

Staff Recruitment Handbook



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

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(Revised 6/2017)

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The Department of Human Resources and Academic Personnel Services (HRAPS) has developed this handbook in an effort to assist committee members and support staff through all phases of the recruitment process. This includes developing appropriate Position Descriptions and Vacancy Announcements, selecting committee members, developing interview questions, and working together to make an excellent hire. Additionally, this handbook will assist you in performing a recruitment that is consistent with state laws, the requirements of the various collective bargaining agreements, and Humboldt State University's non-discrimination **policies** and diversity initiatives. All **forms** provided in this handbook are available online via embedded hyperlinks.

Getting Started: Recruitment Procedure

- 1) The hiring department completes the [Position Description](#) form and a draft of the vacancy announcement stating the responsibilities and qualifications of the position. These documents are attached to the [Form 1 \(Authorization to Recruit\)](#) (Appendix A). The names of the proposed committee members and advertising requests (please provide a Chart Field String for advertising expenses) needs to be included on the Form 1 as well. Committee members should have taken the "Avoiding Unconscious Bias in the Workplace" training within the past two years. Please note that the President's Office requires that for Form 1s to be considered at that Friday's Cabinet Meeting, the Form 1 must be signed off by the Hiring Authority, HRAPS, Budget and the Vice President, then submitted to the President's Office before 5 p.m. the Wednesday prior the meeting.
- 2) The hiring department must email the draft of the vacancy announcement to jim.stemach@humboldt.edu and nicole.log@humboldt.edu.
- 3) Prior to reviewing applications, the Screening Committee Chair schedules a meeting with committee members and Jim Stemach (ext. 5177 or jim.stemach@humboldt.edu) to review recruitment processes, "best practices" for operating within a collective bargaining environment, and interviewing timeline/strategy. This meeting should be scheduled at least one business day following the close or review date. Committee members will be added to a Google Group that contains electronic copies of all submitted applications for the position just prior to the meeting.
- 4) The Form 2 listed in the Google Drive folder must also be completed prior to submitting the Form 3. The document can be accessed by clicking the "Invitation to Collaborate" link listed at the top of the Google Group, then clicking "Open." Once in the Google Drive folder, double-click the link titled "Job __-__ Form 2," then click the download button in the upper right-hand corner of the screen. We recommend saving the document to your computer so it can be continually updated as applicants are added to the pool. Once

saved to your computer, screen each applicant for completeness of the application materials, as well as whether each applicant meets the minimum qualifications listed in the vacancy announcement, then select whether they are a “Yes,” “No,” or “Maybe.” If an applicant is missing application materials or does not meet minimum qualifications, please make a note of what they are missing or whether they are lacking experience or education requirements in the comment section to the right of the InitialScreen column. Once complete, please re-upload this document to the Google Drive folder, as HRAPS will check for this document when we receive the Form 3.

- 5) Once the Form 2 has been completed, the committee can use the criteria set out in the vacancy announcement to develop selection factors based on the position’s required and preferred qualifications. A matrix might be utilized to assist in the screening process. While helpful, this is not a required document. [Follow this link for a sample matrix.](#)
- 6) The hiring committee screens applications and selects the candidates to be interviewed. Names of the selected candidates are placed on the [Form 3 \(Interview Request\)](#) (Appendix A). Please make sure all candidates have completed all requested application materials and meet the minimum qualifications outlined in the vacancy announcement. Only after the Form 3 has the required signatures (Committee Chair, Hiring Authority and HRAPS) may the selected candidates be contacted for an interview. If the committee is going to conduct both phone and in-person interviews, the Form 3 will need to be completed twice so as to illustrate which candidates have been eliminated by phone interviews. If candidates are no longer being considered after the telephone interview, please attach a brief explanation.
- 7) After all interviews and reference checks have been completed, the screening committee makes a recommendation to the Hiring Authority by Completing the [Form 4 \(Screening Committee Recommendation\)](#) (Appendix A). Language on the Form 4 should be fair, consistent and based upon the screening criteria. Please make note of the following suggestions:
 - Do not compare applicants to each other—enter strengths and weaknesses of a given candidate based on the published criteria established in the vacancy announcement.
- 8) There are two Form 5’s that may be used:
 - a. For an offer that will be made within 5% of the minimum salary range for a classification, complete this [Form 5](#). The Hiring Authority may make an offer and work out the details of the hire with the candidate. Once this is in place, forward the [Form 5](#) to HRAPS so that the letter of offer may be completed.

