

2018

Faculty Hiring Manual Tenure-Track Positions



Office of Academic Personnel (OAPL)
California State University, Chico
10/3/2018

TABLE OF CONTENTS

| | |
|---|-----------|
| INTRODUCTION | 2 |
| BENEFITS OF THOROUGH RECORDKEEPING | 2 |
| CONFIDENTIALITY REMINDER | 2 |
| <u>AUTHORIZATION & PRE-POSTING DETAILS & PREPARATION</u> | 3 |
| AVOIDING BIAS IN HIRING TRAINING | 3 |
| THE VACANCY ANNOUNCEMENT (FORM 3) | 4 |
| E-POSTING DRAFT REVIEW & APPROVAL | 6 |
| <u>POSTING, ADVERTISING, ACTIVE RECRUITING & SCREENING</u> | 8 |
| ADVERTISING SITES | 8 |
| EEO DATA COLLECTION | 9 |
| SCREENING APPLICATIONS | 9 |
| PHONE SCREENING INTERVIEWS | 9 |
| <u>CAMPUS INTERVIEWS</u> | 11 |
| INTERVIEW AUTHORIZATION FORM (FORM 7) | 11 |
| ON-CAMPUS INTERVIEWS | 11 |
| EMPLOYMENT/ EDUCATION INFORMATION RELEASE (FORM 8) | 12 |
| INTERNAL APPLICANTS | 12 |
| <u>SECURING YOUR HIRE</u> | 14 |
| INFO RELEASE, REFERENCE CHECK, EDUCATION VERIFICATION (FORMS 8, 9, & 10) | 14 |
| AUTHORIZATION TO EXTEND AN OFFER (FORM 11) | 15 |
| OFFER LETTER | 15 |
| BACKGROUND CHECK PROCESS: ACCURATE BACKGROUND | 15 |
| DEAN'S SEARCH SUMMARY (FORM 14) | 16 |
| <u>FAQ</u> | 17 |
| | |
| <u>RECRUITMENT DOCUMENT RETENTION PROCEDURES</u> | |
| | |
| <u>RECRUITMENT FLOWCHART</u> | |
| | |
| <u>QUICK STEPS DOCUMENT</u> | |

Introduction

Nothing strengthens an organization more than the people it employs. Because each new hire represents an opportunity to shape the future of our institution, great care must be taken every time we recruit a new employee.

Search committees play a critical role in hiring. In an effort to better prepare and support our committees for this responsibility, this manual has been prepared to provide guidance in the search process.

Thorough Recordkeeping

Hiring processes are subject to federal and state regulations, California State University and local campus policies. Search committees are charged with preparing and maintaining information and documents about the decisions made at the different steps in the recruitment process.

If a hiring decision or hiring process is challenged under a regulation or policy, such as a discrimination allegation, this documentation is vital for the University to successfully defend not only the hiring, but the entire process. Records can support that the process focused on job-related requirements (education, experience, research) and that the process was managed in a professional and non-biased manner.

All members of a Search Committee must understand the importance of complete recordkeeping and be prepared to retain all search-related documents (including committee notes, screening matrices, copies of advertisements placed in various publications, correspondence sent to applicants and candidates). At the conclusion of the search, the committee chair should collect all relevant and required documentation and forward it to the ASC in the department for retention. Per CSU Retention Policy these documents should be held for a period of three years from start of appointment. OAPL will retain their own recruitment file for the same period of time as well as all online applications and submitted documents. At the end of the retention period all documents should be disposed of in a confidential manner – such as confidential shredding.

Confidentiality Reminder for Committee Members

Confidentiality is the foundation of a Search Committee and valid search process. The importance of maintaining strict confidence throughout the process cannot be overstated. A breach of confidentiality threatens a successful outcome in three ways. First, it can result in the immediate termination of the search, a serious loss of time, money, and potentially viable candidates. Second, it can cause the most qualified candidates to withdraw from the search, fearing that a premature disclosure of their candidacy will jeopardize their current position. Third, a breach in confidentiality, by its very nature, is bound to become more widely known, and may undermine the University's ability to attract candidates in the future. Essentially, confidentiality is an absolute requirement, per FPPP Article 5.1.3.j, to be understood and honored by everyone on the search committee and support staff, from the first meeting until the conclusion of the search.

