

California State University Channel Islands Staff Recruitment Handbook



**A guide for administrators, supervisors and support staff involved in
the recruitment process**

Compiled by Human Resources Programs

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The Department of Human Resources Programs (HRP) has developed this handbook to assist you in all phases of staff and administrator recruitment, from requisition approval through the reference checking process. The handbook will assist you in performing a recruitment that is consistent with federal and state laws, the stipulations of the [collective bargaining agreements](#) affecting represented employees, and the [CSUCI non-discrimination policy](#). All forms mentioned in this handbook are available online at the [University HRP Link](#), and also attached to this handbook.

Recruitment & Search Procedure

1. The requesting department submits a proposed [Position Description](#) and a completed [Employment Requisition Personnel Action Form](#) for approval thru the department, University Budget, and the President's Office. Guidance on writing a thorough and concise position description is provided in this handbook.
2. Upon receipt of the position description, HRP reviews the duties, knowledge, abilities, and education and experience requirements of the position, and analyzes the description in accordance with the [CSU Standards and Qualifications](#), and HEERA (Higher Education Employee Relations Act) requirements to ensure non-discrimination, as appropriate. HRP will advise your department of any modification or changes needed to clarify classification designation.
3. The department hiring manager is tasked with ensuring recruitment postings are placed on the [online recruiting](#) program, and that online and interview questions are submitted to HRP for approval. HRP screens, approves, and activates all postings. Additionally, HRP enters recruitments on the [system-wide California State University recruitment website](#) and submits them to state employment agencies. All positions are posted in accordance with CSU and [Collective Bargaining Agreement](#) stipulations. Generally, a minimum 14 day posting period is required for all postings with the exception of temporary or emergency hires.
 - Advertising is coordinated through HRP
 - HRP is available to provide training on using the online recruitment system
4. To ensure fair representation for campus recruitments, a search committee review is required when hiring exempt and management positions. A search committee may consist of staff, student, faculty or community members who represent the university community in gender, ethnicity, department and division.
 - Recruitments for Academic Professional of California ([Unit 4](#)) require at least one bargaining unit representative serve on the search committee.
 - Non-exempt recruitments do not require a search committee.
5. Interview questions are created by the search committee and approved by HRP. The questions must meet ADA and EEO guidelines and must be job related. No age, sex, marital status, race, national origin, disability, veteran's status, sexual orientation, child care, etc. are permitted.
 - The HRP ADA/EEO Coordinator, or a trained alternative, must participate in all search committees. At the initial session, the coordinator or designee advises the committee regarding policies, duties, questions, and consistency in process.

6. The search committee chair ensures interviewees are provided a position description, [campus map](#), [Authorization and Release Form](#), and any unique interview guidance that may be appropriate for the position, and approved by HRP.
7. Interviews are structured, using the pre-approved questions for all candidates. Additional questions concerning information reflected on an individual resume or application may be asked. Complete an interview assessment as soon as possible after the interview to ensure consistency and aid in recalling information provided by the applicant.
8. The search committee chair is responsible for coordinating the candidate search process and providing the search committee's recommendations to the hiring manager. The search committee chair is responsible for coordinating the following activities with the hiring manager and HRP:
 - Ensuring the online recruitment is closed and filled
 - Forwarding all search committee member recruitment documents to HRP
 - Coordinating reference check with HRP. Ensuring a signed [Authorization and Release Form](#) is obtained from all candidates and reference checks are performed by department.
 - All employment offers to management and support staff are conducted by HRP.
9. The hiring manager is tasked with providing job offer information to HRP in writing, including:
 1. Completed reference checks
 2. Salary offer
 3. Preferred start date
 4. Other offer conditions: e.g. background, license, degree or certification check
10. All offer letters are coordinated through HRP and signed by the President, or designee, unless otherwise stipulated. All signed, original letters acknowledging acceptance of a job offer are maintained in the individual's personnel files.

CALIFORNIA STATE UNIVERSITY CHANNEL ISLANDS POSITION TITLE DESCRIPTION

(Insert TITLE LINE selection FROM Title Line LIST PROVIDED IN INSTRUCTIONS)

A current and accurate Position Description is required for each staff position, and must be on file in Human Resources Programs.