- b. For an offer that will be 5% or more above the minimum salary range for a classification, complete the [Form 5 Over 5%](#) and route for signatures *BEFORE* offering the position. Any offer over 5% of the minimum must be approved by HRAPS and the appropriate Vice President. The HRAPS staff will contact the hiring department when the [Form 5 Over 5%](#) (Appendix A) is approved and will notify the Hiring Authority that the job may now be offered to the successful candidate.
- 9) Along with the Form 5, please submit the [Reference Check Template Form](#), as well as a copy of the selected candidate's application materials. The department is also responsible for ordering a background check through [Accurate Background](#). This background check includes verification of degree(s), certification(s) or license(s) in addition to a criminal background check. Please note that we cannot send the appointment letter until we have satisfactory results from the background check, so HRAPS recommends ordering this as soon as possible once a candidate has been selected.
- 10) The Committee Chair notifies all interviewed candidates that the position has been filled (both telephone and in-person interviews) via phone or letter. HRAPS will notify all other non-interviewed candidates.
- 11) After receipt of the Form 5 (within 5%) or approval of the Form 5 (over 5%), HRAPS, in coordination with Vice President Coordinators, drafts a conditional appointment letter for the successful candidate.
- 12) 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. The Request for Live Scan Service Form (Fingerprinting) can be found on the HSU Forms site.
- 13) After the background check is complete and the candidate has returned the original, signed offer letter, HRAPS will create an appointment document (Form 104).
- 14) All application materials, documentation of reference checks, committee notes and matrices are returned to HRAPS upon completion of the search.

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.
- 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 screening 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.

Responsibilities of the Committee Chair

- Serve as a liaison between the committee, the hiring authority and Human Resources & Academic Personnel Services (HRAPS).
- 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 with HRAPS 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.
- Ensure that comprehensive reference checks are completed on all finalists.
- Coordinate candidate interview schedules and visits to the campus.
- 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 HRAPS.
- Perform other duties as requested by the hiring authority.

Search Committee Member Responsibilities

- Complete the "Avoiding Unconscious Bias in the Workplace" training within two years of serving on a search committee.
- 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.
- Other duties as assigned by the committee Chairperson.

Employment Reference Check

Thorough reference checks on finalists 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. We ask that committees use the [Reference Check Template Form](#) found on the Human Resources website. As a rule of thumb, a simple template with this information and the questions to be posed to the referee would be developed by the Committee Chairperson at the onset of the recruitment effort. For staff positions, the signed HSU application serves as an Employment Release of Information Form—no additional document needs to be sent to the candidate. When an HSU application is not required, a Release of Information Form (Appendix A) must be sent to the candidate and returned to the Committee Chair prior to conducting any reference/employment verifications. Additionally, it is the policy of Human Resources & Academic Personnel Services that at least two committee members participate in each reference check; these responsibilities may be divided among committee members so as to create perspective for final discussions and recommendations.



Executive Memorandum
Office of the President

October 2009
P09-04

Subject: Background and Criminal Records Check Policy and Procedures

Background

The California State University (CSU) has delegated authority to the campus presidents to establish campus requirements for background and criminal record checks for applicants and current employees hired into vacant positions ([Chancellor's Office HR Technical Letter HR2005-10](#)). Additional authorization information may be found in Education Code Section 89535 (g) and (h).

Effective January 1, 2009, the CSU mandated that background checks be conducted on all individuals hired to work at sports camps and clinics that take place on CSU campuses ([Chancellor's Office HR Technical Letter HR2008-25](#)).

The CSU recognizes that its obligation to investigate a prospective employee's criminal records must be balanced with the need to protect the individual's privacy.

Policy

In an effort to provide the safest possible environment for students, staff, faculty and visitors, and to enhance the security of physical resources, Humboldt State University (HSU) shall conduct background checks on all applicants who are under final consideration for staff, faculty, coach, and management personnel plan positions.

For purposes of this campus policy, the term 'background check' refers to a fingerprint comparison (AKA: Live Scan) with the fingerprints of people with criminal convictions both in the applicant's current state of residence and with the Federal Bureau of Investigation.

A new hire may not start employment until the required background check results are received and reviewed. Individuals refusing to undergo the background check will be eliminated from further consideration in the hiring process.

This policy applies to all Humboldt State University programs and functions. This policy excludes the campus auxiliary organizations, which include the University Center, Associated Students, Sponsored Programs Foundation and the Advancement Foundation. As determined appropriate, background check requirements may apply to volunteers and consultants.

Background Checks for Sports Camps/Clinics

As mandated by HR2008-25, background checks are required for all individuals at the time they are hired to perform any work at any sports camp/clinic that takes place on the HSU campus or is organized and sponsored by the campus, by an HSU auxiliary or by an outside entity.

This requirement also applies to all existing non-represented HSU employees, all student assistants and all HSU volunteers who perform any work at an HSU hosted sports camp/clinic operated by HSU, an HSU auxiliary or by an outside entity. Such background checks must be completed prior to the commencement of any work or volunteer duties. It is the responsibility of the Athletics Department to coordinate compliance with Human Resources and Academic Personnel Services (HRAPS).

Background Checks for Current Employees

Background checks will not be required of current Humboldt State University employees with the exception of HRAPS staff who will be responsible for overseeing the implementation of this policy. However, if a current employee applies for and is under final consideration for a vacant staff, faculty, coach, and management personnel plan position, a background check will be required.

Policy Exception for University Police Department - Sworn and Non-Sworn Employees

These guidelines do not apply to the screening of sworn and non-sworn employees of the University Police Department. The Guidelines and Standards for these individuals are contained in Government Code 1031 et seq. and are enforced by the Commission on Peace Officer Standards and Training.

When More Extensive Background Checks Are Required

There may be positions on campus where it is prudent to require a more extensive background check and/or bonding. Background checks may include checks of employment records, social security records, criminal records, civil records, credit reports, motor vehicle records, and sex offender registries. Information regarding the extent of the background check or bonding requirements must be included in the vacancy announcement for the position. The hiring authority must consult with HRAPS when requiring more extensive background checks or bonding for a position. It must be

clear why bonding or a more extensive background check is required and why the information being requested is pertinent to the position.

This policy does not automatically exclude from consideration for employment individuals with criminal convictions. Information received from the background check results shall in no way be used to discriminate on the basis of race, color, national origin, religion, sex, disability or age.

Procedures

1. All advertisements, notices, and postings/position announcements for staff, faculty, coach, and management personnel plan positions shall include the following: The successful candidate is required to pass a pre-employment background/fingerprint check as a condition of employment.
2. Once the completed recruitment packet is returned, HRAPS will provide the finalist with the Request for Information form and LiveScan form/fingerprint requirements. The cost of the background check is borne by the hiring department.
3. Whenever possible, the University Police Department should be used to process the fingerprints for the background checks. When national searches are conducted it may be more practical to have all finalist candidates who are brought to campus undergo the LiveScan while on campus or to have successful candidates fingerprinted at their local law enforcement agency. HRAPS will work with the hiring departments in these situations regarding the most appropriate screening process.
4. A written conditional job offer may be made and must state that the offer is contingent upon the completion of a satisfactory background check. The new hire may not start the position until the results of the screening are received and reviewed.
5. If the candidate's screening reveals convictions, HRAPS, appropriate administrator and the Chief of Police, or their designees, will review and make a final determination regarding the suitability of individuals for specific positions. When appropriate, they will consult with General Counsel. It may be recommended that additional controls be implemented before a department employs an individual with a conviction.
6. If the results of the background check preclude an individual from employment, HRAPS will notify the candidate. Copies of the results will not be provided to the candidate. However, upon request, HRAPS must provide information on how applicants can contact the Department of Justice to obtain their background check information and learn of their rights and the procedures to appeal the results of their background check. Such results can be received directly from the Department of Justice.

1. Either HRAPS will serve as the Office of Record for background check results. It is also the responsibility of these offices to maintain the

confidentiality of background check results. All HRAPS employees who have access to background check results must undergo a background check through the California Department of Justice.

2. Either HRAPS will notify the Department of Justice when a person is no longer being considered for employment or is no longer employed by Humboldt State University.

Additional Policies and Procedures

Please view the [Recruitment Resources](#) webpage for more information regarding the recruitment process, forms, resources and policies. The [HSU Policies](#) webpage contains the following information:

- [Policy for Affirmative Action and Equal Employment Opportunity in Recruitment and Appointment](#)
- [Policy on the Utilization of Affirmative Action Guidelines for Recruitment and Appointment](#)

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 screening 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. Screening 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 screening 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.

Policy on the Implementation of Article 9.3 of the CSUEU Contract (Units 2, 5, 7 & 9)

Article 9.3 of the CSUEU Contract states that an employee who believes he/she is qualified for a vacant position at a CSU campus may apply for such position within the specified application period. The term "employee" as used in this article refers to a CSUEU bargaining unit member who is full-time, part-time, probationary, permanent, or a temporary employee. Individuals hired for temporary positions of ninety days or less are excluded from Article 9.3.

It is the policy of the CSU in filling vacant CSUEU bargaining unit positions to fill such vacancies from among qualified individuals currently employed at a campus. The President may appoint outside applicants when he/she determines such action is necessary to:

1. Meet the best interest of the campus by obtaining specialized skills and abilities not available from current employees.

All CSUEU recruitment announcements (with the exception of an on-campus only recruitment) will include the following statement:

In accordance with applicable Collective Bargaining Agreements, preference may be given to the on-campus applicants covered by these agreements. However, positions are open to all interested applicants, both on and off campus.

Applicants will be considered for a vacant position according to the following procedure:

1. Human Resources and Academic Personnel Services (HRAPS) will forward to the Screening Committee all applicants who meet the minimum qualifications.
2. The Screening Committee will assess the qualifications of all applicants based on the requirements specified in the vacancy announcement, a review of the application materials and the results of reference checks, telephone and on-campus interviews.
3. If at any point in the assessment process it is clear that a current CSUEU employee lacks the required specialized skills or abilities that other applicants possess, the Screening Committee must consult with and submit to APSHR written documentation specifying the skills or abilities that are lacking.

Reference: Executive Memorandum Pg. 98-4 (06/00)

Staff/Administrative Form 1

Authorization to Recruit

Job # _____

Screening Committee Chair: _____ Phone (ext.) _____

Contact Person: _____ Phone (ext.) _____

Complete Form 1 must include the following:

- 1) Vacancy Announcement/Draft
- 2) List of screening committee members
- 3) Current Position Description
- 4) Budget Justification
- 5) Visit the [Outreach Checklists and Resources](#) webpage and provide (or attach) the required outreach venues:

Standard Human Resources Recruitment Procedures (automatic for all recruitments)

Account # to be charged for advertising (if applicable):

Account	Fund	Dept. ID	Program	Class	Project
---------	------	----------	---------	-------	---------

Position: _____

Classification	Class Code #	Working Title	Salary Range
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Department/Hiring Unit: _____

Permanent/Probationary	Temporary	Hourly
Full-time	Part-time	11/12
12-month	10/12	

New CMS Position # _____
 (To be assigned by Budget)

Replacement for _____ CMS Position # _____

Position Funding Source: _____

Account	Fund	Dept. ID	Program	Class	Project
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Hiring Authority (Person Making Hiring Decision)	Date
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College Dean/Chief Administrator	Date
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Academic Personnel Services and Human Resources	Date
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Vice President or Designee	Date
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Budget Office Approval	Date
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President	Date
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Please Return the Original to APSHR

STAFF/ADMINISTRATIVE
Form 3
INTERVIEW REQUEST

(If Form 2 Has Been Revised, Please Attach a Copy.)

CHECK ONE:		NOTE: Attachment of application materials is no longer necessary
Telephone Interview		
Personal Interview		
(If candidates are eliminated after the telephone interview, please attach a brief explanation.)		

POSITION: _____

The following candidates are requested for interviews:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Screening Committee Chair

Date

Hiring Authority (Person Making Hiring Decision)

Date

Academic Personnel Services and Human Resources

Date

Please Return the Original to APSHR

STAFF/ADMINISTRATIVE

Form 4

SCREENING COMMITTEE RECOMMENDATION

Please Attach Recommended Candidate's File and Obtain Signature from APSHR

TO: _____
Hiring Authority (Person Making Hiring Decision)

Following consultation with the screening committee this represents the consensus of the committee, and where there has not been a consensus the differences are noted.

FROM: _____
Screening Committee Chair

Candidate(s) Recommended:

Reasons for Selection (Please provide specific, fairly detailed reasons.):

Reasons for non-selection of candidates *interviewed*. (Please address each candidate individually and provide specific, fairly detailed reasons.)

Candidate(s) NOT Recommended:

Reasons for Non-Selection:

Reasons for non-selection of candidates *interviewed*. (Please address each candidate individually and provide specific, fairly detailed reasons.)

Candidate(s) NOT Recommended: Reasons for Non-Selection:

Please Return the Original to the APSHR

CONFIDENTIAL FORM

Humboldt State University

APSHR

Job # _____

STAFF/ADMINISTRATIVE

Form 5

OFFER OF APPOINTMENT

(To be used only if salary is within 5% of minimum of range)

Candidate Recommended: _____

Position: _____

Department: _____

Salary: _____

Time Base: _____

Salary Range: _____

Pay Plan: _____

Start Date: _____

Supervisor: _____

Supervisor's Title: _____

Will employee supervise others?

YES

NO

Reason for selection and justification for higher salary up to 5% (if applicable):

Hiring Authority (Person Making Hiring Decision)

Date

CONFIDENTIAL FORM

Humboldt State University
APSHR

Job # _____

STAFF/ADMINISTRATIVE Form 5

REQUEST TO VICE PRESIDENT TO OFFER APPOINTMENT

(To be used only if salary is over 5% of minimum of range)

Please Approve the Following Offer of Appointment:

Candidate Recommended: _____ Start Date: _____

Position: _____ Department: _____

Salary: _____ Time Base: _____ Pay Plan: _____

Supervisor: _____ Supervisor's Title: _____

Will employee supervise others? YES NO

Reason for Selection: (Application File & Form 4 Attached)

Hiring Authority (Person Making Hiring Decision)

Date

Please provide the following information and obtain the signature from APSHR.

Approval is requested for the appointment of this candidate at above the minimum of the salary.

The beginning of the range is _____ per month. Justification for the higher salary of _____ is as follows:

APSHR Recommendation:

Academic Personnel Services and Human Resources

Date

Vice President's Signature as Final Approval

Date

Please Return the Original to APSHR



Release of Information & Supplemental Applicant Information

I, _____, being considered for employment as _____, by Humboldt State University, and desiring the University to be informed as to my previous employment record, do hereby authorize all past and present employers, references, and other appropriate persons or firms, to release to the University any and all information regarding my employment record upon request, and I do hereby agree to hold such employers, references, persons, etc., harmless from liability for releasing said information.

Signature of Applicant

Date

I waive my right to receive a copy of any public record during the reference checking process pursuant California Civil Code Section 1786.53.

Supplemental Employment Data

Are you currently employed by Humboldt State University?

Yes No

Have you ever worked for any other CSU campus or the State of California?

Yes No

Have you ever been terminated from employment?

Yes No *(If yes, please attach a detailed explanation.)*

Have you ever been convicted of any crime as an adult (excluding traffic violations other than felonies)? A conviction includes a plea, verdict or finding of guilt, regardless of whether sentence was imposed by the court.

Yes No *(If yes, please attach a detailed explanation.)*

(A criminal conviction will not necessarily disqualify an applicant from employment)

If hired, you will be required to furnish proof you are legally authorized to work in the United States. Can you furnish such proof?

Yes No

I certify that the answers I have given in the materials I have submitted in application for this position are true and correct and that I have not knowingly withheld any facts or circumstances. I understand that all answers given in my application for employment are subject to verification and should I be employed at the campus, any misrepresentation or omission of facts in this application may be sufficient reason for dismissal. The application materials include this document and any other materials submitted. Note: Offers of employment are contingent upon passing a criminal background check and willingness to sign the loyalty oath.

Signature of Applicant

Date