

Staff Recruitment Handbook



**A Guide for Staff, Supervisors and
Administrators Involved in the Recruitment
Process**

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The Cal Poly Humboldt Department of Human Resources (HR) has developed this handbook in an effort to inform hiring authorities, committee members and support staff about the phases of the recruitment process. This includes developing appropriate position descriptions and vacancy announcements, selecting committee members, developing interview questions, and working together to improve hiring outcomes. Additionally, this handbook will assist you in performing a recruitment that is consistent with state and federal laws, the requirements of the various collective bargaining agreements, and Cal Poly Humboldt's non-discrimination [policies](#) and other initiatives.

Note: Statuses mentioned in the process below in bold are selected by the Search Committee Chair or Hiring Authority

Phase 1: Recruitment Procedure – Preparation and Approvals

- 1) The hiring authority completes the [position description form](#) and a draft of the [vacancy announcement form](#) stating the responsibilities and qualifications of the position. The hiring department creates the [job card](#) in CHRS Recruiting (Page Up) which provides details of the position, identifies the search committee chair and committee members, provides a brief justification linked to the Humboldt Strategic Plan for recruiting the position, identifies outreach venues for vacancy announcement posting, including a chart field string for advertising expenses.
- 2) The hiring department must email the draft of the **position description** and **vacancy announcement** to careers@humboldt.edu. If the documents are not in the correct format, they will be returned to the department for editing.
- 3) After the position description and vacancy announcement have been reviewed by HR, the job card can be routed for approvals.
- 4) Committee members should have taken the "Avoiding Unconscious Bias in the Workplace" training within the past two years. Additionally, committee members should have taken the CHRS Recruiting– Recruitment Committee Briefing within the past year. ALL committee members must complete the required trainings prior to gaining access to applicant materials and the committee folder. It is important for members to complete trainings in a timely manner so the recruitment process is not delayed.

Phase 2: Recruitment Procedure - Job Posting & Recruitment

- 1) Once the job card is fully approved, HR will post the job ad and the Recruitment Period begins - applicants can now apply for the position.
- 2) Prior to reviewing applications, the Search Committee Chair schedules a meeting with committee members to review recruitment processes, and interviewing timeline/strategy. This meeting should be scheduled at least two business days following the close or review date. Committee members will be added to a Google Group Folder (after all training is completed) that contains electronic copies of Equity Advocate Information, Calculating Full-Time Equivalency, Committee Notes, Reference Check Information form, a sample screening matrix, a copy of the vacancy announcement, documents for interview questions, reference check questions, and candidate justifications. If there are any additional questions after reviewing the documents, the Committee Chair should set up a meeting with the assigned HR Partner.
- 3) The Search Committee will work together to compile a list of appropriate interview questions based on the vacancy announcement. If the Search Committee chooses to do a custom reference check instead of the default reference check that HR performs, the Search Committee will determine additional reference check questions. These are both to be submitted to the HR Partner for review and approval.

Phase 3: Recruitment Procedure - Candidate Review & Interviews

- 1) The HR Partner will move the applicants to the status of Search Comm Review once applications can be reviewed after the close or first review date.
- 2) The committee uses the minimum qualifications referencing the KSAs listed in the vacancy announcement as the rating factors. The Sample Candidate Matrix (from the Committee Google Folder) might be utilized to assist in the screening process. While helpful, this is not a required document. Each committee member must individually rate the applicants in PageUp after reviewing applications.
- 3) The hiring committee screens applications and the candidates who meet minimum qualifications must be moved to the **Search Committee Reviewed: MQs Met** status by the Search Committee Chair in PageUp. All comments can be viewed by others in the system and are discoverable in any public request for information. Comments should be limited to those about a candidate's application specifically related to this job. Committee members cannot

view other members' comments however the Committee Chair is able to view all responses. Once the initial review is complete, HR will review and reach out to the Committee Chair with any questions.