Search Committee members are responsible for maintaining strict confidentiality in all matters pertaining to applications, selection, and nomination. Letters of application, letters of recommendation, summaries of telephone reference checks, transcripts, and evidence of teaching performance are to be made available only to the Search Committee. Only the CV and application of visiting candidates may be shared with others whose opinions are sought and who will be meeting the candidate during the campus visit. **Home address and phone number information should always be redacted.**

Authorization and Pre-Posting Details and Preparation

1. Provost Approval

The first step in the recruitment process is being granted approval by the Provost to hire a new tenure-track faculty member into your department or program. The need for new faculty will be discussed between the Department Chair and Dean, and your Dean will request a new hire(s) from the Provost. Once you have been notified by your Dean/Chair that a hire has been approved you should proceed as follows:

2. Form the Search Committee

An effective Search Committee is critical to hiring an excellent candidate. **FPPP Articles 5.1.3.e** and **5.1.3.f** provide the following details on the makeup of the committee.

5.1.3.e The Department Search Committee shall be composed of a minimum of three department faculty members elected in a manner specified in the Department's personnel policy plus, when possible, the Department Chair.

5.1.3.f Those eligible to be on Search Committees are the Department's:

- tenured faculty,
- *Probationary* faculty at the discretion of the President* in response to the Department's request,
- FERP faculty who are able to fully participate in the search process, and
- one augmented faculty member from another department if specified by the Department's personnel policy.

*The Provost is the President's designee.

3. Search Committee Training (OPTIONAL)

If your department did not recruit in the previous hiring cycle, has not previously used the online recruiting system **OR** would like a refresher on the recruitment process, please schedule a personal or group training session with the Recruitment Specialist in the Office of Academic Personnel. You will be guided through our campus' recruitment process, as well as provided with user information and flow-charts for the online portion of the process.

4. Avoiding Bias in Hiring Training (REQUIRED):

All Search Committee Members must complete the Avoiding Bias in Hiring Training. To sign up, go to the campus DTS system (see screenshot below).

(<http://www.csuchico.edu/training/index.shtml>). All members of the committee must have attended or be signed up for training before a recruitment will be approved. The training is good for four years and aims to ensure **equity** throughout the search process. This is important because unconscious/implicit bias can prevent departments from hiring the best

person for the job. Given our increasingly diverse student population (e.g., first-generation, racial and ethnic minority, veteran, LGBTQ), qualities to look for in candidates include teaching experience with diverse populations, training in inclusive pedagogy, and scholarly expertise related to diversity in a discipline or area.

The DTS will allow CSU, Chico faculty and staff to:

- Review and register for [instructor-led workshops](#)
- Track completed and [assigned trainings](#)
- Enroll and launch [web-based courses](#)
- Complete self-administered personal development



Login to DTS



5. Create a Recruitment Authorization Packet

This packet contains the following completed forms, which can be found under the Recruitment tab on the Academic Personnel website (<http://www.csuchico.edu/oapl/recruitment.shtml>). Always refer to the website for the most current forms. **DO NOT** use forms saved to your desktop, as the forms are updated frequently. **Completed packets should be routed through Adobe Sign to collect all signatures. Your packet should include the following:**

- Recruitment Authorization Form (**Form 1**)
- Screening and Selection Criteria (**Form 2**)
- Vacancy Announcement (VA) (**Form 3**)
- Short Ad - Optional (**Form 3b**)

6. Writing the Vacancy Announcement (VA)

The VA is the single most important document in your faculty recruitment packet as it will be what attracts applicants to the position and gives them the information they will need to successfully apply.

- **Diversity Statement:** In an effort to attract applicant pools that reflect our increasingly diverse student population, we have added a diversity statement to the top of each VA. This sends a clear message to applicants that we are committed to inclusive excellence and student success and are looking for applicants similarly committed.
- **Salary:** Our standard template language is “Salary commensurate with education and experience”. Should a department wish to change this they should do so when preparing their Vacancy Announcement for submission.
- **Initial Review Date:** This is the date on which the Search Committee begins reviewing applications. The preferred review date is 60 days from the date of the initial advertising placement but no less than 30 days. The longer a position is advertised prior to the review date, the larger the pool typically is. If on the

review date the applicant pool is found to be inadequate, a committee can request an extension of the recruiting period. This is very common and highly recommended.

