



STAFF AND MPP RECRUITMENT GUIDELINES

PREPARATION FOR THE WORK OF TODAY AND TOMORROW

INTRODUCTION

Recruitment Guidelines for MPP and Staff Positions*

The University seeks to recruit, retain and engage highly talented and diverse employees who will advance the mission of CSUDH. The campus is committed to maintaining an inclusive community that values diversity and fosters tolerance and mutual respect. Together, we strive for educational equity and seek to promote a fair and open environment for the exchange of ideas.

The campus relies on guidelines, policies and procedures to recruit qualified candidates, to ensure all aspects of the process are non-discriminatory, while ensuring that the search process produces broad and diverse candidate pools.

The purpose of this guide is to assist the hiring manager and/or participants of a search committee involved in the selection of personnel. It is important that members of search committees comply with established campus policies and consult with the Office of Human Resources before deviating from established protocols designed to ensure each recruitment is based on fair and open competition and equal opportunity. The recruitment process for staff and management employees at CSUDH incorporates all federal and state regulations, CSU collective bargaining agreements, CSU system policies, and University policies and guidelines. Many components of the recruitment process are mandated by these regulations and policies.

All recruitment forms can be found on the Recruitment page of the Human Resources Management website: <http://www.csudh.edu/hr/recruitment/index>

The search process has five phases:

1. Pre-Recruitment
2. Recruitment
3. Screening
4. Interviews
5. Selection/Offer of Employment

**(NOTE: Recruitment of Academic and Non-Academic MPP classified as Administrator III or Administrator IV, should follow the procedures outlined in the Presidential Memoranda [PM 07-04](#) and [PM 14-03](#)).*

PRE-RECRUITMENT

The Office of Human Resources will oversee the recruitment and advise the hiring manager on the process.

The primary responsibility and initiative for launching a recruitment lies with the hiring manager. As soon as the hiring manager is ready to fill a vacancy, they will need to submit the position description to HR via CHRS Recruiting to review the classification.

A well-written position description forms the basis for advertisement of the position as well as for developing screening criteria. It is both a key recruitment tool and a mechanism for defining the pool of potential applicants. All required qualifications should relate directly to the essential job functions and be considered necessary for the position. An overly restrictive list of required qualifications may unnecessarily limit the potential pool of applicants, and may remove some strong candidates from further consideration. However, specialized knowledge, skills, and/or abilities necessary to perform the position functions must be included.

SUBMITTING A POSITION DESCRIPTION FOR CLASSIFICATION REVIEW:

- The HR Liaison will complete the position description template in CHRS Recruiting.
- A Human Resources classifier will verify that the position description is properly classified per the CSU Classification Standards.
- The position description template will be sent to the hiring manager for approval.

Upon receipt of the approved position description, the recruitment will be posted based on the applicable posting requirements.

FORMATION OF THE SEARCH COMMITTEE:

The hiring manager will select the search committee participants. At least three committee members are required for staff and Administrator I and II recruitments.¹ The composition of all search committees should be well balanced across gender and ethnicity. Normally, the first person to be selected for the search committee is the chairperson. The committee chair must be an MPP or confidential employee. The search committee is responsible for screening candidates who meet the minimum requirements, conducting interviews and identifying finalist(s).

Search committee members should have a legitimate interest in the selection process. For example, in the selection of a recruiter, it might be advantageous to include a few of the primary recipients of the service provided by the recruiter position. For management positions, persons who will be subordinates, peers, and/or superiors of the person selected could serve on the search committee. Generally, search committees are comprised of employees who have an interest in the function served by the position. However, on occasion, individuals outside of the university may serve on the search committee. Collective Bargaining Agreements

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(CBAs) may have specific requirements regarding bargaining unit member representation on search committees.

In accordance with the [CSU Nepotism Policy](#), no CSU employee shall vote, make recommendations or in any way participate in decisions about any personnel matter which may directly affect the selection, appointment, evaluation, retention, tenure, compensation, promotion, termination, other employment status or interest of an immediate family member. It is incumbent upon a search committee member to disclose when such a conflict arises. Upon having knowledge of any conflict of interest with a committee member, the search committee chair should discuss the matter with the hiring manager and HR and take appropriate action, which may include the need to withdraw from the process.