- a) If an application packet is incomplete, the decision about whether to contact applicants and allow them to submit missing application materials lies with the committee chair.
 - b) If the applicant does not meet minimum qualifications or the applicant has missing information the Search Committee Chair will update the applicant status to **Search Comm Reviewed: MQs Not Met**, please make a note of what they are missing or whether they are lacking experience or education requirements in the comment section in CHRS Recruiting.
- 4) The hiring committee selects the candidates to be interviewed based on the application materials and alignment to the job duties and KSAs. The preferred qualifications can be used in the selection of candidates as well. Selected candidates are moved to the **Request to Interview (HR Approval Required)** status in CHRS Recruiting by the Chair. Please make sure all candidates have completed all requested application materials and meet the minimum qualifications outlined in the vacancy announcement. Only after the HR Partner moves the candidates to the Request to Interview – HR Approved status, may the selected candidates be contacted for an interview.
- 5) The Search Committee Chair then will make several status changes based on the Interview process:
 - a) **Invited for 1st Interview** - candidates are contacted with date/time options for their interview
 - b) **Interview Invitation Accepted** - there is a scheduled interview with the candidate
 - c) **Interview Complete - Hold** - for candidates that have completed interviews but are currently not moving forward
 - d) **Optional – 2nd Request to Interview (HR Approval Required)** - If the committee is going to conduct more than one interview
 - i) HR Partner will review and the status updates will be similar to step 4 and 5 a, b, c
- 6) After all interviews have been completed the Search Committee will complete justifications forms for all candidates that were interviewed (recommended or not recommended). If 2nd Interviews were held only the candidates that participated in 2nd Interviews will need justification forms completed.
 - a) Language providing justification should be fair, consistent and based upon the screening criteria. Please make note of the following suggestions:
Do not compare candidates to each other—enter strengths and weaknesses of a given candidate based on the published criteria established in the vacancy announcement.
- 7) After all justification forms have been completed and saved in the Google folder, the Search Committee Chair will then update the status for those that were interviewed to **Interview Complete - Hold**.

- 8) HR Partner will review Justification forms and update the status of the candidates to Hiring Authority Review Needed. The HA will review all justifications and then update the candidate's statuses in PageUp:
 - a) **Interview Complete - Candidate Recommended - ROI Form Request:** HA changes status to this for the candidate they want to move forward with
 - b) **Hiring Authority Reviewed - Hold:** All candidates not being asked to do a reference check should be moved to this status
- 9) Once the candidate(s) have completed and submitted the ROI Form Request the status will auto update to ROI Form Received - Initiate Reference Check, HR will send the default reference check to the candidate's current and most recent supervisors.
- 10) After reference checks have been completed the HA will review the results and move the selected candidate(s) to the **Reference Checks Complete – Candidate Recommended (For HR Review)** status.
- 11) The HR Partner reviews the candidate(s) recommended and will update the status to Candidate Recommended - HR Approved. This will send an email to the Hiring Authority letting them know they can provide a conditional offer to the candidate and will include the approved salary range or step salary.

Phase 4: Recruitment Procedure - Offer & Hiring Process

- 1) The Hiring Authority reviews the Candidate Recommended - HR Approved email and determines if they would like to make a conditional offer.
 - a) If the HA would like to offer outside of the provided salary/step range they would change the applicant status to **Optional - Request to Offer Above HR Recommendation**. HR will review, if approved it must also be approved by the appropriate Vice President. Once the Hiring Authority is notified of the approval, the job may now be offered to the successful candidate.
- 2) Once a verbal offer of employment is accepted or declined, the Hiring Authority moves the selected candidate to one of the following statuses in CHRS Recruiting:
 - a) **Conditional Offer Accepted – Request to Initiate Offer Process** -review email template to Recruitment Team and insert additional information
 - b) **Conditional Offer Declined**
- 3) If the candidate accepted the conditional offer the Recruitment Team will use the information provided to order the appropriate background check through [Accurate Background](#) and the applicant status is updated to Accurate Background Check Initiated. This background check includes verification of degree(s), certification(s) or

license(s) in addition to a criminal background check. A formal letter of offer will not be sent until we have satisfactory results from the background check.