Regarding the posting period, the Search Committee has several options as outlined below:

- Deadline for applications is fixed. This option is the most straightforward. If a complete application is received after this date it **will not** be considered.
- Review of applications will begin on xx/xx/xx, but position will remain open until filled. With this option, a committee will continue reviewing applications until it has a confirmed acceptance offer from a candidate. This means that a committee can be awaiting an acceptance from its preferred candidate, but if an application comes in, the committee would need to review the application and determine how to proceed. This is the best option for hard-to-hire disciplines.
- Review of applications will begin on xx/xx/xx; complete applications received after this date may be considered. This option offers the most flexibility. The committee retains the power to decide at any point after the initial review date that their pool is large enough and to therefore stop reviewing applications.
- **How to Apply:** CSU, Chico now uses the electronic applicant tracking system, PeopleAdmin, which is a back-end system that supports a CSU, Chico application interface. All applicants will be instructed on the VA to apply online using the provided URL directing them to your job posting. Should your department receive an application packet outside of this online system (e.g. emailed or via postal mail), simply direct the applicant to the online site and advise them that we no longer accept applications outside of this system. **Please call OAPL should you wish to accept applications on any other site in lieu of the CSU, Chico online system. This will be allowed in only a few instances.**

Required Applicant Documents: This section also specifies documents the committee considers vital to the initial screening process. Be mindful about asking for too much information up front; this can be cumbersome for both applicants and committee members who are required to review every application. It can also discourage potential applicants, resulting in a smaller pool. Consider whether the documents you are requesting are necessary to make your initial cut.

- **Minimum Qualifications:** Minimum qualifications are the foundation level skills/experience that every applicant must have in order to be considered for the position. They include such items as the required degree and discipline; experience required in the field or in the classroom; special licenses (CPA, PE); and any other **job-related** qualifications that the committee/ department feel are necessary. Always include a statement regarding whether your committee will accept applications from All But Dissertation (ABD) candidates or not. We also ask that applicants provide evidence of their commitment to or experience promoting and fostering a learning environment that is supportive of individuals of diverse backgrounds.

- **Preferred Qualifications:** Preferred qualifications are desired skills or areas of expertise that aren't required to perform the duties of the job, but that would enhance a candidate's desirability. These include skills such as: previous experience teaching at the college level; experience with a specific course or set of courses; a demonstrated research agenda or publication history in the discipline; training in inclusive pedagogy; and experience working with diverse populations. Carefully chosen preferred qualifications should result in a better final short list of applicants, as applicants' skills will more closely align with the needs of the department, the requirements of the job, and the university's commitment to student success.
- **Responsibilities:** Standard language exists in this section addressing responsibilities in the areas of teaching, scholarship, and service. This section can also include a statement about courses to be taught. The statement, "Teaching assignments are based upon qualifications of the individual and the needs of the department" will be included unless a department lists more specific courses or duties. If desired, add to this section other obligations you expect your new hire to meet, departmentally, or campus-wide. If the hire will be handling specific responsibilities associated with the discipline (clubs, groups, etc.), list them here. This section gives applicants a better overall view of what will be expected of them outside of normal instructionally related duties.
- **Posting Contact:** The posting contact should be the Committee Chair and should include at minimum, an email, and preferably, a phone number. With faculty recruitments, the expectation is that job-related questions will be answered at the Department/Committee Chair level with OAPL handling those questions related to immigration status or application system issues.
- **Required Legal Statements:** All postings include information we are required by state or federal law to provide in a position announcement. These sections must not be removed. OAPL will re-insert anything missing or altered. The information required is:
 - EEO statement
 - Work Authorization Disclaimer
 - Disability Accommodations Contact Information (Americans with Disabilities Act)
 - Background Check Disclosure (CSU HR 2015-08)
 - Crime Statistics Information (Clery Act)
 - Mandated Reporter Information (CSU EO 1083)

