Chico State Enterprises

Supervisor's Guide
To Applicant
Review and
Selection

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 (noncredit) service projects conducted by faculty and staff
- Acts as fiscal agent for numerous campus programs including Continuing Education 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

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 throughout the course of the year. All employees of Chico State Enterprises are "at-will" employees.

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HIRING PROCESS SUMMARY

Upon receiving approval that a recruitment has been approved by 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. All individuals serving on a recruitment panel are required to complete Avoiding Bias In Hiring Training before conducting any employment search or application review process. *See page 6 for more information on the Avoiding Bias In Hiring training requirement.*

2. HR will create a folder for the position in your department's recruitment Box folder. The title will be "Job Title and Job Number - Department Name." This folder will contain two other folders: one titled "Applications" that will be updated daily with applicants, and another titled "HR Documents" that will contain all other recruitment documents including the Position Announcement, Request for Recruitment, etc.

3. A Recruitment Checklist will be added to the position's HR Documents folder. This checklist will include each step required by HR and the department. Most or all communication about the position will be through the notes feature in the checklist.

4. Complete Confidentiality Agreement forms *(found in the General HR Documents - CSE Recruitments folder in Box).* Add completed forms to the position's HR Documents folder in Box. Check this off the Recruitment Checklist and tag HR in a note.

5. Screen applicants with the Application Evaluation spreadsheet *(found in the General HR Documents - CSE Recruitments folder in Box)*. Keep the spreadsheets for each panel member in the position's HR Documents folder in Box.

6. After the applications have been screened, determine your top candidates for interviews.

7. Set your interview schedule.

8. Compile interview questions *(samples can be found on pages 8-11)* and add your interview questions to the position's HR Documents folder in Box prior to interviewing. Check this off the Recruitment Checklist and tag HR in a note for approval. HR will tag you in a note when the questions are approved.

9. During the interview, obtain a signed Pre-Employment Reference Check Authorization form *(found in the General HR Documents - CSE Recruitments folder in Box)*. Add completed forms to the position's HR Documents folder in Box. Check this off the Recruitment Checklist and tag HR in a note.

10. Upon completion of interviews and selection of your top candidates, perform reference checks. (*Pre-Employment Reference Check Notes form can be found in the General HR Documents - CSE Recruitments folder in Box. Sample questions can be found on page 14.)*

11. When you have completed your reference checks and chosen your top candidate— complete a Recruitment Memo To Hire form (*found in the General HR Documents - CSE Recruitments folder in Box*). Check this off the Recruitment Checklist and tag HR in a note. Please, **do not** notify the applicants of any decisions that you have made.

12.   Upon receipt of your completed documentation, HR will make the final hiring approval and will notify you when the offer is made and accepted, or if any questions or concerns come up with the candidate.

13.   HR will include you in email with the candidate once they have accepted the offer.

14.   If a Live Scan or background check is required, HR will send the required documents and instructions to the candidate. HR will notify you if the candidate has cleared the Live Scan or background check. An individual in an identified position who has not been cleared through this process will not be allowed to work in a capacity where the specific exposure exists until such clearance is obtained.

- Background check - positions that involve handling money and/or have access to level-1 data.
- Live Scan- positions which have direct exposure involving the care and security of children, the elderly, the handicapped, or the mentally impaired or with supervisory or disciplinary power over children.

15.   Submit a new hire PAF (can be found on the CSE website) to HR.

16.   CSE Human Resources (HR) will send a "Congratulations" email, copying the hiring supervisor, with the new hire packet containing the legally required employment documents (application and disclosures, tax withholding and direct deposit form) for completion by the new employee.

17.   Upon return of the completed new hire documentation by the employee, HR will send an email with detailed instructions and Form I-9 for the employee to complete. HR will schedule a virtual or in-person appointment to view and validate the new employee's work authorization documents. **A Form I-9 must be processed prior to the new employee being eligible to begin work.**

18.   CSE HR will send a "Welcome" email to the new employee, copying the hiring supervisor, providing them with their employee number and additional new employee resources.

19.   Submit any computer/equipment requests to CSE IT if necessary at least one week prior to the beginning of the position.

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 found in the General HR Documents - CSE Recruitment folder. After you have reviewed the applications and have chosen your top candidates to be interviewed, notify HR in a tagged note of who was not chosen. 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, and tag HR in a note.

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***, 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.

AVOIDING BIAS IN HIRING

Beginning January 2021, all CSE employees and managers who are involved in search committees are required to complete training on the topic of *Avoiding Bias in Hiring* before conducting any employment search or application review process.

CSU (campus) Professional Development's *Avoiding Bias in Hiring* page provides details about the training, registration, sessions, and how to view your certificate of completion, as well as a completion report link. The course is valid for four years and you can check on your status by clicking under the "Who has completed this course?" section of the web page. During the training, participants will learn when and how unconscious biases can enter the recruitment process. They will also be provided with tools and strategies that can be used to mitigate its affects. Time for discussion and opportunities to practice implementing the strategies are included in the workshop.

Questions about the training sessions may be directed to Professional Development at pdev@csuchico.edu. As always, feel free to reach out to your HR team at **CSErecruitment@csuchico.edu** for any questions as well.

Thank you everyone for your attention and support in this important work!

