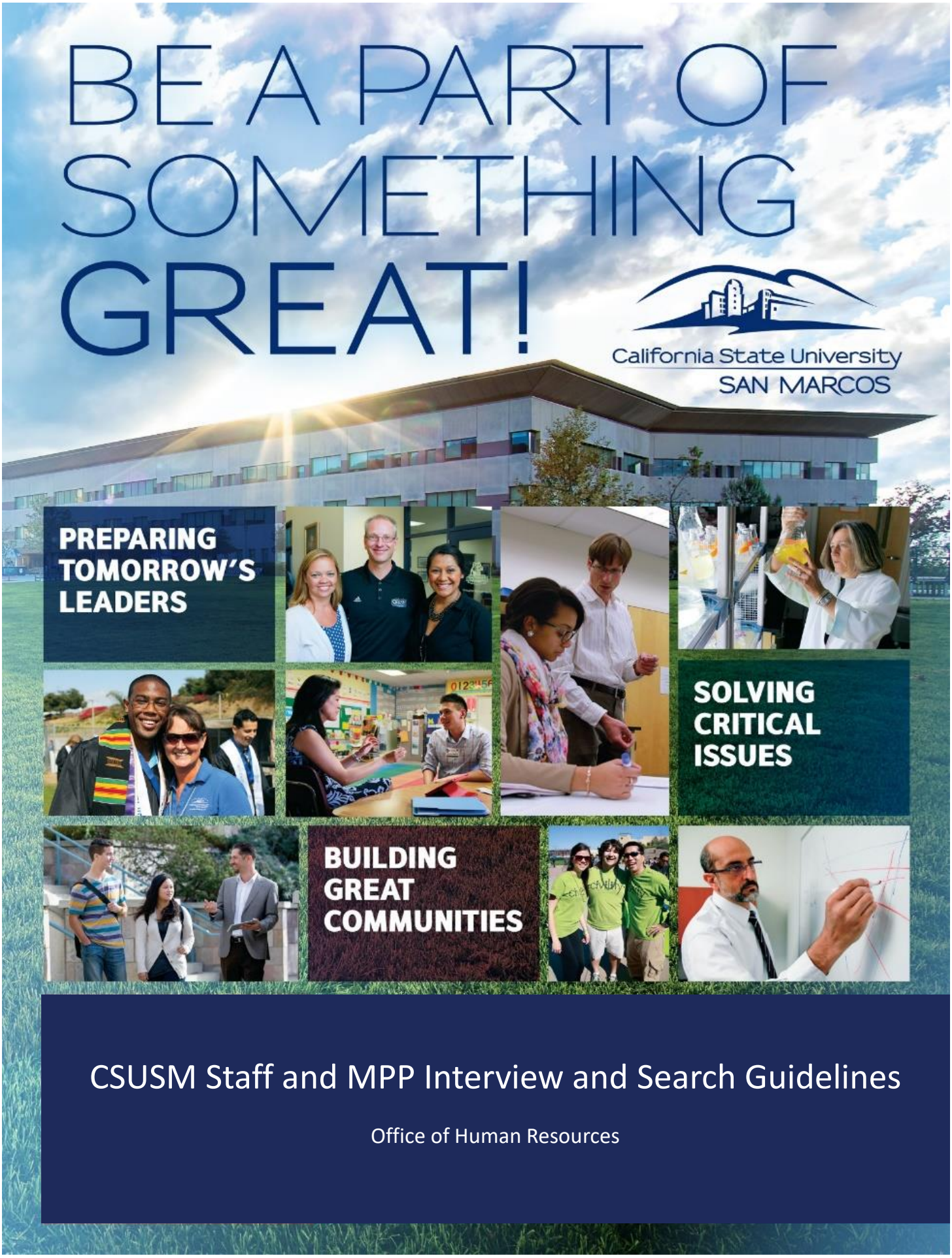


CSUSM Staff and MPP Interview and Search Guidelines

Office of Human Resources

TABLE OF CONTENTS

Contents

Interview and Selection Guidelines for MPP and Staff (Non-Represented and Represented) Positions:1

I. Pre-Recruitment _____ 1

II. Recruitment _____ 4

III. Review of applications _____ 6

IV. Interviews _____ 7

V. Hiring recommendations _____ 9

VI. Offer of employment _____ 9

INTERVIEW AND SEARCH GUIDELINES

Interview and Selection Guidelines for MPP and Staff (Non-Represented and Represented) Positions:

CSUSM seeks to recruit, retain and engage highly talented and diverse employees who will advance the mission of CSUSM. The University is firmly committed to maintaining a community that values equity, inclusion and which 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 purpose of this guide is to assist the hiring officer and/or participants of a search committee involved in the search 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 administrative employees at CSUSM incorporates all federal and state regulations, CSU collective bargaining agreements, CSU system policies, and University policies. Many components of the recruitment process are mandated by these regulations and policies. The search process has five phases: pre-recruitment, recruitment, screening, interviews, and search/offer of employment (NOTE: MPP positions reporting to the President or a Vice President should follow the procedures outlined in the Senior Administrative Appointments Policy found at: https://www.csusm.edu/policies/active/documents/senior_administrative_appointments.html).

