthermore, the FPPP stipulates that the letter must contain standardized paragraphs prepared by the Provost or designee that explain to probationary appointees that they are subject to annual personnel evaluations or reviews, and that no oral or written statement issued during the appointment process should be interpreted as promise of future promotion, retention, or tenure. If a prospective faculty member is offered a probationary appointment that includes service credit toward probation, the offer letter should fully apprise the prospective candidate of the implications of such an appointment. The appointment letter shall also include PERIODIC EVALUATION or PERFORMANCE REVIEW criteria and first-year deadlines, as appropriate, and any granting of service credit.

If service credit years have been granted, the specific years should be stated in the terms of appointment. Once service credit is received it cannot be given back. This decision should not be taken lightly. A faculty member can forego service credit and choose, instead, to go through the early tenure process.

Following approval by the provost (AVP FAAF for temporary positions), an offer letter is prepared by the college office and after dean’s approval routed to FAAF for review before sending to the candidate. A template for the offer letter is available on the FAAF website for regular hires (those with a terminal degree) and for those candidates that are ABD (indicating degree receipt deadline). After FAAF review, the offer letter is returned to the department with new hire paperwork (benefits, EAR packet, I-9) to be mailed by the college to the candidate for signature with a request the signed original document is returned to the college office. A scanned or fax copy can be received but does not take the place of the original document. A copy of the signed offer letter is sent to FAAF, the original to be included in the new employee’s PAF. These letters are sufficient at this time; contracts may be completed in the summer.
Note: If an appointment is rejected, the dean will notify the FAAF. In the event of a rejection, the dean may consult with the chair to identify another candidate for appointment or cancel the search.

The Dean’s Search Summary should be completed and submitted to FAAF when the position has been filled.

The search is considered closed once the appointee has signed the Academic Appointment form, usually in the summer. The AAF is sent to FAAF for the approval process. The FAAF office will return the approved AAF to the dean who will then forward the written offer to the appointee for signature.

Upon conclusion of the recruitment process, regardless of whether a successful hire is made, documentation of the recruitment process must be kept in the college/department office for a period of three years.
Guidelines for Faculty Hosting a Candidate’s Campus Visit

You may not be on a search committee but...there are still employment issues that are relevant to your participation in the hiring process. These generally fall into the following categories:

Purpose of visit…

Remember that one significant purpose is to get to know the candidate and determine if there is a match between the candidate and the department, college and University. It is important that faculty present the best features of the department because the candidate is also trying to determine if there is a good fit between him/herself and the University. Above all, the goal of the visit is to recruit the best candidate.

Conflict of interest…

Department faculty need to be aware of potential situations that might influence their ability to judge the merits of all candidates. For example, a faculty member who serves as a reference for a candidate may need to be extra vigilant in his/her evaluative remarks and feedback to the committee.

Participating in Events when a candidate visits campus…

Broad participation is desirable; however, offering input may be limited by one’s inability to attend all candidate visits. Persons outside the committee should not attend scheduled dinners, lunches, parties that are part of the formal process. Remember – these meetings are also a part of the interview process and the process is confidential.

Confidentiality…

Confidentiality procedures are in place to protect the candidate and professionals who provide references. Only the search committee and chair can see the full application materials until the on campus visitation finalists are announced. Then the rest of the faculty can see the CVs, letters of application, statements of teaching interest, statements of research interest and similar materials, but not letters of recommendation, transcripts or teaching evaluations.

Furthermore, it is not appropriate to contact peers, colleagues, or others to “informally” inquire about the candidate without the candidate’s permission. Furthermore, information acquired through search engines such as Google is not permitted. During the initial phase of the process a committee should only utilize those materials submitted by an applicant to determine the candidate’s qualifications.

Types of Questions in the Hiring Process…

Inquiries of a personal nature are forbidden at any time or place. If candidates wish to disclose information they deem relevant to their candidacy, the search committee may use that information in their deliberations. However, faculty must be advised against making decisions based upon subjective judgments, illegal factors, i.e., race, disability, age, etc. or factors that are not related to the skills, knowledge, or performance level required.
1. **Disallowed Questions** - It is illegal to solicit information about:

- national origin or citizenship
- race or color
- marital status
- sexual orientation/preference
- medical, physical, mental condition or disability
- children/child care/use of birth control
- religion or creed
- whom to notify in case of emergency
- age
- economic status
- political affiliation

It is illegal to ask for a photograph.

2. **Questions and their respective Restrictions**

Specifically, there are restrictions within the following topics:

- **Age** - You may ask if the candidate is 18 years of age or older, or the candidate’s exact age, if younger. All other questions about age are illegal.