7. e-Posting Draft Review & Approval

While the Recruitment Authorization Packet is proceeding through the signature process, OAPL will create the electronic posting on PeopleAdmin. The e-posting information is taken directly from the department-created VA. Electronic copies of the initial recruitment authorization forms, including the VA, should be e-mailed to the Recruitment Specialist in the Office of Academic Personnel. OAPL will add the Committee Chair and the department ASC as "Hiring Managers" on the e-posting so that both individuals can review the posting

for accuracy. The ASC is considered an integral part of the recruitment process and the go-to for communication between OAPL and the department. When reviewing the e-posting, make sure you pay attention to the review date, type of position (Assistant vs. Associate), and importantly, **the required documents**. Once applicants have submitted their applications, changing the posting requirements is not recommended. Those who have already applied cannot be subject to the new requirements. So, be diligent in your review as it is your responsibility to ensure that the posting reads as you wish. OAPL may make suggestions, but the content and accuracy of non-required and job-related content is the responsibility of the Search Committee.

Posting, Advertising, Active Recruiting, and Screening Applications

Posting, Advertising, and Active Recruiting

For the purposes of evaluating recruitment efforts, advertising (in-print or online) is not considered recruiting. We want to be clear in delineating the difference between recruiting and advertising, which are not the same thing. Academic Personnel will place the job posting in a common set of advertising sites for all searches. These efforts are standard and not considered part of your recruitment strategies or diversity outreach.

1. Departments should plan on actively *recruiting* for their position. For those departments in hard-to-hire disciplines, active recruitment of applicants is extremely important and can be the difference between a successful hire and a failed search. We recommend sending the posting out to colleagues, national organizations within the discipline, and degree-granting institutions that offer a doctorate in the desired discipline.
2. While OAPL will advertise/post your position as a part of the process in a number of subscription and required website/listservs (see listing, #4 below), **the department is responsible for the cost and placing of ads in discipline-specific journals, publications or listservs.**
3. The campus is currently using JobElephant to assist in posting jobs. Using JobElephant is not required but makes the task of advertising easier. The campus has a specific representative who is able to provide quotes for most publication, journal or newspaper prices and then post on your behalf. Contact OAPL for the most current contact information. Prices are often lower through JobElephant. JobElephant pays up front, then invoices the ordering department directly for payment. JobElephant ads can now be paid via the campus Direct Pay option as JobElephant is a recognized campus vendor (be sure to include your recruitment number – FA0xxx). Departments are not obligated to use JobElephant, but if they do advertise on their own, a campus procurement card, and not a personal credit card, should be used.
4. OAPL will post all faculty jobs in the following places:
 - CSU, Chico HR Site
 - CSU Careers
 - ChronicleVitae (via CSU, Chico HR Site)
 - Indeed.com (via JobElephant)
 - CalJobs.ca.gov (via JobElephant)

Departments may advertise on any of the sites below at their expense by contacting the JobElephant representative for CSU, Chico. (Contact OAPL for contact information)

- WomenAndHigherEd.com
- VeteransInHigherEd.com
- BlacksInHigherEd.com
- AsiansInHigherEd.com
- HispanicsInHigherEd.com
- NativeAmericansInHigherEd.com
- LGBTinHigherEd.com
- DisabledInHigherEd.com

Equal Employment Opportunity (EEO) Data Collection

As part of the application process for all candidates, PeopleAdmin queries each applicant regarding their gender, ethnicity, veteran status, and disability status. Using this information (which is optional for candidates to provide) OAPL is able to generate EEO statistics for departments, the Provost, and the annual campus Affirmative Action Plan as required by the government.

Those departments that choose to utilize an online application system other than PeopleAdmin must contact the Office of Academic Personnel to discuss how the department's preferred software can facilitate OAPL's collection of this data. **This data should not be collected by the committee or kept by the department, and must never be housed with the application materials that are accessible by committee members. This information is highly confidential and should be treated as such.**