Search committee members are responsible for the following:

- Attend all meetings scheduled by chair.
- Assist in establishing a timeline.
- Assist in establishing screening criteria.
- Assist with the development of interview questions, when requested.
- Participate in all interview sessions.

ROLES AND RESPONSIBILITIES OF THE SEARCH COMMITTEE CHAIR:

The search committee chair convenes the first session of the search committee (if applicable), outlining the characteristics and responsibilities of the position.

The search committee chair is responsible for the following:

- Consult with the Office of Human Resources to review the search process.
- Schedule and direct all search committee meetings.
- Serve as a contact person and help maintain all records associated with the search process.
- Serve as liaison between the search committee members and candidates.
- Assess and discuss conflict of interest issues with the hiring manager and HR.
- Advise the hiring manager of finalists' strengths and weaknesses.

NOTE ON CONFIDENTIALITY:

All committee discussions and deliberations are privileged information. It is the responsibility of each member not to discuss any of the candidate's information or provide any type of update on the status of a recruitment to any non-committee person within or outside of the University. For questions regarding the confidentiality of the recruitment process, please contact the Office of Human Resources.

RECRUITMENT

ADVERTISING THE VACANCY:

The Office of Human Resources will work closely with the hiring manager to develop recruitment strategies with a focus on reaching a broad and diverse pool of qualified candidates. Tools for proactive outreach may include networking with other colleagues, job fairs, professional organizations, listservs, and pipeline recruiting such as LinkedIn.

The position announcement is posted in accordance with the requirements of the appropriate Collective Bargaining Agreement, if applicable.

Staff and Administrator I and II position announcements must be posted for a minimum of 14 days. Administrator III and IV position announcements will be posted nationally for a minimum of 30 days per the applicable Presidential Memoranda.²

The publications listed below are used as part of CSUDH's standard advertising and are of no cost to the hiring department (subject to change):

- CSUDH Career Opportunities
- CSU Careers
- Caljobs.com
- WomenAndHigherEd.com
- HispanicsInHigherEd.com
- BlacksInHigherEd.com
- DiverseEducation.com
- ChronicleVitae.com
- LinkedIn.com
- Twitter

A recruiter may also suggest additional advertising recommendations to other publications/sites, the hiring department bears the cost of such advertising. Executive level positions or very specialized positions may require a regional or national search. The Equal Employment Opportunity Commission (EEOC) considers the following to be barriers to equal employment opportunity in recruitment and hiring:

- Failing to advertise widely.
- Recruitment practices that overlook or fail to seek all qualified individuals.
- Reliance on informal networks of recruitment or word of mouth.

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INTERNAL POSTINGS:

Subject to collective bargaining limitations, the hiring manager may decide to limit a recruitment to applicants that are current CSUDH employees.

APPLICATION ACCEPTANCE PERIOD:

There are two application acceptance period options:

1. Specific Deadline – A specific date that meets the minimum posting period (14 days) is designated. All applications received on the specified day are considered for review.
2. Open Until Filled (typically MPP/Confidential recruitments) – Open until filled indicates that applications will be accepted until the position is filled. A “first review date,” is designated and there is no guarantee that applications received after the first review date will be reviewed.

Potential applicants are required to submit an online application, and/or cover letter and resume through CSUDH’s Applicant Tracking System. The applicant portal can be accessed via the [CSUDH Career Opportunities](#) page.

SCREENING

At the end of the application acceptance period, the screening process begins with a review of the application materials submitted by each candidate, which may include a letter of interest/cover letter, resume, letters of recommendation or a list of references, and other materials that may have been identified.

HUMAN RESOURCES:

A recruiter will screen applicants based on the minimum education and experience listed in the job announcement as outlined in the CSU Classification Standards. Applicants who fail to meet the pre-established minimum requirements will not be considered; notification of such action will be provided to the applicant in writing. Candidates who meet the minimum requirements are then forwarded to the search committee for review.

SEARCH COMMITTEE:

Evaluating candidates for interviews must be based on the essential qualifications of the job as described in the position description (e.g. knowledge, skills, abilities, preferred qualifications, etc.), considering only the information provided in the application/resume. If an applicant does not submit a resume, you must use the information listed in the job application. Additionally, this stage is vital in deterring and preventing potential bias (implicit or explicit) related to a candidates protected (or potentially protected) status.