- **Arrest Record** - You may ask if the candidate has ever been convicted of a crime and, if the answer is yes, you may ask for details. Conviction does not automatically justify rejection for the position! Call FAAF for advice. You may NOT ask if the candidate has ever been arrested.

- **Disability** - You may inquire whether a prospective employee can perform specific tasks in a reasonable manner. All questions about an applicant’s disabilities are illegal.

- **Address or Duration of Residence** - You may ask the candidate’s place of residence and how long the candidate has lived at that location.

- **Citizenship** - You may ask if the candidate has the legal right to work in the United States. You may NOT ask if an applicant is a citizen, naturalized or native-born, or the date when the applicant acquired citizenship.

- **Driver’s License** - You may ask if the candidate possesses a valid driver’s license only if the position for which the candidate is applying includes driving responsibilities. You may NOT require that it be produced.

- **Education** - You may inquire into the candidate’s academic, vocational or professional education and the public and private schools the candidate may have attended.

- **Experience** - You may inquire into work experience.

- **Language** - You may NOT inquire what languages the candidate speaks or writes fluently unless it is directly related to performance of the job. You may NOT ask the candidate’s native language or how the applicant acquired the ability to read, write, or speak a foreign language.

- **Name** - You may ask if the candidate has worked for a California State University, other state agencies, or any of her/his previous employers under a different name.

- **Membership in Organizations** - You may inquire about membership in organizations that the candidate considers relevant to his or her ability to perform the job. Caution: Often, such inquiries also reveal information about religion, race, and national origin which should NOT factor into the selection process.
Q: Do we have to get permission before conducting phone interviews?
A: No, we consider phone interviews to be part of the screening process and only require pre-approval when bringing candidates to campus. And before you ask – we do not require that questions be approved – we only ask that all applicants are asked the same series of initial questions. All questions should, of course, be job related.

Q: Do we have to check references on candidates we do not plan on moving forward in the process with?
A: No – references should only be contacted for those individuals that WOULD BE offered the position. To do otherwise gives a sense of false hope and may jeopardize the reputation of the candidate at their home institution.

Q: When should we notify applicants that they are no longer being considered?
A: Those applicants that do not meet the minimum qualifications for the position should be notified as soon as screening is completed.

Q: Can department members not seated on the search committee review applicant files?
A: No. Only persons serving on a search committee should have access to the files submitted by applicants for a position. Once candidates are invited to campus a committee can release the CV and application to members of the hiring department. The transcripts and letters of recommendation submitted by applicants must NEVER be shared outside the committee. Sharing information with those outside the search committee is a serious breach of confidentiality and if egregious enough can, and typically does, result in the cancellation of a search.

Q: Does our committee need training? We haven’t recruited in a long time and aren’t sure we are comfortable with the process.
A: At this time training is not required however, it is HIGHLY recommended for all committees. Processes, laws, & requirements change frequently and if your department hasn’t managed a recruitment in even one cycle you may be completely out of the loop. Call Faculty Affairs at x5029 to discuss recruitment training.

Q: Our committee has an applicant that has indicated he will need assistance with a work visa if we hire him. What do we do?
A: Don’t panic! Treat him exactly the same as you would any other applicant – do not consider his status in any discussion. IF this applicant ends up hired the Office of Faculty Affairs will facilitate the visa acquisition process. Should you get questions related to immigration or work authorization from any applicant forward the email to or refer them to Faculty Affairs for assistance at x5029.

Q: We advertised for an Assistant Professor in our Vacancy Announcement but the applicant we would like to hire has the qualifications for the Associate Professor rank. Can we hire an Associate Professor from this recruitment?
A: You can hire down but not up in ranking. The reason is simple – would more applicants with experience have applied if the position had been advertised at the Associate Professor level? Yes. So, by way of the VA you have excluded a group of seasoned faculty merely by limiting the classification parameters in the initial posting. A better option is to advertise for an Assistant/Associate Professor. That will not only broaden the pool but give the department more options depending on the strength of the applicants. And should a department opt to shoot for the stars and advertise for an Associate Professor rank you can then hire at the Assistant level should applicants fall short of the experience necessary for such an appointment. You can go down but not up, as was stated in the opening sentence.
Q: Our position is “Open Until Filled”, we've completed our initial review and invited applicants to campus. Can we close our advertising and stop reviewing apps that are received?

A: No. You signed for an Open Until Filled recruitment and changing mid-stream is not an option. By advertising and committing within the VA the committee will need to review any application that comes in up until a signed acceptance is received by the college office. For future recruitments a better option may be, “Application review begins on xx/xx/xx; complete application packets received after this date MAY be considered.” This gives the committee the power and option to determine when the pool is large and deep enough to stop reviewing incoming applications. Should your department find yourselves in this situation after-the-fact please contact FAAF at x5029 for options.