RECRUITMENT & SELECTION HANDBOOK
(FOR MANAGEMENT AND UNIVERSITY STAFF POSITIONS)

A Guide to the Recruitment Process
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INTRODUCTION

Sacramento State is committed to a recruitment process that results in the hiring of the most qualified applicants. All individuals with authority to hire will be accountable for the recruitment, retention and development of diverse Management (MPP) and university staff.

Sacramento State promotes equal opportunity through affirmative action in employment and educational programs and activities. Federal and state laws, regulations, and court decisions are the external forces that have had significant impact on the employment function, including selection. The vision of these laws and regulations has been to encourage societal change in the work place by prohibiting discrimination and recognizing that the reality of our culturally diverse population and immigration patterns provide a work force of diverse accents, behaviors, communication styles, dress and talents.

The federal agencies with responsibilities for enforcing equal opportunity consolidated the laws and regulations into a single document entitled "The Uniform Guidelines on Employee Selection Procedures." The Guidelines require employers to use "job-relatedness" and "business necessity" as the basis for employment decisions and the definitions and standards contained therein made sweeping changes in human resources practices for all employers, and are accepted as standard in today's business environment.

AFFIRMATIVE ACTION

Affirmative action, as established by Executive Order 11246, applies to all employers with 50+ employees who receive $50,000 or more in federal contracts or grants. The Executive Order obligates these employers to have an affirmative action plan in hiring and promoting qualified minority and female employees. A later revision of the order added goals and a timetable to the employer's plan. Affirmative action for disabled individuals, disabled veterans and Vietnam-era veterans are mandated by the Vocational Rehabilitation Act of 1973 and the Vietnam Era Veteran's Readjustment Assistance Act of 1974, respectively.

The enforcement authority for affirmative action was assigned to the Office of Federal Contract Compliance Programs (OFCCP). This agency within the Department of Labor oversees federal contractors and is empowered to investigate employment practices; investigate complaints; issue rules and regulations; cancel, terminate, or suspend contracts; and bar employers from entering into additional contracts. Sacramento State is a recipient of federal contracts and grants.

Proposition 209 banned the use of race and gender in the state’s employment practices. This initiative also contained an exemption that allows actions that are strictly necessary to establish or maintain eligibility for federal or state funds, where ineligibility would result in a loss of federal or state funding. As an Employer of Choice, Sacramento State has emphasized outreach and continued implementing equal employment opportunity (EEO) throughout its’ employment policies, procedures and practices.
ACCOUNTABILITY
Hiring authorities are accountable for:

- A nondiscriminatory process
- Compliance with laws and policies
- Exercising sound judgment

Keeping these principles in mind at each decision point will reduce the chance of violating any EEO guidelines and ensuring that job-relatedness as well as business necessity are the basis for selecting the best-qualified person for the job.

GUIDELINES

1. All recruitment and selection efforts must be coordinated through Human Resources (HR). HR provides guidance and assistance throughout the process.

2. The hiring manager should collaborate with their HR team of Recruitment and Classification & Compensation Analysts to ensure employment decisions are in compliance with the CSU and University policies and procedures. HR will review the selection process and employment decisions for compliance with all policies and applicable laws.

3. The hiring manager should attend training regarding staffing and recruitment and affirmative action/equal employment opportunity.

RECRUITMENT

1. The HR Recruitment Analyst and hiring manager will collaborate in developing and documenting objective nondiscriminatory criteria for the job posting.

2. To post and fill a position, the hiring manager or designee must complete a requisition that identifies the job classification, duties, specific qualifications, working conditions, and physical and mental requirements through the online employment site.

3. Each position must be posted for at least fourteen (14) calendar days.

4. HR notifies units whether additional Affirmative Action (AA) efforts may be needed to recruit for posted jobs or job groups. Prior to commencing recruitment efforts, the hiring manager and HR will work together to identify specific plans for expanded outreach efforts.

5. To ensure compliance with regulations, all recruitment advertising must be approved by HR.

6. Advertising and other notification of a vacancy or new position must be nondiscriminatory and must include reference to the University’s commitment to Affirmative Action through Equal Opportunity.

7. HR will provide reasonable accommodations to complete the application process upon request by any applicant with a disability.

8. To comply with affirmative action requirements, certain data is requested as part of the online application and new hire process. This voluntary information is provided at the individual’s discretion. However, such information will be required as part of the employment process when an applicant is hired.
SEARCH FIRMS

1. A unit considering the use of a search firm or employment agency must consult with the HR Employment, Classification & Compensation Manager. Any search conducted by an outside agency or search firm must meet the same federal, state, local, and University guidelines as searches conducted directly through HR.