SECTION I - TO BE COMPLETED BY THE SUPERVISOR			
Date:	Division:	Department:	
Incumbent:	Classification:	Working Title:	
Supervisor's Name:		Supervisor's Classification and Title:	
<input type="checkbox"/> New Position <input type="checkbox"/> Existing Position		<input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time	
PURPOSE OF THE POSITION:			
RESPONSIBILITIES & DUTIES:			
SUPERVISOR/OTHER WORK RELATIONSHIPS:			
REQUIREMENTS OF POSITION:			
SECTION II - SIGNATURES			
Incumbent:	Date:	President:	Date:
Supervisor:	Date:	AVP HR Programs	Date:

Writing a Position Description

A. A [position description](#) describes the knowledge, skills, abilities, and duties, needed to perform the responsibilities of a position, *not the characteristics or traits of the individual who may presently fill the position*. Before writing a position description, consider:

- Keep sentence structure simple; omit unnecessary words that are not pertinent.
 - Write in terms of the characteristics of the position responsibilities
- Begin each duty/task with an action verb, avoid the narrative form.
- Refer to job titles rather than incumbents, i.e., "Reports to _____ manager" instead of "Reports to Mary Smith."
- Be precise. This is critical for accurate position evaluation and analysis.
- Focus on critical activities. Disregard minor occasional tasks, which are not unique to a specific job.

The [California State University Channel Island position description](#) consists of several components:

Title Line: Select from the following type titles for completing the [Position Description Form](#), add your selection to the form heading:

MPP - ADMINISTRATOR POSITION DESCRIPTION CONFIDENTIAL POSITION DESCRIPTION REPRESENTED POSITION DESCRIPTION

Purpose of the Position: A short statement that summarizes why this position was created, 1 or 2 sentences.

Responsibilities & Duties: The most important three to five major tasks and responsibilities required of the position, covered in depth, include budget responsibilities, and human resources impact. Include all the essential tasks elements. Introduce these tasks in order of importance.

Supervisor/Other Work Relationships: This section outlines the role the position holds in either a supervisory or manager capacity, responsibilities of hiring, terminating, promoting and evaluating employees. For represented employees, include lead responsibilities. Also include the level and nature of internal and external contacts the position requires and type of supervision received.

Requirements of Position: Outline the knowledge, skills and abilities required to successfully function in the position. Include: level of education; licenses and certification necessary or preferred; years experience; analytical skills needed, and any safety related information, especially related to the **Americans with Disabilities Act**, and the **Occupational Safety Health Administration**. Preferred requirements can also be added.

B. The following statements **MUST** be included to evaluate the description **in order to perform the duties of this position:**

1. The minimum knowledge/education level required. (All job related qualifications **must** be listed. Can relevant experience be substituted for formal education requirements?)
2. The minimum experience level required. (Qualifications **must** be job related.)
3. The amount of supervision received. (What is the job class code and working title of the supervisor? To what extent is the incumbent's work checked?)
4. The analytical skill level required. (Are the performed tasks complex/routine?)
5. **Both** the level and volume of financial responsibility/accountability. (What is the incumbent's responsibility for calculating/verifying finances; gathering data; monitoring/analyzing expenditures; preparing reports; approving purchases; planning/authorizing budgets, etc?)
6. The impact of actions carried by this position.
7. **Both** the diversity and complexity of the supervision exercised.
8. The scope of human resources impact of this position. (Explain supervisory role in hiring, firing, promoting, evaluating, increasing salaries, etc. of other employees. Does the position carry "lead" responsibility? Explain how, and to what extent, the incumbent checks the work of others).
9. **Both** the level and nature of the **internal** contacts. (What, if any, university departments does the incumbent contact? Why are these contacts made and how frequently are they made?)
10. **Both** the level and nature of the **external** contacts. (What, if any, interactions does the incumbent have with people or organizations outside the area/department, e.g., the general public, service representatives, government agencies, community leaders, alumni, students, etc.? Why are these contacts made and how frequently are they made?)

Explanatory Information *(Use a separate sheet, if necessary.)* Include any information which further clarifies the duties of the position. For example, indicate any significant inter-relationships associated with the position. Explain where the work originates, where it is forwarded, the deadlines, etc. List the type of equipment used to perform the tasks and the level of competence in using the equipment. Indicate if any type of confidential data is handled. Include a copy of the organization chart, if necessary. If there are any comparable positions within the department, identify these positions by position number and note the similarities and differences.