Application Evaluation Sheet Instructions

Before reviewing any applications, rating criteria must be established by the hiring supervisor /project director - and recorded on the Excel spreadsheet. The criteria is based upon the requirements of the position which are taken from the *Position Announcement*. 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: **Weighting of Criteria:** **1 = Desirable** **2 = Important** **3 = Essential**

Ranking of Applicant Skill: **0 = None** **1= Some** **2 = Good** **3 = Excellent**

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Sample Equity, Diversity & Inclusion (EDI) Interview Questions

Overview

The below questions and response guidelines were recommended by the Business & Finance Diversity Committee, with input from former CDO Chela Mendoza Patterson, current CDO Tray Robinson, and the University Diversity Council (which includes members from Business & Finance, OAPL, Academic Affairs, Advancement, and Student Affairs divisions), as well as Human Resources and the Vice President for Business & Finance. The intent is for campus recruitments to align and support the University's primary strategic priority of Equity, Diversity, and Inclusion (EDI) by attracting, recruiting, and hiring employees who actively support and embody the values, goals, and actions of EDI at all University levels, activities, programs, and endeavors.

The following are sample EDI-related interview Questions

- In your experience, what are the challenges faced by members of historically underrepresented groups [*or, specify historically underrepresented group(s) with which the applicant will be expected to work*] in the workplace? What strategies have you used to address these challenges, and how successful were those strategies?

- What does it mean for you to have a commitment to equity, diversity, *and* inclusion? How have you demonstrated that commitment, and how would you see yourself demonstrating it here? *(If the candidate only speaks to diversity, ask them to answer the question in terms of inclusion/equity.)*

- Describe a specific situation in which you worked with members of a historically underrepresented group(s) [*or, specify historically underrepresented group(s) with which the applicant will be expected to work, or culturally and socio-economically diverse student populations*] over a period of time. Based on this experience, what did you learn and how would you apply that in this position?

- Why do you think it is important to address equity, diversity, and inclusion issues in this position, and what are some ways you might do that?

- What programs or initiatives have you been part of to work with historically underrepresented groups [*or, specify historically underrepresented group(s) with which the applicant will be expected to work, or culturally and socio-economically diverse student populations*], and what specifically was your role in those efforts?

- Describe the most challenging situation dealing with equity, diversity, and inclusion that you have faced and how did you handle it? Give an example of where you made a mistake or fell short and how did you self-reflect or repair the situation?

- What is your approach to understanding the perspectives of co-workers who have different backgrounds? Provide an example where you deliberately used this approach to understand a co-worker who came from a different background than you, and what you learned from it.

- Tell me about a time when you worked with a [*specify: student/patient/co-worker*] with a different background or culture than yours. What did you do to ensure that you were inclusive of their identity, or provided equity, during your working relationship? (If no specific example, what would you do in this situation?)

- Working with people from different backgrounds or cultures can present challenges and opportunities. Describe a time where differences in background [*choose: made communication challenging OR affected communication*]. How did you handle this situation, what did you learn from it, and what would you do differently in the future? (If no specific example, what would you do in this situation?)

What to look for in the response

(*Note: Sometimes an applicant's response will be about EDI efforts/initiatives that occurred on their campus (prior workplace) as opposed to their own individual efforts/experiences. The committee may need ask follow up questions, depending on the applicant's response, to find out about the applicant's direct experience.*)

When a hiring manager/hiring committee select an EDI question(s), they should discuss what to look for in a response and what would be a poor, effective/good, or excellent response to the question(s). Hiring managers/committees may contact the following to explore how to assess an applicant's responses to EDI questions: Dylan Saake (DHR Administrator), Travon Robinson (Chief Diversity Officer), Michelle Morris (Faculty Diversity Officer), Gloria Godinez (Deputy DHR Administrator), and Robert Morton (DHR Investigator).

For an applicant's response to be effective, at minimum, it should touch on one or more of the following (depending on the extent of their knowledge, skills, and experiences):

- Education (applicant's formal, informal, and/or experiential education, or applicant's attempts to educate others formally or informally regarding EDI),

- Outreach (formal or informal efforts to provide equity and/or inclusion to historically underrepresented populations, or to increase diversity),

- Participation (extent involved in EDI efforts at prior workplace, volunteer position, or other situation),

- Relationships (applicant's navigation of, and learning from, personal experiences with historically underrepresented populations and/or people of diverse backgrounds), and/or

- Activities (applicant's participation in EDI activities)

Additionally, in order to be considered, at minimum, a good response, the applicant's answer should demonstrate:

1. Demonstrated Competencies in Cultural Intelligence. Some candidates might possess a superior understanding of cultural intelligence and this will be revealed in their understanding of the question or the depth of detail in their answer.

2. Demonstrated Interest in EDI Self-Awareness. A candidate might possess a demonstrated interest in learning more about EDI, willingness to engage in tough conversations regarding EDI, and becoming a change-agent as an employee on our campus.

3. Demonstrated Understanding of Systemic Issues. A candidate might demonstrate an understanding of systemic issues and how they work to liberate, oppress, or engage historically underrepresented groups/people.

4. Demonstrated Personal/Social Responsibility and how they impact communities. A candidate might provide personal experiences related to EDI, or give examples of specific interactions with their diverse social networks or their impact on the applicant's EDI viewpoint.

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 he 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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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. Please **DO NOT** notify any of the applicants of any decisions that you have made. All questions regarding a recruitment must be directed to he Chico State Enterprises HR office. Please note that CSE does not employee 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. 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

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