2. The search firm works on behalf of the University and is responsible for the same applicant tracking HR would otherwise do, including keeping records of Affirmative Action outreach efforts, and the recruitment and selection process. The department/unit that contracts with a firm or agency is responsible for ensuring that any firm or agency is fully informed regarding its responsibilities for meeting the University’s (AA/EEO) search documentation responsibilities.

3. The search firm must submit a copy of all search records to the hiring department/unit before the University processes payment of the final invoice or expense reimbursement.
RECRUITMENT TIMELINE CHART
The chart below is a timeline of the recruitment process; the timeline may vary depending upon specific circumstances of the recruitment.

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<th>TIMELINE</th>
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<td>PREPARE FOR RECRUITMENT</td>
<td>Depending on Department</td>
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<td>STEP 2</td>
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<td>STEP 3</td>
<td>RECRUITMENT WORKPLAN, POSTING, ORIENTATION, APPLICATION ACCESS</td>
<td>Minimum of 10 business days once received into HR- allow for a minimum of 14 days before the 1st review of applications</td>
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<td>STEP 4</td>
<td>COMMITTEE APPLICATION REVIEW AND INTERVIEW PROCESS</td>
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<td>STEP 5</td>
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<td>Depending on the Hiring Manager schedule</td>
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<td>STEP 6</td>
<td>OFFER OF EMPLOYMENT</td>
<td>Allow a minimum of two (2) business days</td>
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<td>STEP 7</td>
<td>ONBOARDING AND NEW EMPLOYEE ORIENTATION PROCESS</td>
<td>1 day orientation</td>
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<td>STEP 8</td>
<td>YOUR NEW HIRE</td>
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LEGEND
- DEPARTMENT STEPS
- HR/COMMITTEE STEPS
- COMMITTEE STEPS
STEP 1 - PREPARE FOR RECRUITMENT

ASSESS STAFFING NEEDS
Preparing for your recruitment process is essential. Before your position is listed and advertised, take the time to analyze the job for which you are recruiting, prepare/update the job description and work with Human Resources to prepare your posting. We recommend that colleges/departments begin work on their recruitments at least 30 days prior to the targeted posting date.

THINGS TO CONSIDER
- If you have not already done so, contact the Human Resources Office for Equal Opportunity at 278-5770 for an analysis of your department’s workforce and female/minority utilization goals
- Determine what type of recruitment will result in a well-qualified, diverse pool of applicants (e.g., within the university, locally, regionally and nationally)
- Determine what Sac State resources are available and develop a plan to use those resources effectively and efficiently
- Determine if the position is “sensitive” and will require a criminal background check. See Criminal Background Check Procedures and Guidelines and Criminal Background Check Worksheet for additional information
- Review standard reference check questions
  ✓ Please review recommended standard reference check questions
  ✓ You may attach draft reference check questions for consideration to Human Resources

POSITION DESCRIPTIONS
Organizations are rarely stable. The work changes, either through comprehensive changes in mission, scope, or responsibilities or by evolution. In either case, the assignment of duties and responsibilities to a position should be planned. If new or revised duties and responsibilities are needed, the Manager should determine whether to assign these to newly created positions or add them to existing positions.

If the answer is new positions, the Manager should evaluate the possible impact on the classification of existing ones. If the new duties have the potential to increase the level or grade of a position, it is often most fair to create a new position so that current employees can compete for it.

- Draft/Update position description(s) and submit to Classification & Compensation for review and signature. Refer to the Position Description Guide as a resource. Use the following forms under Classification & Compensation:
  ✓ MPP Position Description Form
  ✓ Staff Position Description Form
  ✓ Position descriptions must be approved by Classification & Compensation prior to posting the vacancy
  - All approved position descriptions must be signed by the supervisor and appropriate administrator before uploading to the recruitment requisition requests
  ✓ Include an organizational chart with your position description when submitting to Classification & Compensation
Submit to Classification & Compensation for review

NOTE: If the position description has not been reviewed and approved in the last six (6) months it must be re-routed to Classification & Compensation for another review, approval and signatures prior to posting.