Examples of Action Verbs Used in Position Descriptions

accommodate	confer	generate	prepare
achieve	consolidate	guide	present
acquire	construct	handle	process
address	consult	hire	program
adjust	control	identify	provide
administer	coordinate	illustrate	quantify
advise	correspond	implement	recognize
allocate	counsel	improve	recommend
analyze	create	improvise	record
apply	customize	incorporate	recruit
appoint	delegate	increase	reduce
approve	deliver	inform	regulate
arrange	demonstrate	initiate	report
assess	design	instruct	research
assign	develop	interact	resolve
assist	devise	interface	review
audit	direct	interpret	schedule
augment	disseminate	interview	search
authorize	distinguish	investigate	select
budget	distribute	issue	solve
calculate	document	lift	specify
circulate	draft	maintain	strategize
clarify	edit	manage	streamline
clear	eliminate	monitor	strengthen
collaborate	enforce	motivate	summarize
collect	establish	negotiate	support
combine	evaluate	observe	teach
communicate	execute	operate	train
compile	expand	organize	translate
complete	explore	participate	troubleshoot
compose	facilitate	perform	update
compute	formulate	plan	validate
conduct	furnish	predict	write

Sample Interview Questions

1. We've reviewed your resume, are there additional job related experiences you'd like to share?
2. Why are you interested in leaving your current position? What do you like most about it? Least?
3. Do you feel that this position would be a good fit for you? Why?
4. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?
5. How does this position fit into your long-term goals?
6. Please tell us about your present position.
7. What qualities or experiences make you the best candidate for this position?
8. Describe two or three major trends in your profession today.
9. On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?
10. Describe a situation in which you did "all the right things" and were still unsuccessful. What did you learn from the experience?
11. Discuss any committees on which you have served and the impact of these committees on the organization where you currently work.
12. Why did you choose this profession/ field?
13. What new skills have you learned over the past year?
14. Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?
15. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?
16. Describe the best boss and the worse boss you have ever had.
17. Describe your ideal job.
18. What would your co-workers or your supervisor say about you?
19. Can you describe how you go about solving problems? Please give us some examples.

Sample Interview Questions *(continued)*

20. What is the biggest conflict you have been involved in at work? How did you handle the situation?
21. What new programs or services would you start if offered the position?
22. Please share with us your philosophy about customer service in an academic environment and give some examples of service that would illustrate your views.
23. Tell us how you would learn your new job in the absence of a formal training program.
24. How would you characterize your level of computer literacy? What programs do you know?
25. Think about a co-worker from the present or past whom you admire. Why?
26. What are the characteristics that you prize most in an employee? What behaviors are intolerable?
27. Can you share with us your ideas about professional development & training?
28. Describe some basic steps that you would take in implementing a new program in your area.
29. What are a few of your proudest professional accomplishments?
30. Do you have any knowledge of the unique role of a _____ [start-up, public university]?
31. How do you feel about diversity in the workplace? How have you promoted diversity?
32. Tell us how you go about organizing your work.
33. What do you think are the most important elements of a good _____ [service, activity, program.]?
34. What professional associations do you belong to and how involved in them are you?
35. Tell us about your preferred work environment.
36. What experiences or skills will help you manage projects?
37. What professional development activities have you been involved over the past few years?
38. What volunteer or social activities have helped you develop professional skills?
39. What things have you done on your own initiative to help you prepare for your next job?
40. What do you think most uniquely qualifies you for this position?

Search Committee Chair Tips for Creating a Search Committee

- Committee chairpersons should hold position at a higher level than the vacant position.
- Form a committee diverse in terms of gender and race, departments and divisions.
- Attempt to appoint at least one committee member who has performed responsibilities similar to the position to ensure committee possesses technical expertise sufficient to make astute comparisons among applicants.
- Appoint ex-officio members from the HR department, the Affirmative Action office, or both.
- Ensure that the committee represents a variety of perspectives on the role and function of the vacant position.
- Appoint stakeholders—for example, students in a search for a director of Student Activities, faculty in a search for a librarian, or members of the president’s cabinet in a search for vice president.

Search Committee Chair Responsibilities

1. Serve as liaison between the committee, the hiring manager and the HRP department.
2. Ensure position description and a copy of all resumes and applications are available for committee members; provide access to online recruitment info.
3. Coordinate Hiring Manager's involvement in the search process.
Receive clarity on desired applicant qualification and selection criteria.
4. Initiate HRP coordination:
 - a. Instructions to committee on CSUCI policies prior to initial interview.
 - b. Reference check completion.
 - c. Information to HRP to conduct job offer.
5. Provide a time frame for completing the search.
6. Coordinate candidate's visit to campus.
7. Ensure committee members are at all interviews.
8. Decide which committee's final recommendations are to be brought forward.
9. Coordinate administrative and logistical support.
10. Decide how HRP will support and monitor the process.
11. Ensure that the charge is carried out.
12. Call and chair meetings.
13. Ensure that proper records and meeting minutes are kept.
14. Correspond with semifinalists.
15. Serve as lead host for candidates on campus.
16. Coordinate the efforts of all committee members.
17. Perform all duties of regular committee member.
18. Perform other duties as requested by the hiring manager.