Screening Applications

1. Access PeopleAdmin here: <https://jobs.csuchico.edu/hr/sessions/new>. Your login information is the same as your CSU, Chico portal login (how you access your email).
 - All applications (unless approval is received to use external site to collect apps) will be visible to the committee from the start of the recruitment period.
2. Search Committee members may begin to screen application materials prior to the application closing date; **however, there should be no discussion or deliberation regarding the applicants until the "review by" date has passed.** All members of the Search Committee must evaluate every application. Members who fail to do so in advance may not participate in the deliberations to select candidates.
3. All committee members should use the same screening rubric in an effort to mitigate bias and/or conflicting rankings due to the use of separate methodologies to screen/compare. The committee, as a group, should create their screening criteria PRIOR to anyone looking at a single application.
4. Notes and records of committee votes should be kept in the department-based recruitment file. No documentation should be thrown away if it pertains to deliberations or discussion of various candidates.
5. Review applications slowly to determine what each candidate offers relative to the qualifications outlined in the Vacancy Announcement and to mitigate the impacts of implicit bias and ensure equity throughout the screening process.

Phone Screening Interviews

Phone interviews of long-listed candidates are considered part of the initial screening process and permission is not required to carry out these calls. However, please consider the following:

- All applicants MUST be given the same opportunity for the position. This begins with the committee formulating interview questions that are relevant to job-related qualifications as listed in the Vacancy Announcement and asking those same questions to every applicant that is contacted. Follow-up questions based on an applicant's responses to these questions are allowed and encouraged as a way for a committee to dig deeper into the experiences of each specific applicant as they relate to the position.
- A copy of the interview questions should be forwarded to OAPL for inclusion in the official recruitment file along with a listing of those that are contacted.

- If the entire committee cannot be present for the phone interviews as is best practice, then interviews should be recorded (with applicant permission) or documented in detail and uploaded to an accessible site for members to review prior to finalist deliberations/votes.
- Any committee member unable to fully participate in reviews/interviews should be replaced or the committee should move forward without them (unless needed for the minimum committee number).
- Only seated members of the committee should be present for phone interviews.
- Faculty members that will **not** remain in ACTIVE work status for the entirety of the search process (FERP, faculty on leave) are not allowed to sit as voting members of a search committee. They can, however, be included in opportunities to meet and speak with the applicants and to provide feedback to the committee as a way of assisting in the decision-making process. Faculty on sabbatical are encouraged to take full advantage of their time off and not sit on hiring committees but are not prohibited from doing so.
- If a search committee chooses to conduct video interviews (e.g., Skype, Zoom) instead of phone interviews, be aware of additional implicit biases that may result from visual cues.

Campus Interviews

The forms required to invite applicants to campus are*:

- Interview Authorization Form (**Form 7**)
- CVs for each candidate invited to campus
- Applicant Flow Log (**Form 4**)

*These forms need to be submitted to OAPL **prior** to contacting applicants and extending an invitation to campus, unless otherwise directed by the Provost or OAPL.

Form 7: Interview Authorization Form

1. The search process commences an offline, paper process at this stage. The online system will still be available for access to applications and all applicant materials, but committees will manage no further part of the process within the PeopleAdmin system. OAPL will transition applicants out of the system at the direction of the Search Committee. **Please do not transition candidates as a system generated email is sent for every movement so we need to be thoughtful in our handling of applicants.**
2. Please list the total number of applicants. This includes those persons that did not meet the minimum qualifications. Everyone who submitted an application for the job should be included in the hiring pool total. Then list by name only the candidates you wish to bring to campus.
3. Make sure required documents are attached before you forward the forms for signature.
4. Send OAPL a listing of applicants that are no longer being considered for the position so that they can be notified that they are out of consideration for the position.
5. If, after the initial form is approved, additional candidates need to be brought to campus, please complete a new Interview Authorization Form with new candidate names, attach required documents, and submit to OAPL for signature approval.

On-Campus Interviews

Bringing applicants to campus gives them an opportunity to visit with all members of a department, students, staff, and other stakeholders to help them determine whether they can envision working in the department, and the university as a whole. For the Search Committee, meeting and interacting face-to-face helps the committee examine the strengths, weaknesses, and experience of a potential colleague. For department members, students, and staff, the visit gives them the opportunity to participate in the hiring process by engaging the candidate in meaningful conversation and then providing valuable feedback. This feedback will be used by the committee to make a recommendation to the Dean. Set up your candidates for success by scheduling adequate breaks and determining if any special accommodations (e.g., mobility, dietary) are needed ahead of time. In addition, review implicit biases that may impact interviews in order to ensure equity at this stage of the hiring process. Remember that the Search Committee is merely a recommending body. Its job is to review applicants and make a recommendation to the Dean. The

Dean retains the ultimate authority to hire the candidate whose experience and education they believe best matches the desired qualifications, and who best meets the needs of the department.