Application Screening is an evaluation tool used to assist in objective decisions and documentation for the nomination of finalist(s). The screening is to be completed by each committee member in CHRS Recruiting. Each candidate should be rated for established selection factors.

It is especially important that every applicant at any given stage of the process receive the consistent treatment and consideration. Personal knowledge of a candidate's background should not be considered for the interview selection process if the information cannot be validated by application materials.

For certain positions, the committee must honor applicable collective bargaining agreement requirements pertaining to qualified internal CSUDH applicants within the applicable bargaining unit. A recruiter will make the hiring manager/search committee aware should any applicant meet this criteria.

INTERVIEWS

The goal of the interview process is to identify and select the best qualified applicant(s).

It is generally recommended that committees interview at least three applicants for a position, unless the pool lacks a sufficient number of qualified applicants.

For consistency purposes, all members of the search committee are required to participate in the interviews of all candidates. To ensure a fair assessment of all candidates, if a search committee member misses any one candidate's scheduled interview, arrangements shall be made to have the interview(s) recorded.

When scheduling interviews, the search committee chair should inform candidates of the following:

- Date, time, and location of interview
- Names and titles of committee members
- Applicable parking instructions*
- Provide a campus map
- Duration of interview

*Note: Candidates interviewing for a state position are eligible for a complimentary daily parking permit. The search committee chair may contact Parking Services to make the necessary arrangements. The interviewee may pick up the complimentary permit at the information booth.

All candidates must be interviewed in a consistent manner (i.e., in person, phone, or web-based interview). For candidates undergoing web-based interviews (i.e., Zoom), while the Office of Human Resources recommends that each candidate be invited to campus for a final interview, it shall be the decision of the hiring manager to recommend that we extend an offer of employment to a candidate having only undergone a web-based interview.

INTERVIEW QUESTIONS:

To prepare interview questions, hiring managers should refer to the knowledge, skills and abilities of the position description. An applicant should be asked questions that are job-related only. It is important to choose the right interviewing technique that matches the performance and retention needs of the university and position, as well as the culture of the university/team.

Hiring managers can select from a variety of interviewing techniques including open-ended, situational, and behavioral style interview questions. It is encouraged that you create open-ended questions, avoid writing “yes or no” questions. Instead, write questions that begin with the interrogative pronouns: who, what, where, when, why, and how. These kinds of questions make it possible for an applicant to explain or justify their answers.

Interviews should be conducted in a structured format with a set of pre-established interview questions. Follow-up questions can vary depending on the applicant’s response to the pre-established interview questions.

Equal Employment Opportunity (EEO) laws and regulations, as well as many individual state laws, prohibit discrimination against applicants on the basis of race, color, religion, national origin, sexual orientation, gender, gender identity, gender expression, genetic information, marital status, age disability or veteran’s status. All questions asked must be non-discriminatory, job related and designed to help establish the applicant’s qualifications for the position. Despite careful preparation and question selection, some candidates will volunteer information that is not applicable to the interview or the screening criteria. Do not pursue or make a note of such information.

Types/categories of questions that may not be asked:

A. Lifestyle and Marital Status

- "How many children do you have at home?"
- "What are the ages of your children?"
- "Who will babysit your kids?"
- "Do you plan to have children?"
- "Are you currently using birth control?"
- "What are your plans for marriage?"
- "Are you currently living with your husband/wife?"
- "Who do you live with?"
- "How long have you been married/separated/divorced?"
- "Is your present husband your children’s father?"
- "Is your family dependent upon you working?"
- "Do you have to work?"
- "How does your husband/wife feel about your working?"
- "How does your husband/wife feel about your moving?"
- "Are you active in any political organizations, local campaigns, or parties?"

B. Citizenship, National Origin, Race and Ethnicity

- "Where are your parents living?"
- "How long have you been a citizen?"
- "What is your native tongue/language?"
- "What kind of name is that?"
- "What is your ethnic background?"
- "Were you born in this country?"
- "When did you come to the United States?"

"What is your wife's or mother's maiden name?"

"What clubs, sororities, organizations, or lodges do you belong to?"

C. Age

"When did you graduate from high school/college?"