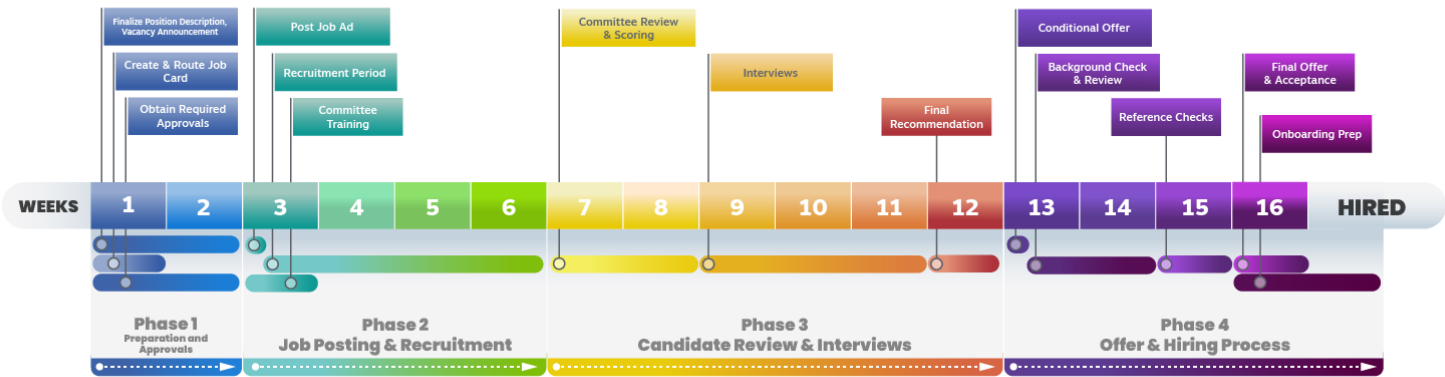
a) Please Note: If the successful candidate will have direct contact with minors, the employee must undergo a Live Scan. The cost of the fingerprinting is borne by The University.

- 4) Once satisfactory results from the background check are received the status changes to Accurate Background Check Successful, the HR Partner drafts a formal letter of offer for the successful candidate - and the applicant status is set to Formal Offer Extended.
- 5) After the candidate accepts and signs the formal offer letter through the CHRS Portal (the status will update to Formal Offer Letter Accepted), HR will assign New Hire Paperwork and the hiring department should assist the employee in completing the onboarding steps.
- 6) The Committee Chair notifies all interviewed candidates that the position has been filled (both telephone and in-person interviews) via phone or email. If the Committee Chair does not feel comfortable contacting candidates, HR will complete this step for them after being notified. HR will notify all other non-interviewed candidates.
- 7) At this step the Search Committee has completed their portion of the Recruitment process. All application materials, documentation of reference checks, committee notes and matrices, etc. should be in the Google Group Folder.

Visual of Recruitment Timeline



STAFF/MPP ESTIMATED RECRUITMENT TIMELINE



STAFF EMERGENCY HIRE ESTIMATED RECRUITMENT TIMELINE



Requirements for Both Search Committee Chair and Search Committee Members

- Complete the “Avoiding Unconscious Bias in the Workplace” training within two years of serving on a search committee.
- Complete the CHRS Recruiting-Recruitment Committee Briefing and CHRS Recruiting-Reviewing Applicants training within one year of serving on a search committee.
- Confidentiality Agreement on file (does not expire)
- Commit to and attend scheduled meetings, interviews, and reference checks.
- Maintain confidentiality about applicant pool and search committee proceedings.
- Thoroughly review all application materials provided to the committee.
- Screen applicants utilizing established criteria and/or matrices.
- Participate in both telephone and in-person interviews.
- Participate in the completion of thorough reference checks on finalists (if traditional reference check process is used along with new Page Up process).
- Other duties as assigned by the committee Chairperson.

Responsibilities of the Committee Chair

- Serve as a liaison between the committee, the hiring authority and the Department of Human Resources (HR).
- Ensure that the vacancy announcement, job description and application materials are available to committee members.
- Communicate the hiring authority’s vision to the committee in terms of timelines, desired applicant qualifications in addition to clarifying selection criteria.
- Initiate and schedule the hiring committee meeting as the position nears the final application deadline. This meeting should occur at least two business days following the close or review date.
- Ensure committee members attend all interviews and meetings.
- Coordinate candidate interview schedules and visits to the campus.
- Ensure that comprehensive reference checks are completed on the finalist.
- For MPP/Administrator recruitments, the Chair may provide the campus with a summary of candidates and organize campus open forum(s).
- Serve as lead host for candidates on campus.
- Facilitate the completion and routing of administrative recruitment documentation for the hiring authority, and collect and return recruitment materials to HR.
- Perform other duties as requested by the hiring authority.