Form 8: Employment/ Education Information Release

This form should be given to all on-campus visitors for signature while they are on campus. If you forget to provide the form at that time, you may email or fax the document to them and have them return it via email or fax.

There is no longer a need to schedule LiveScan into your campus visit itinerary as there is a new background check process on campus (described under *Securing Your Hire*, p. 14).

Avoiding Sensitive Subject Matters

Beware of the many ways in which sensitive subjects come up during campus visits. Questioning an applicant about these subject matters may be illegal during an interview process. A few of the most common are:

- Marital status
- Children and their ages
- Sexual preference
- Health issues/Disability status
- Citizenship. (That is unless the candidate directly indicates their status to you and asks about our policy on sponsoring non-resident faculty. In that case, refer them to OAPL, or have a representative from OAPL meet with the candidate to discuss current policies and procedures as they relate to visa assistance.)

It can often be the candidate who volunteers personal or sensitive information. Although most of us recognize that it is unfair to allow irrelevant information to interfere with our assessment of a candidate's ability to perform the job well, there is evidence that unconscious bias based on such personal information can do just that. It is therefore best to keep to job-related issues and avoid subjects that are not related to the position or working at the university.

Ranking Candidates

The committee should conclude the interview process by collecting feedback from non-committee members who were involved in the campus visit. This information should be reviewed and taken into account when compiling the list of strengths and weaknesses for each candidate.

Rather than rank applicants, the practice on our campus is to compile a list of the candidates, outlining their strengths and weaknesses with regard to the listed job duties. This listing is then forwarded to the Dean for finalist determination, along with the forms necessary (Forms 9 and 10) to complete the Authorization to Extend an Offer (Form 11).

Internal Applicants

Internal applicants are treated the same way as external applicants. There are no provisions for extra consideration, or for any sort of preference. In addition, **per FPPP Article 5.1.3.c**,

Internal applicants shall not participate in the hiring decisions related to recruitment or selection process, and shall not have access to other applicant's application materials.

Conflicts of Interest/ Recusals

Only those documents or information provided by the applicant should be used to determine their qualifications for the position. Any conflict of interest within the committee or department as to any candidate should be resolved at the earliest possible juncture in the search process.

Given that Chico is a relatively small university town, people often know one another. In order to minimize conflicts of interest, we need to ask whether the relationship between the candidate and committee member is a casual, professional one, or if it is of a more personal nature. If it is the latter scenario, it is appropriate for the affected committee member to consider recusing themselves.

Clear conflicts of interest must be avoided. For example, no spouse or partner of a candidate should be involved with any aspect of the search process. In more ambiguous scenarios, the affected person must use their best judgment as to whether or not to abstain from the search process, or contact OAPL for guidance. If a committee member would merely feel uncomfortable interviewing the acquaintance, then they should recuse themselves and have a new member seated. The ultimate desired outcome is a clean recruitment and hire that results in the best candidate for the position without bias entering the process.

Securing Your Hire

The forms/processes required to extend an offer to a candidate are as follows:

- Employment/ Education Information Release (**Form 8**)
- Reference Check For Final Candidates (**Form 9**)
- Education Verification for Final Candidates (**Form 10**)
- Authorization to Extend an Offer (**Form 11**)
- CV of Final Candidate
- Background Clearance (via Accurate Background for final candidate only)

Form 8: Employment/ Education Information Release

When a candidate gives references as part of an application packet, they are giving their implied consent to contact that reference. In order to contact a reference that is not listed, we must have a signed release on file from each candidate. This allows the committee to contact and speak to anyone in the course of the reference check process. The release affords the committee the latitude to obtain information from unconventional sources – such as an administrative assistant who may answer calls for department chairs or deans.

This form must be signed by the candidate before the calls to references are initiated. Retain the original in the office recruitment file. If you intend to perform reference checks prior to campus visits, the committee can email the form to the candidate and have them sign, scan and return. You should ask that they retain the original and bring the form with them to campus should they visit.