Note on Confidentiality:

All committee discussions and deliberations are confidential 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. This includes written or verbal information or updates to others. For questions regarding the recruitment process and confidentiality, please contact the Office of Human Resources.

I. PRE-RECRUITMENT

As soon as a vacancy has been identified as operationally necessary, the designated hiring officer (authorized by the president or vice president) will need to send the Classification/Compensation Analyst the new or revised position description of the vacant position to be reviewed. This should include the current position number to be used or a notation that the position is new and will need a new position number. Once the Classification/Compensation Analyst has reviewed and appropriately classified the position, the Budget office will confirm the appropriate position number to be used.

INTERVIEW AND SEARCH GUIDELINES

With the confirmed position description and position number, the designated hiring officer, or delegated department representative, will initiate the Job Card in CHRS Recruiting (previously the personnel requisition). The Job Card should only be routed after the Classification/Compensation Analyst has completed a review of the position description.

Upon receipt of the fully executed personnel requisition, the Talent Acquisition (TA) Analyst will create an electronic recruitment which contains all required forms for the search process. The folder consists of the following:

1) Copy of Job Card
2) Position Description
3) Ads with locations and dates of placement (if paid advertisements are utilized)
4) Interview questions
5) Completed Applicant Rating Form (ARF)
6) Completed Interview Rating Form (IRF)
7) Assessment and results (when appropriate)
8) Reference check questions and notes (when appropriate)
9) Justification of selected finalist for job offer (may be included with ARF/IRF)

During the pre-recruitment phase an TA Analyst is assigned to oversee the recruitment and advise the hiring officer on the process, including formation of a search committee. The TA Analyst will work closely with the hiring officer/search committee chair to ensure search committee members comply with established campus policies and HR processes. As appropriate or as needed, the TA Analyst will set up a meeting with the hiring officer and/or search committee chair to discuss recruitment procedures, posting requirements, guidelines for legally permissible employment inquiries, salary hiring range, and the hiring officer's expectations regarding assistance by HR during the process.

The hiring officer convenes the first meeting of the search committee (when applicable), outlines the characteristics and responsibilities for the position, identifies the required and preferred qualifications of candidates, and establishes a deadline for the search committee to forward recommendations. A close and ongoing consultative relationship between the search committee and the hiring officer is not only encouraged but crucial to a successful search.

A. Formation of the search committee and required diversity training:

The hiring officer will consult with the TA Analyst to identify search committee participants. The hiring officer and the search committee members, working alongside the TA Analyst, are responsible for the initial recruitment, candidate screening, and identification of a group of finalists for the recruitment.

California State University San Marcos (CSUSM) is committed to maintaining a community that values equity, inclusion and which fosters tolerance and mutual respect. To that end, the CSU system has created and implemented online training modules that provide information, advice and techniques that will help carry out a successful search. The training reviews the stages of the recruitment process and examples of best practices which reflect good faith efforts in reaching a broad and diverse candidate pool. To help ensure search efforts and consistency, search committee members must have completed either a CSUSM in-person search committee training **or** the "Searches and Recruitment in the CSU" training, within the previous 24-month period, to be eligible to participate. The training must be completed before search committee members review any application materials. The training modules can be accessed via the Employee Training Center: http://www.csusm.edu/etc

The Office of Human Resources (OHR) will review and/or provide any requested report to the hiring officer verifying eligibility status prior to each search.

B. Role and Responsibilities of the Search Committee Chair:

Normally, the first person to be selected for the search committee is the chairperson, who is either the hiring officer or someone appointed by the hiring officer (to which the selected chair will report). The committee chair is responsible for the following:

- Consult with the Office of Human Resources to review the search process.
- Throughout the process, keep the hiring officer apprised of the status of the recruitment and consult with the hiring officer as appropriate.
- Schedule and direct all search committee meetings.
- Serve as a contact person and help maintain all records associated with the search process.
- Reach out to the office of Inclusive Excellence if there are related questions or concerns.
- Conduct or assist with reference checks (when appropriate).
- Assess and discuss conflict of interest issues with the hiring officer and HR Analyst.
- Advise the hiring officer with a summary of finalists' strengths and weaknesses.
- Ensure completion of required recruitment documents.

Search Committee Members:

Search Committee members should have a legitimate interest in the search process. For example, in the search for a University Budget Analyst, it might be advantageous to include a few of the primary recipients of the service provided by the position. For administrative positions, persons who will be direct reports, peers, and/or supervisors of the person selected should serve on the search committee. The composition of all search committees should be well-balanced across gender and ethnicity. Generally, search committees are comprised of staff and faculty 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 if they bring relevant expertise to the search process.