Required Search Committee Practices

- For Unit 4 (APC/Academic Professionals of California) positions, “at least one (1) bargaining unit member shall be included on the committee” (Article 13.4).
- For Unit 6 (State Employees Trades Council) positions, “the Union recommends one (1) unit member from the craft being recruited such unit member shall serve on the panel” (Article 10.8).
- For Unit 8 (SUPA/State University Police Association) positions, committees must be composed of at least three (3) individuals with the majority of the Search Committee members being composed of individuals not employed in the University Police Department (Article 12.3). In addition, “when a CSU campus interviews an applicant who is a permanent employee in Bargaining Unit 8 at another CSU campus, the campus with the opening may waive the physical agility and written test required of new hires” (Article 12.2).
- All search committees for administrative positions not under the Division of Academic Affairs, at the level of Associate Vice President or higher, will have a minimum of two General Faculty members, appointed by the President in consultation with the Senate Executive Committee (Academic Senate Resolution #19-05/06-EX, March 7, 2006).
- For search committees at the level of Provost and Vice President for Academic Affairs, Vice Provost for Academic Programs and Undergraduate Studies, Deans of Colleges, or the Dean of the University Library, please consult the [Faculty Handbook](#), Chapter VII for guidelines.

Best Practices for Search Committees

- Committee Chairpersons should hold a position at a higher level than the vacant position.
- The composition of the committee should be diverse in terms of gender and ethnicity. Individuals from different departments and divisions should be utilized as well to broaden the overall perspective of the committee’s deliberations.
- Ensure that the committee represents a variety of perspectives on the role and function of the vacant position.
- One appointed committee member should be exceptionally familiar with the position’s responsibilities and duties. To add, technical or highly specialized positions need to have at least one committee member who possesses the technical expertise to adequately evaluate the relative strengths of candidates’ skill sets. This ensures that the committee can make astute comparisons between candidates.
- Appoint Stakeholders: Students, community professionals, and other interested parties who may bring a unique perspective to the role of the successful candidate within a larger educational context.

Additional Reference Check and Employment Verification Information

Thorough reference checks on the finalist are mandated by the Chancellor's Office. A minimum of two references must be documented by the committee on the candidate(s) to be recommended to the Hiring Authority for employment.

Human Resources conducts reference checks through PageUp to the candidates provided current and former supervisor. If a Search Committee decides to conduct their own custom reference check we ask that committees use the [Guidelines of Reference Checks and Employment Verifications](#). Custom Reference Check questions would be developed by the Committee Chair and the Search Committee at the onset of the recruitment effort and would be reviewed and approved by the HR Partner before use.

For staff positions, the Release of Information Form must be completed by the candidate in their CHRS Recruiting portal prior to conducting any reference/employment verifications. Additionally, it is the preferred best practice of Human Resources that at least two committee members participate in each reference check.

Policy on Confidentiality and Privacy Rights of Applicants for Staff and Administrative Recruitments

It is campus policy that the recruitment process be entirely confidential. People who serve as members of a Search Committee shall maintain the confidential nature of all committee deliberations. All communication, written and verbal, concerning the selection process shall be confidential to the committee.

All materials regarding applicants in a search process are protected by privacy laws, in addition to the campus policy on confidentiality and are, therefore, confidential. Search Committee members shall not share information regarding applicants including, but not limited to, their identity, strength of candidacy, rating system, etc., with any individual outside of the Search Committee except as authorized by the candidate.

It is illegal to contact individuals (e.g., referees, previous or present employers) without prior permissions from the applicant.

It is illegal to tape record individual conversations without permission of the individual (e.g., applicants, referees). If it is necessary to tape record an interview due to the absence of a committee member, there must be agreement from the candidate and the statement should be made that once the absent member has listened to the recording, the recording will be destroyed.

Matters concerning numbers of applicants in a search, the status of the search are presumptively confidential. There may be exceptions to this. Please consult with Academic Personnel Services and Human Resources for additional information.

Additional Policies and Procedures

The [Cal Poly Humboldt Policies](#) webpage contains the following information:

- [Affirmative Action and Equal Employment Opportunity in Recruitment and Appointment Policy](#)
- [Addendum to Policy for Affirmative Action and Equal Employment Opportunity in Recruitment and Appointment](#)
- [Background and Criminal Records Check Policy and Procedures](#)
- [Article 9.3 of the CSUEU Contract \(Units 2, 5, & 9\)](#)