"How old are you?"

"How far away are you from retirement?"

D. Veterans Status

"Were you in the military service?"

"Why were you not in the military service?"

E. Religion

"How do you spend your weekends/evenings?"

"Do you go to church?"

"What is your religious preference?"

F. Disability and Medical Condition

"Do you consider yourself a healthy person?"

"Have you ever been hospitalized?"

"Is there any family history of mental instability?"

"What is your disability called?"

"Have you ever filed a Workers' Compensation claim?"

"Have you ever been addicted to drugs or treated for drug addiction?"

"How much alcohol do you drink or do you have a 'drinking problem'?"

G. Arrest Record

"Have you ever been arrested?"

"Have you ever been in trouble with the law?"

"Have you ever been subpoenaed?"

"Have you been the subject of an internal company investigation?"

H. Credit and Financial Record

"Have you ever had any property repossessed/foreclosed?"

"Do you own your own home?"

"Are you renting or buying?"

"Do you live in a house/apartment?"

"Do you own your own car?"

"How did you finance your education?"

"Have your wages ever been garnished?"

The Office of Human Resources can provide samples and suggested interview questions as needed.

INTERVIEW FORMAT:

After the candidate has been welcomed, each member of the interview group should identify themselves by name, title and department. Effective interviews are those that develop and move from formal speech making to give-and-take dialogue that engages both the candidate and the interviewers.

At the conclusion of the interview, the candidate should be provided with an opportunity to ask (a limited amount of) questions or provide a final definitive statement about their candidacy.

If appropriate, provide opportunities for candidates to meet with members of the organization, including individuals who have common interests with the candidates.

INTERVIEW DOCUMENTATION:

Each committee member will complete an [Interview Rating Sheet](#) during interview process. The search committee will rate each candidate based on the answers to the interview questions, and a total score for each interviewee will be determined.

- 0 – No response or can't answer the question**
- 1 – Basic answer (does not elaborate or provide much response to question)**
- 2 – Satisfactory answer (not quite perfect but answer is adequate)**
- 3 – Excellent (clear, concise, all points made)**

The search committee chair will be responsible for uploading the Interview Rating Sheets to the CHRS Recruiting system, and for providing the hiring manager with the name(s) of the recommended finalist(s).

SELECTION AND OFFER OF EMPLOYMENT

Once the search committee has completed the recruitment process steps and a candidate is selected, the hiring manager will notify Human Resources of the selected candidate and request a salary analysis. The salary assessment may include an analysis of applicable market data, assessment of the candidate's knowledge, skills, and abilities against the overall requirements, an internal assessment of salaries of existing employees, etc. Once a salary is determined, the HR Liaison/ARM will create an offer card in CHRS Recruiting, and route for approvals. For MPP/Confidential hires, President's approval is required.

The recruiter will review the recruitment to ensure that it is complete and meets the University's hiring practices. This review process is required by CSU policy, state and federal law. Furthermore, the Office of Human Resources is responsible for addressing any charges related to these processes (e.g. allegations of discrimination through the office of DFEH, EEOC, grievances, etc.).

Human Resources along with the hiring manager will establish the parameters of the terms and conditions of the appointment; **under no circumstances should anyone who is not authorized to negotiate these terms make conditional or formal offers or promises to a candidate.** Matters that may be negotiated include compensation, relocation/moving expenses and other terms of the appointment such as start date.

All offers of employment are conditional as they are contingent on the satisfactory clearance of a background check including, but not limited to, employment verification, education verification, reference checks and criminal record checks. Background checks are conducted by Accurate Background. Reference checks are conducted using SkillSurvey. The background check process may take an average of 5-7 business days to complete; a candidate cannot start employment until this process has been successfully completed. Failure to satisfactorily complete the background check may affect the application status of the recommended candidate(s).

Once a satisfactory clearance of a background check has been determined, the candidate will receive a final offer of employment, and a start date can then be determined.

SEARCH COMPLETED:

After a search is completed and an offer has been accepted, the Office of Human Resources will send non-selection notices to candidates as appropriate. The Office of Human Resources will retain search records for each position per CSU policy, state and federal laws.

For questions or concerns regarding the guide or any HR recruitment practices please contact the Office of Human Resources at (310) 243-3771.