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<tr>
<td><strong>Step 1</strong></td>
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<tr>
<td>Vacant Position &amp; Need to Recruit is Identified by Department</td>
<td>Hiring Authority or MPP Supervisor: For new positions, consult with Human Resources for guidance in developing the position description and to discuss any potential classification issues. For existing positions, review the most recent position description and make any necessary changes or updates. Contact Human Resources with any questions, or to inform HR of substantial changes to position description. The campus Position Description Form is to be used for all PD’s is on the HR web site: <a href="http://www.csustan.edu/hr/Apps-Forms-Policies-Procedures/Documents/PositionDescriptionForm.doc">http://www.csustan.edu/hr/Apps-Forms-Policies-Procedures/Documents/PositionDescriptionForm.doc</a> Position Description Guidelines are available to assist with developing or updating position description on the HR web site: <a href="http://www.csustan.edu/hr/Apps-Forms-Policies-Procedures/Documents/PositionDescriptionGuidelines.pdf">http://www.csustan.edu/hr/Apps-Forms-Policies-Procedures/Documents/PositionDescriptionGuidelines.pdf</a></td>
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<tr>
<td><strong>Human Resources</strong></td>
<td>Work with Hiring Authority or MPP Supervisor in developing new position descriptions or to make any substantial changes to existing ones. Provide classification review of final documents and make classification determination. Provide assistance in updating existing position descriptions if needed. Review and advise regarding potential changes in classification determination or standards if necessary.</td>
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<td><strong>Step 2</strong></td>
<td><strong>Submit a Staff &amp; Management Employment Request signed by the VP; Justification Memo (for the Central Review Committee); current, signed position description; and a current organizational chart to the Budget Office (who will then route the packet to Human Resources once approved). Email final position description to Human Resources (in MS Word format). This is necessary in order to copy and paste relevant information into the job announcement.</strong></td>
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<td>Prepare Recruitment Documents &amp; Classification</td>
<td><strong>Review documents and bring completed request to the Central Review Committee.</strong>  <strong>If approved, conduct any remaining classification reviews necessary. Once complete, forward for recruitment.</strong>  <strong>If denied, Human Resources returns request to the appropriate administrator.</strong></td>
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<td><strong>Step 3</strong></td>
<td><strong>Discuss posting and advertising plan with HR; place newspaper ads; send announcement via email to established distribution lists; list on free/paid Internet sites and on ‘list-serves’, as desired.</strong></td>
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<td>Recruitment Job Posting</td>
<td><strong>Prepare job announcement and advertisements. Post in HR office; on the HR web site and CSU system-wide web site. Post a minimum of 14 days in accordance with contractual requirements; may be longer if desired or necessary. (A few exceptions exist to the 14-day requirement; consult with hiring manager if applicable.)</strong></td>
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<td><strong>Step 4</strong></td>
<td><strong>Responsible administrator appoints search committee members (in accordance with EEO/AA guidelines), including committee chair. To expedite the search process, it is recommended that the responsible administrator/hiring authority sits on the committee, or serves as the committee chair whenever possible. The recommended number of committee members is three (3), but no more than five (5). Members should be selected based on direct knowledge of, or experience with, the position responsibilities and its essential functions. All members should be in a comparable or higher level position than the one being recruited. Diversity must also be addressed. When hiring for Unit 4 or Unit 6 vacancies, certain contractual provisions apply regarding committee makeup. Consult with</strong></td>
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<td>Interview Committee Formation</td>
<td><strong>Provide assistance and/or consultation to the Committee Chair or Hiring Authority regarding committee makeup, as necessary. Provide EEO/AA guidance as necessary.</strong></td>
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| **Step 5** Committee Work - Interview Preparation | While the Job Vacancy is undergoing the required posting period and applications are being submitted directly to HR, the committee may begin preparation for interviews by preparing the following:  
1. Compile interview questions, identifying the skill, ability, and/or knowledge (listed on the announcement) to be measured;  
2. Develop assessment tools (optional, but strongly recommended) to measure critical/specialized skills. Assessments should include: an instruction sheet for the candidates that indicates what each exercise is measuring, (e.g. writing skills, budgeting skills, critical thinking skills); a key for each exercise; information on how each exercise will be scored or weighted, (e.g. pass/fail, what constitutes a passing score, must pass all exercises to be considered further, or results will be incorporated into overall ratings) and how much time will be allowed.  
3. Determine what tool(s) will be used to measure and document candidates’ qualifications/performance during the interview process (e.g. rating sheets, or narrative write-up). Every criterion to be rated/measured should be listed on the rating sheet and directly link to one or more interview questions. |
| **Step 6** Applications Received & Reviewed | Utilizing the screening criteria sheets prepared and provided by Human Resources, complete the application review process rating the remaining qualifications, specialized skills, etc., in order to identify the most qualified applicants for further consideration and/or interview. Retain any second tier applications for further consideration.  
Send Applicant Notification Forms to those who are not among the most qualified and will not be considered further. |
| **Step 7** Interviews | Provide names and email/mailing addresses of candidates to be interviewed to HR Recruiter via email.  
Conduct on-campus interviews utilizing validated interview questions, assessments, and rating tools. Rating tools should consist of either a numeric scoring system or a narrative summary of all candidates interviewed with an overall ranking. Once rating/scoring of interviews/assessments is completed by all members of the committee, determine top candidate(s).  