Form 9: Reference Check for Final Candidates

As specified below in the FPPP, no candidate may be hired unless three reference checks have been conducted:

- 5.1.3.n 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 Search Committee.

Upon performing the reference checks per FPPP 5.1.3.n, complete Form 9 based on the information you receive and attach handwritten notes (if applicable) prior to submission.

Form 10: Education Verification

Education verification is a crucial part of the process. The committee can contact an institution directly to verify degree information. OAPL has access to the National Student Clearinghouse to verify education, however, the system is not always accurate and delays are not uncommon. OAPL will run a record for your finalists if asked to, but the committee should find another avenue to gather the information should the search provide inadequate results. It is acceptable to utilize the unofficial transcripts requested during the initial application process to verify degree information. However, keep in mind that the Academic Appointment Form states the need to

provide official transcripts and that failure to provide truthful information is grounds for termination of the contract.

The FPPP requires that degrees come from an accredited institution or foreign equivalent:

5.1.3.1 Following the application period, the Department Search Committee shall screen the applicants' materials against the minimum criteria as stated in the vacancy announcement. The Search Committee shall document the use of these criteria for all candidates. Criteria, as appropriate to the position being filled, include:

5.1.3.1.1 Educational or experiential preparation for university teaching, including the terminal degree or its equivalent from an **accredited institution**;

Form 11: Authorization to Extend an Offer

Complete this form fully before submitting to OAPL. Failure to provide the necessary information and all required documents can delay the process.

- List all candidates who were given a campus visit.
- From that list, indicate the finalist as well as any alternates who will be offered the position should the top candidate decline.
- Additionally, indicate the candidates who visited campus but who are not being considered for hire, even if all other candidates decline offers. Only place candidates here if the committee would rather leave the position vacant than hire them.
- Provide all the required documents for the finalist and any alternates.

Should all top candidates decline their offers, the committee can revisit the applicant pool and interview additional applicants.

Offer Letter

A contingent offer letter prepared by the Dean's office and sent to the finalist must be forwarded to academicpersonnel@csuchico.edu for review and a compliance check prior to being sent to the potential hire. Failure to do so may result in errors in the RTP schedule or salary amount. The letter can also be emailed directly to the Assistant Director of Academic Personnel, Karen vonBargen, or the Recruitment Specialist.

The finalist must accept the contingent offer letter prior to processing a criminal background check. Once the background check clears, the offer becomes final.

Background Check Process

The campus has contracted with Accurate Background (AB) as the provider of our background screening services. Once the finalist has accepted the contingent offer, the background check process will be initiated. The hiring department must send the following to academicpersonnel@csuchico.edu:

- Full name of applicant
- Non-CSU, Chico email address
- Position to be filled (including Department/Recruitment # if for a tenure-track hire)

OAPL will submit this information to Accurate Background to request a faculty background check. The candidate will receive an email from Accurate Background requesting additional confidential information. Upon receipt of this confidential information, AB will begin the actual background screening process.

It is the responsibility of the hiring department/ Dean to notify the candidate of the impending background check and ask that the email be responded to promptly. Should a candidate fail to respond to the email from AB, a notice will be sent to OAPL at the 7- and 10-day mark. OAPL will notify the department ASC, who should then contact the candidate. On the 11th day, AB will cancel the request and a new request will have to be initiated. The candidate should be notified that background clearance **MUST** be received prior to hire.

Form 14: Dean's Search Summary

A recruitment is not considered to be complete until this form is completed, signed and forwarded to OAPL. The information provided on this document is required for OAPL for reporting purposes.

When Things Go Wrong

While this does not often happen, the Office of Academic Personnel, the hiring department, or the dean's office may cancel a search. Search cancellation is difficult for all involved. While undesirable, these are a few reasons why a search would not be allowed to move forward:

- Gross breach of confidentiality by a member of, or the entire, committee
- Conflict of interest that has gone unchecked and caused a clear problem
- Budgetary issues that result in a lack of adequate funding to continue with a search and/or hire
- Strained relationships within a committee that prevent the execution of a clean search
- Lack of interest in the position by applicants resulting in a poor pool

Faculty Recruitment FAQ

Does our committee need a training on the hiring process? We haven't recruited in a long time and are not sure we are comfortable with the process.