STRUCTURED INTERVIEW QUESTIONS
- Utilize the Interview Guide and Repository of Interview Questions to draft and develop your questions
- Interview questions must be related to the experience, knowledge, skills and abilities of the position
- You may request that each one of your committee members send you at least two (2) questions to consider for the interview process (the list of questions should be kept with the hiring manager until the committee orientation at which point the questions will be reviewed with the group)
- You will need to upload the interview questions with your requisition
- HR will review and approve questions

POSITION STATUS
- Determine if position will be temporary or probationary:
  ✓ For any probationary and/or newly created management positions you will need to complete the Request for Exemption form
  ✓ Obtain appropriate signatures
  ✓ Attach to requisition
  ✓ If the position is temporary an exemption form is not necessary

WRITTEN/PERFORMANCE EXERCISES
- Must be in alignment with the specialized skills and knowledge, skills and abilities of the position

HIRING MANAGER – KEY RESPONSIBILITIES
The hiring manager or designee is primarily responsible for (some duties may be coordinated with HR):
- Confirmation of the search committee members and committee chair
  ✓ If your committee member does not have an Empl ID#, access and complete the Person of Interest Form and attach to the recruitment request requisition
  ✓ Ensuring that Administrators who are most directly involved in making decisions affecting the quality of academic programs, which consists of the Provost and Vice President for Academic Affairs, Assistant/Associate Vice Presidents in Academic Affairs, Director and Dean of the Library and Dean of Colleges, are in compliance with University Policy for the Selection of Associate/Assistant Deans/Librarians
  ✓ Ensuring compliance for MPP Athletic Personnel Appointments
• Work with HR Recruitment Analyst to develop the recruitment work plan and timeline
  ✓ Your HR Recruitment Analyst will contact you to set up a meeting to discuss the work plan and timeline once the requisition has been submitted to HR

• Draft advertising posting for newspapers, publications, etc. *(will need HR review before posting and should be attached to requisition)*

• Interviewing the finalist referred from the Search Committee

• Checking internal & external references of applicants/candidates

• Communicating with applicants who were interviewed/contacted regarding the recruitment about the status of their applications and/or the recruitment process

• Assuring appropriate confidentiality at each stage of the search

• Obtaining approval from the Office of Human Resources before making a verbal offer of employment *(for MPP positions only)*

**PREPARING DOCUMENTS FOR REQUISITION**

• View the [Human Resources Job Posting Calendar](#) to plan your recruitment accordingly

The following documents should be prepared and contained in a “Word” or “PDF” file on your desktop; this will allow you to easily attach all required documents to the requisition once you get started:

1. Approved Position Description with Supervisor and Appropriate Administrator signatures
2. Draft Interview Questions
3. Performance/Written Exercise – *if applicable*
4. Request for Exemption Form - *if applicable*
5. Background Check Worksheet – *if applicable*
6. Copy of advertisement that will be used for external postings - *if applicable*
7. Person of Interest (POI) form- *if applicable*
8. **Other- any additional documents organizational charts, reference check questions, screening criteria, etc.**
9. **Fob/Key from Facilities Form – PENDING**
STEP 2 – SUBMITTING YOUR REQUISITION

HOW TO SUBMIT RECRUITMENT REQUISITION

Once your requisition has been RECEIVED in Human Resources, the HR Recruitment Analyst will contact the hiring manager within 10 business days to schedule a recruitment work plan meeting.

- All requests for recruitments must be submitted through the HR Recruiting Solutions Automated System (CMS); follow the process in Section 1- Create a New Recruitment Request.
- Complete all applicable sections of the requisition.
- Attach all required/applicable documents.
- Once requisition has been submitted, it will route through your internal department/college for electronic approvals.
- Your HR Recruitment Analyst will be contacting you to complete a recruitment work plan within the above mentioned ten (10) business days.

NOTE: HR reserves the right to push back posting dates should the volume of recruitments increase and/or if documents are incomplete. Your respective HR Recruitment Analyst will advise your department of any delays in posting your vacancy.

The chart below shows an example of the electronic approval process. Once the HR Final Review box has been approved the position will be posted on the next posting cycle.

<table>
<thead>
<tr>
<th>Approved</th>
<th>Approved</th>
<th>Approved</th>
<th>Approved</th>
<th>Approved</th>
<th>Approved</th>
<th>Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEPT CHAIR REVIEW</td>
<td>DEAN/ADMINISTRATOR APPROVAL</td>
<td>VP APPROVAL</td>
<td>BUDGET APPROVAL</td>
<td>CLASS COMP REVIEW</td>
<td>HR ANALYST REVIEW</td>
<td>HR FINAL REVIEW</td>
</tr>
<tr>
<td>2/18/15 1pm</td>
<td>2/19/15 4pm</td>
<td>2/20/15 10am</td>
<td>2/23/15 11am</td>
<td>2/23/15 2pm</td>
<td>3/4/15 4pm</td>
<td>3/6/15 10am</td>
</tr>
</tbody>
</table>

Positions are posted every Wednesday. Based on the example above this position will be posted on the next posting cycle which would be March 11, 2015.
STEP 3 – RECRUITMENT WORKPLAN, POSTING, COMMITTEE ORIENTATION, APPLICATION ACCESS