If hiring authority is not on the committee, refer top candidate(s) to the Hiring Authority for final interview(s). Provide all documentation regarding the finalists to the Hiring Authority for their review and use.  
**Hiring Authority:** If not on the committee, review candidate documentation from committee, determine who to interview, prepare validated interview questions, and conduct final interview(s).  
- Receive list of candidates to be interviewed and sends supplemental questionnaire asking for disclosure of convictions.  
- Will inform hiring authority of any conviction disclosed by candidate that may impact position or eligibility of employment. |
<p>| | Will provide the committee with position specific approved, validated interview questions, rating tools and assessments when available. Otherwise, generic samples will be available. Prepare screening criteria documentation. |</p>
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| **Step 8** Final Selection, Background Checks, and Salary Request | Hiring Authority:  
1. Upon final selection, notify HR that finalist has been identified.  
2. Prepare reference check questions, or use the pre-approved HR template. (Questions should assist in verification of qualifications critical to the position and experience relayed by the candidate to the committee and hiring manager. Pre-Approved Reference Check Form also available.)  
3. Wait for HR confirmation that finalist authorization has been received before proceeding with reference checks.  
4. Conduct professional reference checks with at least three of finalist’s most recent supervisors once HR authorization is received.  
5. For current, on-campus employees being considered for the position, the review of performance evaluations in the official personnel file is required as part of the reference checking process. Contact assigned recruiter in advance to make arrangements to review performance evaluations.  
6. If Hiring Authority wishes to make a salary offer which is above the CSU entry salary, written justification is required prior to offer being made. | Once notified of finalist, send Background Check Authorization form and Live Scan slip to finalist. When signed form is received, notify Hiring Authority to proceed with reference checks and provide reference check questions or generic pre-approved.  
- Contact finalist to make arrangements for LiveScan fingerprinting.  
- Conduct/coordinate all required background checks required for position, per CSU Background Check policy (see http://www.calstate.edu/HRAdm/pdf2015/HR2015-08.pdf).  
- If above entry salary request is made, review finalist’s application packet and perform analysis to determine approved rate of salary. Work with hiring authority for all above-entry salary requests. |
| **Step 9** Notifications & Records | Notifications:  
- For applicants who were NOT interviewed:  
  1. Remove completed Applicant Notification Form from application packets.  
  2. Indicate appropriate disposition.  
  3. Insert into a window envelope, and mail to non-interviewed applicants.  
  **Please note:** Do not send Applicant Notification Form folded and stapled/taped, as it will not be able to go through Mail Services’ postage machine. Forms must be inserted into an envelope.)  
- For interviewed candidates:  
  1. Send “Interviewed/Not Selected” letters to any interviewed candidates who will not be considered further. (Do not yet notify top candidates in case finalist declines offer or does not successfully complete all required background checks.)  
Records Retention:  
- Retaining copies of top candidates’ application packets, send all other original recruitment materials to HR (including, but not limited to: original applications, application screening results, interview questions and scoring criteria, interview notes and scores, any assessments used as part of the interview process, documented reference checks, any other recruitment materials, etc.)  
- Photocopies of applications or other recruitment materials should be shredded/destroyed. | Review/audit all records returned to ensure all steps and procedures have been followed.  
- Request any missing items from hiring manager and/or search committee chair.  
- Confirm all background checks have been initiated and/or completed.  
- Inform hiring manager when verbal offer may be made to finalist.  
- Determine if supplemental questionnaire (conviction disclosure) and Background Check Authorization forms have been received by finalist.  
If it has not, contact finalist to request.  
- Confirm that Background Checks have been initiated, and finalist has been fingerprinted. |
| **Step 10** Verbal Offer of Employment | Hiring Authority: Upon approval from HR, contact finalist with contingent verbal offer. All offers are contingent upon the successful completion of all required background check components. (PLEASE NOTE: Finalist may not begin work until final confirmation is received from HR that all background checks have been successfully completed.) | Notify hiring authority when contingent verbal offer may be made to finalist.  
- Provide consultation regarding failed searches or declined offers. |
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| **Step 1**     | Upon receiving verbal acceptance from the finalist, email Human Resources to confirm the *acceptance, salary, and proposed start date*. If offer is declined, consult with Human Resources regarding how to proceed. | • Confirm all required background checks are clear and all recruitment materials are received and reviewed, prior to finalist’s proposed start date.  
• Once confirmation has been received that all background checks are successfully completed, notify Hiring Authority that finalist may start work.  
• Prepare Confirming Details of New Hire (CDNH) and send to Hiring Authority for review/approval. |
| 11             | Hiring Authority: Upon notice from HR that finalist has successfully completed all background checks, notify finalist and confirm start date.  
Review Confirming Details of New Hire (CDNH) form sent from HR and respond with any edits or with final approval.  
If current CSUS employee(s) is/are not selected, make personal phone call to notify candidate of decision before finalist starts work.  
Notify other interviewed top candidates that were not selected by sending “Interviewed/Not Selected” letters.  
Return top candidates’ application packets to Human Resources. | |
|                | **Step 12**  
Appointment Letter | • Upon receipt of final CDNH form, prepare new employee appointment letter and provide copy to hiring manager.  
• Inform new employee of documentation that must be completed in the first days of work.  
• Invite to New Employee Orientation.  
• Process appropriate documentation for Payroll Services. |

**Human Resources Recruitment & Employment contacts:**
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