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Step 1 – Getting Started

Planning your recruitment

When a vacancy occurs in your department, contact Staff Human Resources (HR) at extension x6771 to prepare for the recruitment with HR Manager.

The HR Manager will ask you to gather basic position documentation:

- _____ Review and update the Job Description of the position including the list of essential functions (<http://www.csuchico.edu/hr/Documents/STHR-SupervisorRoleInDeterminingEssentialJobFunctions.pdf>)
- _____ Identify any specialized skills required for performance of job duties.
- _____ Identify any specialized skills preferred for performance of job duties.
- _____ Identify chair and other members of the search committee (typically, three or more members, including a representative from outside of the VP area)

Step 2 – Submitting a Complete Recruitment Packet

When you have completed a job description with identified qualifications and preferences for the position, forward it electronically to the HR Manager assigned to your unit and schedule a meeting. The purpose of the meeting will be to:

- provide an overview of the selection process;
- finalize the classification and level of the position (if needed);
- review advertising strategies to attract the most diverse and qualified applicants;
- discuss the make up of the selection committee;
- develop a time line for recruitment;

- review collective bargaining issues that may impact the recruitment; and
- decide whether to post the position on campus versus off.

You will be provided with a Recruitment Packet which includes a check list of items needed to begin the selection process. When you return the Recruitment Packet to HR, it should include hard copies of:

- Request To Fill Vacant Position (signed by appropriate supervisor and administrator)
- Physical Requirements and Working Conditions of Job form
- Organizational Chart

Email your HR Manager electronic copies of:

- Job Description
- Draft of the Vacancy Announcement
- Draft of proposed ad, if any
- Candidate Screening Criteria
- Supplemental Questionnaire (if one is to be used)
- Interview Questions

Samples of these items are available in HR to assist you in preparing your own packet.

Before you submit the completed Recruitment Packet, review the checklist to be sure you have included the required items. It is also essential that the Request To Fill Vacant Position form include the appropriate signature(s) of the hiring authority for your college and/or unit *before* submission of the Packet to HR. Friday at noon is the deadline for receipt of complete Recruitment Packets. The position will be posted the *second* Monday following receipt of a complete Recruitment Packet.

Because experience with diverse populations has been associated with the job duties, factors on diversity experience should be included in the criteria for hiring. Sample questionnaires for various types of positions are on file in HR for your use.

Step 3 – Posting and Advertising the Position

Most bargaining unit contracts require that a position be posted for a minimum of 14 days. Posting takes place when HR sends the Vacancy Announcement electronically to all human resources offices within the CSU and UC systems. It is also sent (depending on the level of the position) electronically or via fax or hard copy to agencies on local, state, or national mailing lists.

Advertising

An ad draft must be submitted with your staff “Request to Fill Vacant Position” packet. Your Human Resources manager will review the ad draft and make suggestions or changes, as needed. Once the ad is finalized and approved, your department will need to place the ad. Detailed instructions and information on this process are available at: <http://www.csuchico.edu/hr/Documents/STHR-Advertising.pdf>. The Office of Staff Human Resources is available for guidance and assistance each step of the way.

Where does Human Resources advertise?

- Human Resources Website at: <http://www.csuchico.edu/hr/vacancies.shtml>.
- “Campus Announcements” on Outlook email (first day of work week only).
- Vacancy announcement copies are sent to each department on campus.
- Job titles are posted each Sunday in a general “help-wanted” ad in the Chico *Enterprise Record*.
- Vacancy announcements are sent via fax, email, or postal service to personnel offices at all campuses within the California State University and University of California systems, as well as to other government and local agencies.
- “CSU Careers” Website at: <http://csucareers.calstate.edu/>.
- California Employment Development (EDD) “Caljobs” Website at: <http://www.caljobs.ca.gov/>.

Where else to advertise?

Your vacancy can be advertised in several ways, depending upon the level of the position, the difficulty in attracting qualified applicants, bargaining unit requirements, and your preferences. As an expert in your field, you may know what newspapers or journals will reach more qualified applicants for specialized positions. You can select those sources, or if you would like suggestions for effective advertising sources, your HR manager can recommend newspapers or journals that have been effective in attracting applicants in previous recruitments. (Journals often take more lead time due to print deadlines so factor that additional time into your recruitment plan.) Develop a list of resources to assure a widely based search that will attract a diverse group of applicants.

A list of the most commonly used newspapers and contact information is available at: <http://www.hr/advertisementcontacts/>. (needs to be created)

Creating an ad draft:

Below is a sample of a basic, typical ad. Abbreviations can be used whenever possible to lower the cost of the ad, however this is department preference. More ad samples are available to view at: <http://www.csuchico.edu/hr/Documents/STHR-AdSamples.pdf>

Administrative Support Assistant II – FT. Will perform receptionist duties & provide clerical support in the Center for Regional & Continuing Education. Reqs recent general office clerical & customer service exp, computer literacy, exp w/ diverse populations, and 45 wpm keyboarding. \$2273 - \$3409/MO + benes. For details & req app forms for job 05-0075 contact CSU, Chico Staff Human Resources 898-6771, or visit: www.csuchico.edu/hr/vacancies.shtml. Deadline: 8/15/05.

CSU, Chico
EO/ADA/VET Employer.

Include diversity statements in the vacancy announcement and when advertising the position. This serves to inform candidates of the diversity expectations and emphasizes the value campus places on diversity.

Paying for the ad:

For questions regarding payment, contact Accounts Payable. Most ads can be paid for by using the Direct Pay form at:

http://www.csuchico.edu/purc/campususer_forms_directpayform.doc.

A departmental web site can be an effective recruiting tool. Make sure to include pictures of a diverse selection of people in varying activities, update news on a regular basis and include your mission statement.

STEP 4 - HR Screening

After the recruitment closing date, HR will check that application materials include all the information you have required (supplemental questionnaires, letters of reference, cover letters, if applicable). Candidates will be notified immediately that they have been disqualified if they fail to include one of the required documents with their application materials.

The HR Manager will screen the applications to be sure that the candidates meet the minimum qualifications of the position, including any specialized skills. Following the screening, HR will notify applicants who have not met the minimum qualifications that their applications will not be further considered.

Applications that have not been screened out are forwarded to the Search Committee.

Step 5 - Search Committee Screening

After the initial screening by HR, an HR Manager will meet with the Search committee to:

- Provide guidelines on screening and interviewing;
- Discuss equal employment opportunity and collective bargaining issues;
- Answer the Committee's questions about the process; and
- Discuss confidentiality and nepotism (and have them sign Conflict of Interest and Confidentiality Form)

Reviewing the Application Materials

Using criteria based on the qualifications listed on the vacancy announcement, the Search Committee will review the application materials to determine which applicants demonstrate the required and preferred job-related qualifications. The committee's findings are documented on the rating sheets.

The Committee identifies the most qualified candidates for interviewing and returns all materials to HR.

Interviewing

Once the applicants to be interviewed have been identified, the Search Committee chair schedules the interviews.

HR will prepare an interview packet for each committee member and notify the Committee chair when they are available.

HR will prepare and mail letters to applicants not selected for an interview.

Note: The Committee chair is responsible for having each interviewee sign and date an Employment Information Release form, authorizing the University to check references of prospective employees.

The Search Committee conducts the interviews and completes the individual rating forms, stating the candidates' strengths and weaknesses. Each Committee member may present arguments for his/her categorization of the interviewees, but a consensus must be reached as to the most qualified candidate. Consensus means that each person can agree with the choice even though he/she may disagree on some points.

The chair forwards the individual Interview Rating forms and the Interview Consensus form, making the final hiring recommendation to HR.

Note: Search Committee members should refer to the Guide To Interviewing (included with each interview packet) for detailed information about interviewing and are encouraged to contact the HR Manager with specific questions.

<http://www.csuchico.edu/hr/guidetointerviewing.shtml>

Important Points to Remember When Interviewing

- Go to this link to raise awareness about your own personal prejudices
<http://www.understandingprejudice.org/iat>
- Be prepared. Familiarize yourself with the position and review the list of approved questions prior to the interview.
- Assure each interviewee that it's o.k. and very normal to be nervous
- Encourage him/her to do most of the talking by asking open-ended questions.
- Ask the same questions of each applicant and give each one adequate time to respond. Do not hesitate to ask additional, job-related questions.
- Use the same criteria to evaluate each applicant.
- Ask only job-related questions (This issue will be discussed at length during screening/interview training.)
- At the end of the interview, be sure to ask each applicant if there is any information he/she would like to add which was not covered.
- All application information, including the interview notes, is strictly confidential.

If the initial interview does not identify one suitable candidate, second interviews may be conducted.

Step 5 – Checking References

The Search committee chair (after consulting with HR) will conduct reference checks on the top candidate, completes the reference check forms, and forwards them to HR.

When reference checks are negative, the department may:

- select another candidate on the list;
- interview alternate candidates;
- re-post the position; or
- terminate the search and postpone hiring.

Step 6 – Making a Job Offer

The department or HR will verbally offer the position to the candidate of choice, using a completed Employment Offer Checklist that states the conditions of the hire. Sometimes, the job offer may be conditional if the requirements of the position include that the successful candidate

- pass a physical exam and/or psychological exam;
- pass fingerprinting clearance check;
- provide official, sealed transcripts; and/or
- a current, valid driver's license.

If a physical exam or valid driver's license is required, the candidate will not begin work until HR receives a copy of the license or the results of the exam stating that the employee is able to perform the duties of the position. Fingerprinting is also done prior to the employee's begin date, although results may not be available before the employee reports to work. An employee may also begin conditional employment prior to the date HR receives their transcripts, although a deadline date will be established.

If the candidate accepts the offer and meets all conditions, HR prepares an appointment letter for the appointing authority's signature and mailing. If the candidate rejects the offer, the department may:

- select another candidate on the list,
- interview alternate candidates,
- re-post the position,
- terminate the search and postpone hiring.

Step 7 – Reporting to Work

Before the successful candidate begins work, the hiring department must complete a Staff Action Form for normal routing. HR will compose and send an appointment letter that reflects the information provided on the SAF and the Employment Offer Checklist. The candidate must sign and return the appointment letter to HR (confirming the terms

of appointment) before reporting to work. <http://www.csuchico.edu/hr/Forms/PERS-SAF.pdf>

On or before the first day of work the new employee will go to HR to complete appointment paperwork and receive a Welcome Packet. All new employees must attend a New Employee Orientation Session. The date, time and location of the session will be noted in the employee's appointment letter.

Step 8 – Assessing the Hiring Process

After the recruitment is finished, HR will ask the hiring department and Search Committee for written and verbal feedback about the process. Periodically, HR will also solicit feedback about the process from successful and unsuccessful candidates. This information will be used to improve the process and to better meet campus needs.

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