

Staff Recruitment Handbook



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

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Table of Contents

Getting Started: Recruitment Procedure	3
Best Practices for Search Committees	6
Responsibilities of the Committee Chair	7
Search Committee Member Responsibilities	7
Employment Reference Check	8
Background and Criminal Records Check Policy and Procedures.....	9
Additional Policies and Procedures	13
Policy on Confidentiality and Privacy Rights of Applicants for Staff and Administrative Recruitments	13
Policy on the Implementation of Article 9.3 of the CSUEU Contract.....	14

The Department of Human Resources (HR) 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 Cal Poly Humboldt'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 creates the Job Card in CHRS Recruiting which provides details of the position, identifies the search committee chair and committee members, provides justification linked to the Humboldt Strategic Plan for recruiting the position, identifies outreach venues for vacancy announcement posting (please provide a Chart Field String for advertising expenses), and includes an advertising summary (2-3 sentences max). Completes the [Position Description](#) form and a draft of the vacancy announcement stating the responsibilities and qualifications of the position. 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 and the CHRS Recruiting-Reviewing Applicants trainings within the past year. ALL committee members must complete the required trainings prior to gaining access to applicant materials. CHRS Recruiting does not allow committee members to be given access individually, so it is important for members to complete trainings in a timely manner so the recruitment process is not delayed.
- 2) The hiring department must email the draft of the position description and vacancy announcement to careers@humboldt.edu.
- 3) Prior to reviewing applications, the Screening Committee Chair schedules a meeting with committee members to review recruitment processes, 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 Equity Advocate Information, Calculating Full-Time Equivalency, Committee Notes, Reference Check Information form, a sample screening matrix, and a copy of the vacancy announcement.
- 4) Candidates who meet minimum qualifications must be moved to the **Search Committee Reviewed: MQs Met** status in CHRS Recruiting prior to submitting the request for HR approval to interview. 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 in

CHRS Recruiting. 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.

- 5) 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. Selected candidates are moved to the **Request to Interview (HR Approval Required)** status in CHRS Recruiting. Please make sure all candidates have completed all requested application materials and meet the minimum qualifications outlined in the vacancy announcement. Only after the Recruiter moves the candidates to the **Request to Interview – HR Approved** status, may the selected candidates be contacted for an interview. If the committee is going to conduct both phone and in-person interviews, the committee will move selected candidates to the **Optional – 2nd Request to Interview (HR Approval Required)** status in CHRS Recruiting so as to illustrate which candidates have been eliminated by the initial interviews. If candidates are no longer being considered after the initial interview, please include a brief explanation in the candidate's summary in CHRS Recruiting. Alternately, a written justification may be emailed to careers@humboldt.edu (please include the position number and title).
- 7) After all interviews and reference checks have been completed, the screening committee makes a recommendation to the Hiring Authority by moving the selected candidate(s) to the **Reference Checks Complete – Candidate Recommended (For HR Review)** status in CHRS Recruiting and submits the Reference Check Information Form and a written narrative to justify assessment of each candidate to HR and the Hiring Authority. Language providing justification should be fair, consistent and based upon the screening criteria. Please make note of the following suggestions:
 - a) 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) The Hiring Authority receives notification of the recommended candidates via email notification from CHRS Recruiting and moves the candidate(s) selected to make an offer to **Finalist Selected – Equity Analysis Request** status in the system.
- 9) At this time, the Search Committee Chair should submit the [Reference Check Template Form](#), as well as a copy of the selected candidate's application materials.

- 10) The Hiring Authority receives the equity analysis results from HR and either conveys offer of employment within the equitable range provided by HR to selected candidate or moves finalist to the following status in CHRS Recruiting BEFORE offering the position:
 - a) **Optional Request to Offer Outside of Equitable Range** – Must 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.
- 11) 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**
 - Include job details and answer background check questions in email template to Recruitment Team
 - b) **Conditional Offer Declined**
- 12) The Recruitment Team will use the information provided to order the appropriate 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. A formal letter of offer will not be sent until we have satisfactory results from the background check.
- 13) 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 Cal Poly Humboldt forms site.
- 14) Once satisfactory results from the background check are received, the Recruitment Team drafts a formal letter of offer for the successful candidate.
- 15) After the candidate accepts and signs the formal offer letter, HR will assign New Hire Paperwork and the hiring department should assist the employee in completing the onboarding steps.
- 16) The Committee Chair notifies all interviewed candidates that the position has been filled (both telephone and in-person interviews) via phone or letter. HR will notify all other non-interviewed candidates.
- 17) All application materials, documentation of reference checks, committee notes and matrices are returned to HR 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 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.
- 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 HR.
- 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.
- Complete the CHRS Recruiting-Recruitment Committee Briefing and CHRS Recruiting-Reviewing Applicants training within one year 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 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 policy of Human Resources 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, Cal Poly Humboldt 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 Cal Poly Humboldt programs and functions. This policy excludes the campus auxiliary organizations, which include 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 Cal Poly Humboldt campus or is organized and sponsored by the campus, by a Cal Poly Humboldt auxiliary or by an outside entity.

This requirement also applies to all existing non-represented Cal Poly Humboldt employees, all student assistants and all Cal Poly Humboldt volunteers who perform any work at an Cal Poly Humboldt hosted sports camp/clinic operated by Cal Poly Humboldt, a Cal Poly Humboldt 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 (HR/APS).

Background Checks for Current Employees

Background checks will not be required of current Cal Poly Humboldt employees with the exception of HR/APS 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 HR/APS 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, HR/APS 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. HR/APS 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, HR/APS, 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, HR/APS will notify the candidate. Copies of the results will not be provided to the candidate. However, upon request, HR/APS 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 HR/APS 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 HR/APS employees who have access to background check results must undergo a background check through the California Department of Justice.

2. Either HR/APS will notify the Department of Justice when a person is no longer being considered for employment or is no longer employed by Cal Poly Humboldt.

Additional Policies and Procedures

Please view the [Recruitment Resources](#) webpage for more information regarding the recruitment process, forms, resources and policies. The [Cal Poly Humboldt 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. 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.
2. 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 HR written documentation specifying the skills or abilities that are lacking.

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