Search Committee Member Duties

1. Help to identify and contact potential applicants.
2. Commit to attend **all** scheduled meetings and interviews.
3. Review all materials.
4. Screen applicants.
5. Participate in the interview process.
6. Maintain appropriate confidentiality about search committee proceedings.
7. Other duties as assigned by chairperson.

Conducting the Interview

Before the Interview

- Book an appropriate location.
- Review the position description.
- Draft and agree on the interview questions and submit to HRP
- Decide on interview format and conduct.
- Review the candidate's resume/application on-line or by hard copy.
- Ensure that you can identify the indicators of the candidate's ability to perform the job.

During the Interview

- Introduce the committee members.
- Describe the format of the interview.
- Ask open-ended informational, situational, and behavioral questions and observe nonverbal behavior.
- Let the applicant do most of the talking, take notes.
- Keep the interview on track.
- Leave time for the candidate to ask questions.
- Ensure professional references are provided and that the Authorization and Release Form is signed by the candidate.

After the Interview

- Describe the remainder of the search process and the time it will take.
- Thank candidate for his or her time.
- Give the candidate a brief overview or written synopsis of benefits.
- Answer any questions related to salary.
- Evaluate the candidate based upon the skills and knowledge outlined in the job description.
- Document the candidate' strengths or weaknesses.

INTERVIEW CONFIRMATION LETTER

Date

Name
Address
city, state zip

Dear Mr./Ms.:

Thank you for expressing interest in employment opportunities with California State University Channel Islands. Your interview for the position of **<title of position>** has been scheduled for **<date> at <time>**. Please arrive at the **Administrative Services Lobby** by **<time(15 minutes before interview)>** so that we may answer any questions you have and escort you to your interview. Also, enclosed for your review are the following documents:

- Position Description
- Map to CSU Channel Islands
- Map of CSU Channel Islands
- Parking Pass (please park in the "A1" lot)

If you have any questions, please don't hesitate to call me at (805) 437-xxxx. Again, thank you for expressing interest in employment with California State University Channel Islands.

Sincerely,

Name
Title

AUTHORIZATION AND RELEASE

I, _____, wish to be considered for employment with the California State University. I hereby authorize the CSU and its agents to investigate and verify all statements contained in my employment application and to obtain information concerning my qualifications as a prospective employee. In connection with this investigation, I authorize the CSU to contact each of my former employers and the references listed herein to give the CSU any and all information concerning my previous performance, whether such information is favorable or unfavorable to me. I hereby fully release all such persons and entities from all liability with respect to furnishing such information to the CSU, and waive any claims I may have against them with respect to the release of such information. I also authorize the CSU to release such employment information as necessary to those employees and agents of the CSU who require such information to investigate or to make a decision with respect to any matter pertaining to my employment.

I acknowledge that I have read this authorization and release, fully understand it and voluntarily agree to its provisions.

Dated _____
_____ Applicant's Signature



EMPLOYMENT REFERENCE CHECK

Applicant Name:	Date:
Candidate for (Position):	Person Contacted/Title
Company Name:	Telephone:
Address:	
Relationship to Candidate:	Dates of Employment: From: To:

What is/was his or her job title and primary responsibilities at your organization?

What is/was the applicant's reason for leaving?

Would you consider the candidate for rehire? YES NO

FOR ALL ADMINISTRATIVE POSITIONS:

Please rate the candidate's ability to critically think and reason.

Describe your overall evaluation of this candidate's job performance.

How would you rate the candidate's ability to cope with change and implement new ideas?

How well did/does the candidate respond/work under pressure?

How effective is/was the candidate's problem solving skills in interpersonal, professional or complex situations?

How well did/does the candidate: plan and organize their work, deal with multiple tasks, and complete assignments on time?

How much supervision did/does the candidate require? How would you rate his/her self-management skills?

How well does/did the candidate interact with other people? (Include maturity, cultural and lifestyle differences)

How well did/does he/she respond to criticism/interpersonal conflict?

What are/were his/her strongest skills as an employee?

What areas of his/her performance need(ed) improvement?

FOR ACADEMIC ADMINISTRATORS with prior academic experience:

Please describe the candidate's effectiveness in relating with faculty and academic administrators.

Please describe candidate's effectiveness with students.

Describe the candidate's organizational skills and if appropriate any experience with strategic planning.

Please describe the candidate's ability to reason and think critically about academic matters.

REFERENCE COMMENTS: