

CHICO STATE | ENTERPRISES

Supervisors
Guide
To Applicant
Review and
Selection

HIRING PROCESS SUMMARY

Upon receiving your application packets from the Chico State Enterprises Human Resources office you will need to follow these steps:

1. Choose personnel to serve as the application reviewing panel and interview panel. Provide Confidentiality Agreement (*form attached*). Return agreement to Chico State Enterprises Human Resources office before continuing.
2. Provide the applications and Application Screening forms to the reviewing panel (*form attached*)
3. After the applications have been screened, determine your top candidates for interviews.
4. Set your interview schedule
5. Compile the interview questions and forward your interview questions to Chico State Enterprises Human Resources for approval, prior to interviewing.
6. Return the applications of the candidates not chosen for an interview to Human Resources
7. During the interview, obtain a signed Pre-Employment Reference Check Authorization form (*form attached*).
8. Upon completion of interviews and selection of your top candidates, perform reference checks (*form and sample questions attached*)
9. When you have completed your reference checks and chosen your top candidate—complete a Recruitment Memo To Hire form (*form located on CSE website under Recruitment and Selection*) and submit to the HR Supervisor. Please, **do not** notify the applicants of any decisions that you have made.
10. Gather all of the notes and materials used in the hiring process, complete a Recruitment Offer Form, found on the CSE website, then forward all materials to the Chico State Enterprises Human Resources office.
11. Upon receipt of your completed documentation, the Human Resources Director will make the final hiring approval in consultation with the hiring supervisor and the Chico State Enterprises Human Resources Office will make the job offer.
12. You will be notified of the result of the offer.
13. If a LiveScan (background check) needs to be performed the Human Resources office will meet with the successful applicant and complete the necessary paperwork. The supervisor will be notified of the results in a timely manner.
14. A new hire Personnel Action Form must be completed either prior to the first date of employment or on the first day of employment.

The following information details the steps in the hiring process. If at any point you have questions please contact the Human Resources office at (530) 898-4909.

CANDIDATE SELECTION & INTERVIEWING PROCESS

I. APPLICATION SCREENING

Applications should be screened by a minimum of 2 people (preferably 3) with some knowledge of the position. Distribute the Confidentiality Agreement to the panel and immediately return the signed agreements to the HR office. Instruct the panel to use the Application Evaluation Sheet which is included in this packet. Please refer to the instructions written on the back. After you have reviewed the applications and have chosen your top candidates to be interviewed, return the applications of the applicants that were not chosen for an interview to the Chico State Enterprises Human Resources Office. The Chico State Enterprises Human Resources Office will notify and thank those individuals.

II. HOW TO CONDUCT AN INTERVIEW

You should interview your top scoring candidates and have at least three individuals with some knowledge of the position serve as the review panel in the interview. Generally this is the project director/supervisor, another person from the project and a neutral person. Prepare your interview questions and forward them to the Chico State Enterprises Human Resources Department for approval.

Choose an appropriate place for the interview with privacy and allow ample time. Put the applicant at ease, introduce yourself and provide some background of Chico State Enterprises and its relationship with the university (information included in this packet). Give some background information on the position. Make clear your process of choosing the right candidate, obtain a signed Pre-Employment Reference Check Authorization (included in this packet) and thank the applicant for applying and interviewing.

To ensure that the interviews you conduct are uniform to all applicants. Ask only the questions which you have prepared. You may ask follow-up questions that relate to the applicant's answers. Take brief, clear and legible notes that pertain to the candidate's answers. Don't use abbreviations or a coded rating system that could be interpreted wrongly at a later date. Be sure your notes evaluate criteria actually necessary to perform the job.

III. QUESTIONS YOU CANNOT ASK

Various laws prohibit asking certain interview questions. For instance:

Do Not ask about age, date of birth, health conditions or diseases, religious affiliation, surnames or maiden names, marital status, living arrangements, children, child care arrangements, nor spouses employment or living arrangements.

Do Not ask about how the employee will get to work unless owning a car is a job requirement.

Do Not ask if the applicant has ever had a wage garnishment or declared bankruptcy or if the applicant has been arrested.

Do Not ask if the applicant has served in the armed forces, unless the training is relevant to the job, nor can you ask what clubs or organizations the applicant may belong to unless it is directly related to the position.

IV. SAMPLE INTERVIEW QUESTIONS

To learn more about how a person regards his/herself, the interviewer might ask such questions as:

1. How would you describe yourself?
2. Are there certain things you feel more confident doing than others? What are they and why do you feel this way?

To gain insight into the applicant's work experience, the interviewer might ask such questions as:

1. What are some of the problems you encounter in doing your job? Which frustrates you the most? What do you do about it?
2. How do you feel about your present job?
3. In which areas of your performance was your supervisor the most complimentary? Why?
4. In which areas of your performance was your supervisor the most critical? Why?
5. How many employees did you manage?
6. What were your functional responsibilities?

To determine work ethic and attitude, the interviewer may ask:

1. What skills are required for getting along with and working cooperatively with others?
2. What do you expect from a supervisor or manager?
3. What do you believe good management is?
4. What do you believe is characteristic of bad management?
5. What does "being motivated" mean to you?

To determine the applicant's qualifications, the interviewer may ask:

1. What are the strengths or assets you would bring to this employer and what limitations need further attention and development?
2. We're looking for an employee, who is (list criteria). Convince me that you're that person.
3. What overall resources do you have at your disposal to carry out your job responsibilities?
4. Which of your past positions have better prepared you for this job? Why?

To find out the applicant's attitude toward this job, the interviewer may ask:

1. What are some of the things in a job that are important to you and why?
2. What are some of the things you would like to avoid in a job and why?
3. What is your overall career objective? What are some of the things, that you have done or that you plan to do that will assist you in reaching this objective?
4. Why are you interested in seeking new employment?
5. What techniques do you use to manage others?

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(Continued from page 4)

6. What do you find most appealing about this position?

The way the applicant feels about people, co-workers, supervisor, has an important part to play in determining his or her job success. The interviewer may ask:

1. How do you handle personal conflicts?
2. What kind of person was your supervisor?
3. In what areas do you feel your supervisor could have done an even better job?
4. What kind of people do you like working with? What kind of people do you find it most difficult to work with? How have you successfully worked with this type of person?

To determine the applicant's interest in this position, the interviewer may ask:

1. Why are you interested in this position?
2. How long do you feel you would continue to be challenged in this position? Why?
3. What do you feel we have to offer that others do not?
4. What aspects of this position interest you? Why?

To gain insight into the applicant's previous employment, the interviewer may ask:

1. What job did you last perform? How did you like it? Was it routine? Was it exciting?
2. Were you ever promoted in your prior jobs? On what basis were you promoted, length of service, or merit?
3. Why did you leave?
4. What did you think of your prior employer?
5. How did you like the work?
6. Tell me about your supervisor; how was your relationship with supervisors? Did you feel comfortable speaking to your supervisor about any problem or concern?

It is important to keep in mind that these are sample questions and you will need to formulate your questions to fit your particular position opening. If you have are not sure a particular question is okay to ask, please contact the Chico State Enterprises Human Resources Office at (530) 898-6811. **All** interview questions must be approved by the Chico State Enterprises Human Resources Director prior to your interviews.

V. INTERVIEW CONCLUSION AND JOB OFFER

After the interviews have concluded you will need to complete reference checks on the top applicant. Two references are sufficient but three are preferred. Once you have made your hiring decision please contact the Chico State Enterprises Human Resources office. All job offers will be made by the HR department after consultation with the hiring supervisor. Please **DO NOT** notify any of the applicants of any decisions that you have made. All questions regarding a recruitment must be directed the Chico State Enterprises HR office. Please note that CSE does not employ out-of-state residents. If your candidate will not be a California resident, we will not be able to make an offer of employment.

Once the offer has been accepted you will need to make arrangements to meet with the employee either before the “start” date of employment or on the first day of employment to complete the Personnel Action Form. If the employee has been hired for a benefited position the employee will need to make an appointment to meet with Human Resources at Chico State Enterprises for a benefits orientation.

All the materials involved in the recruitment will need to be returned to Chico State Enterprises upon completion of the appropriate step. See below.

After Selection of Interview Panel

1. Confidentiality Agreements

After Selection of Interviewees

1. Interview Questions
2. Applicants not selected for an interview
3. Applications Rating Sheet
4. Interview Schedule

After Completion of Interviews

1. All applications
2. Interview Notes
3. Reference Check Authorization
4. Reference Checks
5. Recruitment Offer Form

ABOUT CHICO STATE ENTERPRISES

Chico State Enterprises is a public benefit 501(c) (3) non-profit corporation incorporated in 1997 following a reorganization of the responsibilities of The University Foundation. Chico State Enterprises serves as an auxiliary organization to the CSU, Chico campus and is one of about 90 auxiliaries, which serve all the different California State University Campuses.

The purpose of Chico State Enterprises is to bring external funding sources onto the campus to help fulfill the University's mission in terms of education and providing co-curricular and meaningful work experience in academically related areas, supplementing the educational mission of CSU, Chico. As an auxiliary organization of CSU, Chico, Chico State Enterprises provides services and administrative support for the campus' educational, research, and public service functions. As a non-profit corporation, it facilitates the work of campus units and provides alternatives to state procedures. Chico State Enterprises administers hundreds of projects annually with annual revenues of about \$38 million.

This is accomplished through various grants, contracts and sponsored programs administered by Chico State Enterprises along with entrepreneurial activities. Chico State Enterprises is governed by a board of directors consisting of campus administration, faculty, and members of the community.

Chico State Enterprises is self-financed and receives no state appropriations. Chico State Enterprises employees are not state employees. Chico State Enterprises' financial and personnel structures, while designed to serve the campus, are distinct from those of the university. Chico State Enterprises must conform with non-profit corporation laws as well as the regulations and directives issued by the Trustees of the California State University and the policies of the local campus.

Chico State Enterprises serves the university in the following major areas:

- Develops and administers grants and contracts for research, educational or (non credit) service projects conducted by faculty and staff
- Acts as fiscal agent for numerous campus programs including Continuing Education, KCHO public radio station, and special projects of various university departments
- Provides financial administration and management support services for the University Farm and other enterprises.
- Manages real property acquired for investment purposes or to provide space for university programs
- Provides funds in support of university programs – for example, the Faculty Incentive Plan which supports faculty fellowships and the development of research projects

(Continued on page 8)

(Continued from page 7)

Chico State Enterprises employs more than 1,700 – 1,800 employees over the course of the year, in the form of 190 regular employees with benefits status, and 450-600 other temporary, part-time, and student employees during any particular pay period through-out the course of the year. All employees of Chico State Enterprises are “at-will” employees.

FOR BENEFITTED POSITIONS ONLY

The benefit package for those positions which qualify for full benefits consists of the following:

- Options for medical, dental, and vision
- Employer contributions to a 403(b) retirement plan (beginning year 2)
- Employer-paid life and long-term disability insurance
- Vacation, sick leave, and holidays

After the successful candidate is selected and preliminary paperwork is completed, an appointment is made with the new employee and the Human Resources Department for an orientation to the benefits program. This meeting generally takes 1^{1/2}-2 hours in length and provides a comprehensive review of the benefit structure.

Specific questions a candidate may have about benefits can be addressed to the Human Resources Technician, at (530) 898-4909.

CHICO STATE

ENTERPRISES

CONFIDENTIALITY AGREEMENT FOR APPLICATION/INTERVIEW PROCESS

Thank you for agreeing to participate in the application review and/or interview process for the _____ position. Your input will be a valuable piece of the process to help ensure that the best candidate possible is hired.

I certify that I understand that as a condition of my participation in the application screening and/or interview process I cannot discuss the names of the applicants, how applicants are ranked, who was selected for interview or the final results outside of the committee structure. Any questions I receive regarding this process must be redirected to either the hiring supervisor, or the Chico State Enterprises Human Resources office.

Printed Name

Signature

Date

Chico State Enterprises
Chico, CA 95928-5388
t: (530) 898-6811
f: (530) 898-3391
www.csuchico.edu/cse

Chico State Enterprises Application Evaluation Sheet

Date: _____

Position: _____

Department: _____

CRITERIA : List all elements used in evaluating applicant's skills and experience														
Name of Applicant	Wt.		Wt.		Wt.		Wt.		Wt.		Wt.		Add Total Columns Total Points	√ each Applicant to be Interviewed
	Pt.	Total	Pt.	Total	Pt.	Total	Pt.	Total	Pt.	Total	Pt.	Total		

Rater's Signature: _____

Print Rater's Name: _____

Application Evaluation Sheet Instructions

Before reviewing any applications, rating criteria must be established by the hiring supervisor /project director - and recorded on the front of this form. The criteria is based upon the requirements of the position which are taken from the *Position Announcement*. You may wish to use only three or four columns (you are not required to use all six). Weight your criteria using the numeric coding listed below and place the appropriate number in the Wt. (weight) box. The assigned weight must be reflective of its importance in the job and remains constant for each applicant.

Ranking of Applicant Skill

When you review an application, use the Ranking of Applicant Skill code listed below to evaluate each applicant's skills. For example, if word processing is very desirable but not essential (i.e. an individual can be trained), then that criterion is weighted with a 1. If an applicant has had training and used it on the job, then a score of 3 would be entered, giving the applicant a total of 3 points for that criterion .

Each interview panel member is encouraged to discuss the criteria and what will determine the 0-3 ranking. Again, using word processing, the following ranking might be established:

- 3=has had formalized training and uses word processing daily on the job
- 2=has learned word processing on the job and uses it occasionally
- 1=has had a course or uses it on a limited basis
- 0=no evidence of training or use on the job

After ranking each applicant, multiply the weight (Wt.) times the points (Pts.) to get the total for each criterion. Add the totals for each criterion and place in the total point column. Each interview panel member is to review the applications and complete the Resume Evaluation form independently. The applicants to be interviewed will be those with the highest total points. The department will decide how many applicants are to be interviewed. It is preferable to interview at least three candidates.

CODING:	<u>Weighting of Criteria:</u>	1 = Desirable	2 = Important	3 = Essential	
	<u>Ranking of Applicant Skill:</u>	0 = None	1 = Some	2 = Good	3 = Excellent

CHICO STATE

ENTERPRISES

Pre-Employment Reference Check Authorization

Applicant's Name: _____

Position Applying For: _____

I have applied for employment with Chico State Enterprises and have provided information about my previous employment. My signature below authorizes my former or current employers and references to release the contents of my employment record with their organizations and to provide any additional information that may be necessary for my application for employment to Chico State Enterprises, whether the information is positive or negative.

I hereby authorize Chico State Enterprises to investigate all statements made in my application for employment and to obtain any and all information concerning my former/current employment. This includes my job performance appraisals/evaluations, wage history, disciplinary actions(s) if any, and all other matters pertaining to my employment history. I knowingly and voluntarily release all former and current employers, references, and Chico State Enterprises from any and all liability arising from their giving or receiving information about my employment history, my academic credentials or qualifications, and my suitability for employment with Chico State Enterprises.

This form may be photocopied or reproduced as a facsimile, and these copies will be as effective as a release or consent as the original which I sign.

Applicant's Signature: _____

Date: _____

Pre-Employment Reference Check

Applicant's Name: _____

Social Security Number: _____ Position Applying For: _____

Company Name: _____ Date Contacted: _____

Contact Person: _____ Phone Number: _____

Dates of Employment: _____ to _____

Comments: _____

Company Name: _____ Date Contacted: _____

_____ Contact Person: _____ Phone Number: _____

Dates of Employment: _____ to _____

Comments: _____

Company Name: _____ Date Contacted: _____

_____ Contact Person: _____ Phone Number: _____

Dates of Employment: _____ to _____

Comments: _____

References Checked By: _____ **Date:** _____

Sample Reference Check Questions

What was his/her job title and primary responsibilities when he/she started?

How would you describe the quality of his/her work?

How well did he/she respond to pressure (e.g., from high volume, deadlines, multiple tasks, public contact)?

How well did he/she plan and organize his/her work, and were assignments completed in a timely fashion?

What was the amount of supervision required from him/her?

How well did he/she get along with other people (e.g., clients, co-workers, supervisors)?

How did he/she respond to criticism/interpersonal conflict?

What are his/her strongest skills as an employee?

What areas of his/her performance needed improvement?

What was the reason for termination?

Would you rehire him/her at the same level?

If no, why not, and for what level of work would you rehire him/her?

Did you talk with the employee about the problem?

Did you document the action?

SPECIFIC SKILLS/EXPERIENCE

In addition to the above questions, which address general performance areas common to most jobs, questions addressing specific duties of this particular position should be included. For example, such questions might cover one or more of the following areas:

Technical knowledge or skills applicable to this type of work

Experience in the applicable professional field

Clerical skills/experience

Lead/supervisory experience

Budget/bookkeeping

Fiscal management

Computer applications (software, hardware, operating systems, etc.)

Program/project development

Writing

Interpreting and applying rules and regulations