RECRUITMENT WORKPLAN

- Review requisition and all attachments for completeness
- Contact the hiring manager to set up a recruitment work plan meeting (face-to-face, email or conference call), this meeting should include the administrative support and/or committee chair
- Human Resources will work with the hiring manager to review the following:
  - Overall Recruitment Process
  - Affirmative Action Plan Goals
  - Timelines - opening/closing, interviews, etc.
  - Posting and Job Advertisement Language/Placements
  - Interview Questions and/or exercise(s)
  - Selection and Salary Justification
  - Making offers
  - Rating and Process/Summary Sheets - Committee Chair
  - Committee Chair responsibilities
  - Communication on the Recruitment Process (to HR, Candidates, etc.) - Committee Chair

POSTING POSITIONS

- Human Resources will post all vacant positions
- Positions will be posted on sites that include, but not limited to:
  - Sacramento State Web-based Job Board
  - The California State University (CSU) Careers
  - Cal Jobs
  - Emailed to local Veteran Offices
- All Staff vacancies will be posted for a minimum of 14 calendar days
- MPP positions may be open until filled, usually with a 30 day priority review date
- Once the position has been posted, the hiring manager and committee members will receive notification of the posting and communication of the Committee Orientation date and time, which will be coordinated by the Committee Chair and Human Resources
- Committee members will receive the Search Committee Orientation Handbook for review prior to orientation
- If there should be any changes to your posting (i.e. originally one (1) vacancy now two (2), changing committee members/chair) please contact the HR Recruitment Analyst as soon as possible to initiate the update(s)
COMMITTEE ORIENTATION

- The Committee Chair will coordinate the date and time of the committee orientation with Human Resources
- All committee members will be required to attend orientation
- All committee members and anyone participating in any capacity of the recruitment process will be required to complete the Confidential Agreement/Nepotism Policy Form

ACCESS TO EMPLOYMENT APPLICATIONS

- Upon completion of the committee orientation the committee will receive access to the applications (provided that the priority review and/or final filing date has passed and all interview questions are finalized)

STEP 4 - COMMITTEE APPLICATION REVIEW PROCESS

- Committee members will receive and review applications from Human Resources via Common Management System (CMS)
- Depending on the applicant pool, the committee may take any of the following steps:
  - Conduct additional screening for best qualified
  - Conduct phone interviews
  - Conduct face-to-face interviews
  - The Committee Chair will complete the interview summary for top applicants moving forward in the process

STEP 5 - HIRING MANAGER PROCESS - SELECTION

INTERVIEWING THE FINALISTS

- The hiring manager will interview the finalist
- Reference checks may be conducted either prior to or after the hiring manager interviews

COMPLETING SELECTION PAPERWORK

- Once the hiring manager has determine the candidate for hire the following steps should be followed:
  - Conduct reference checks if they have not be completed
  - Complete the Hiring Manager Selection and Justification form
  - Utilize the Salary Guidelines and Quartile Calculator to determine salary recommendation and salary range
    - Salary Guidelines
    - Quartile Calculator
    - CSU Salary Schedule
  - Complete the Personnel Transaction Form (PTF) under Employment Services

  PTF Instructions
STEP 6 - OFFER OF EMPLOYMENT

Please allow a minimum of two (2) business days for HR review

- Once a verbal job offer has been made the HR Recruitment Analyst will follow up with an email to the hiring manager to advise the offer has been made
- Once the offer has been accepted the HR Recruitment Analyst will follow up an appointment letter for signature

STEP 7 - ONBOARDING AND NEW EMPLOYEE ORIENTATION PROCESS

ONBOARDING

- If the verbal offer to the Staff or MPP candidate is accepted, Employment Services will follow up with a written appointment letter to confirm offer

The following steps will also be handled by HR-Employment Services for all new hires:

- Forward confirmation email to the new hire for New Employee Orientation date and time
- Forward the link into the New Employee pre-employment paperwork portal
- Coordinate paperwork for background check - if applicable

- An attached copy of the department/HR approved position description will also be provided to the new hire

NEW EMPLOYEE ORIENTATION

- All new hires will need to attend New Employee Orientation
- HR will provide a complimentary one (1) day temporary parking permit to new hires on the day of orientation, if needed

- [HR will provide guidance on obtaining a Fob and/or Key from Facilities – pending]

- HR will provide guidance to obtain the One Card and Parking Permits

STEP 8 - YOUR NEW HIRE

- Once your new hire has completed New Employee Orientation he/she will be sent to the department/college. Please view the Department Manager/Lead Worker Check list for the next steps for your New Employee Orientation Onboarding Checklist.

For questions about this document, please contact Carla Almeida, Manager of Employment Services, Classification & Compensation at 916 278-6076