A training is not required, however, it is recommended for all committees when available. Processes, laws, and requirements change frequently, so if your department has not managed a recruitment in at least one hiring cycle, we recommend a short procedural training. Call OAPL at x5029 or email academicpersonnel@csuchico.edu to discuss recruitment training.

Can department members not seated on the search committee review applicant files?

No. Only persons serving on a Search Committee are given access to the online documents submitted by applicants. 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 confidential information with those outside the Search Committee is a serious breach of confidentiality, and depending on the severity, may result in the cancellation of a search.

We would really like to add a non-tenured faculty member to the committee as they will be working directly with the new hire. Is this allowed? If not, how can I get permission to seat them?

CBA 12.22a and FPPP 5.1.3.f require tenured employees to serve on the Search Committee but allow exceptions for probationary employees to serve with the Provost's approval. Your department chair should send an email to the AVP of Academic Personnel (the Provost's designee) with the request, including justification and faculty names for the placement of non-tenured members on the committee. The AVP will approve or deny this request, copying the OAPL recruitment analyst so that the new member/s may be added to the committee in PeopleAdmin.

I am on the Search Committee for our department's tenure-track hire and I know someone that has applied. Do I need to recuse myself from the process?

It depends. If the nature of your relationship would make it difficult or impossible to remain objective when it comes to the applicant's candidacy for the position, you should recuse yourself from the entire process and keep any information you have obtained about the search confidential. If your relationship is casual in nature and not one that you would consider close, and you are confident in your ability to make a fair and unbiased review and decision on the applicant's qualifications, then you can remain on the committee. If you have concerns about whether or not you or a committee member has a conflict, please contact OAPL.

Do we need approval before conducting phone interviews?

No. The university considers phone interviews to be part of the screening process and only requires pre-approval when bringing candidates to campus. We also 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. A copy of the questions asked and a list of those

receiving phone interviews should be submitted to OAPL for inclusion in the official recruitment file.

Do we have to check references on candidates whom we do not plan on moving forward in the process?

No. References should only be contacted for the finalist or for candidates who will be offered the position if the finalist declines.

Our position is “Open Until Filled” and we’ve completed our initial review and invited top candidates to campus. Can we close our advertising and stop reviewing applications that are received?

No. You opted for an “Open Until Filled” recruitment and changing mid-stream is not an option. By advertising and committing to this path in 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 to determine when the pool is robust enough to stop reviewing incoming applications.

We are creating the schedules for our candidate campus visits. Do we need to allot time for our candidate to submit to LiveScan while they are here?

No. The campus has moved to a new, no-fingerprint method of managing background checks with Accurate Background. Once you have a final candidate chosen, and while the paperwork to approve the hire is being routed for signature approval, your department should email academicpersonnel@csuchico.edu with the full name and a non-CSU, Chico email address of the top candidate. Once a conditional offer is made to the candidate by the Dean, OAPL will initiate the background check process. This service is currently performed at no cost to the hiring department.

Our search has an applicant who has indicated she will need assistance with a work visa or sponsorship if we hire her. What do we do?

Treat the applicant exactly the same as you would any other applicant – do not consider their immigration status in any discussion. If the applicant is hired, OAPL will facilitate the visa status acquisition process. Should you receive questions related to immigration or work authorization from any applicant, forward the email or refer them to OAPL for assistance at x5029.

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?

The rule is that you can hire down in ranking, but not up. The reasoning is simple – would more applicants with experience have applied if the position had been advertised at the Associate Professor level? Possibly. So by way of the Vacancy Announcement, you have excluded some applicants by limiting the classification parameters in the initial posting. A better option is to

advertise for an Assistant/Associate Professor. Doing so will broaden the pool, and also give the department more options depending on the strength of the applicants.

When should we notify applicants that they are no longer being considered?

Those applicants who do not meet the minimum qualifications for the position should be notified as soon as screening is completed. OAPL should be sent a list of those applicants so that they can be transitioned in the online application system.

All others should be notified once a finalist has been offered the position and accepted it, and the search is complete.