All search committees for Management Personnel Plan (MPP) recruitments will include an Equal Employment/Diversity Officer (EE/DO). The EE/DO will be a voting member of the committee responsible for working with the Hiring Officer, Human Resources, and the search committee to ensure that the search is conducted in compliance with law and university policy. They will be a resource person and advocate on matters of non-discrimination and diversity. In addition to meeting the training requirements for committee members as outlined above, EE/DO Officers are required to complete supplemental training from the Office of Inclusive Excellence.

Search Committee members should not be related by kinship, personal relationships, or be engaged in business ventures with persons who apply for the vacant position. It is incumbent upon a search committee member to disclose when such a conflict arises. Upon having knowledge of any potential conflict, the committee Chairperson should discuss the matter with the hiring officer and HR and take appropriate action. Search committee members are responsible for the following:

- Attend all meetings scheduled by chair.
- Assist in establishing a timeline.
- Assist with the vacancy announcement and determining advertising sources, when requested.
- Assist with the development of interview questions, when requested.
- Participate in all interview sessions.

II. RECRUITMENT

In order to demonstrate a good faith recruitment effort, the following list of actions should be considered by the hiring officer and, where appropriate, implemented in the recruitment planning and execution phase. (Note: the goal is to reach as many well-qualified candidates as possible. The Office of Inclusive Excellence is available for consultation as needed).

- Ensure that the process supports a broad recruitment which nets a diverse pool of well-qualified applicants.

- Determine what information would be attractive and relevant to applicants.
- Provide opportunities for candidates to interact with members of the organization, including individuals who have common interests with the candidates.

Advertising the Vacancy:

The position announcement is posted in accordance with the posting requirements of the applicable collective bargaining agreement. It also forms the basis for advertisements of the position as well as for the screening criteria. It is both a key recruitment tool and a mechanism for defining the pool of people who might apply. The position announcement should be consistent with the position description which includes the duties and requirements of the position. The position announcement includes the classification title, skill level, description of duties, desirable experience, minimum qualifications, salary range for the classification or sub-range applicable to the skill (where applicable), and specialized skills if any. Any overly restrictive list of required qualifications may unnecessarily limit the potential pool of applicants and may remove some strong candidates from further consideration. The position announcement is also an opportunity to highlight the mission of CSUSM, our commitment to inclusive excellence, and unique qualities of the campus and the hiring department.

Internal Postings:
The hiring officer may decide to have the committee only consider candidates that are current CSUSM employees. All open positions will be available for viewing on the CSUSM careers website for a minimum of 14 days. The posting must indicate that the position is only open to current CSUSM employees.

Application Acceptance Period:

Hiring officers have the ability to choose from three application acceptance period options. Below is a description of each option:

1) **14 Days** – Minimum posting period designated by CSUSM (and applicable collective bargaining agreements (CBA's)). All applications received on or before the fourteenth day are considered for review.

2) **Specific Deadline** – A specific date that meets the minimum posting period length can be designated by the hiring officer. All applications received on or before the specified day are considered for review.

3) **Open Until Filled** – Open until filled indicates that the hiring officer is accepting applications until the position is filled. The hiring officer will still designate an "initial review date," and there is no guarantee that any applications received after the first review date will be reviewed.

Potential applicants are required to submit an online application and resume through CSUSM's Applicant Tracking System. The applicant portal can be accessed via the CSUSM Careers page: https://www.csusm.edu/recruitment/.

The hiring officer, in consultation with OHR and the Chief Diversity Officer (CDO) as appropriate, should determine if the vacant position requires a local, regional or national search. Executive level positions or very specialized positions may require a regional or national search. HR partners with Job Elephant to post positions to a variety of publications at no cost to the hiring department. The hiring officer may also pay for additional advertising on other publications/sites (e.g. Monster, CareerBuilder, HigherEdJobs, Chronicle for Higher Education, etc.).

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, and reliance on informal networks of recruitment or word-of-mouth. Only the Office of Human Resources is authorized by the University to place job announcements for staff and MPP vacancies. An HR Analyst will work closely with the hiring officer to prepare the job posting and coordinate the placement of job postings in order to cast a wide net and suggest specific opportunities to attract top level talent. The Office of Inclusive Excellence may provide additional options and insights regarding position postings.

III. REVIEW OF APPLICATIONS

The TA Analyst will review the size, diversity and overall quality of the initial applicant pool and provide feedback to the hiring officer. If there is a finding that the pool is inadequate, the search may be cancelled or the position reposted and/or deadline extended.

The application screening process begins with a review of the materials submitted by each candidate, which may include a letter of interest/cover letter, resume, either letters of recommendation or a list of references, and other materials that may have been identified (e.g. supplemental application). The HR Analyst will screen applications based on the minimum education and experience requirements listed in the vacancy announcement. Candidates who meet the minimum requirements are then forwarded to the hiring officer and search committee for review. Evaluating candidates for interview must be in accordance with pre-determined search criterion, considering only the information provided in the application. Applicants who fail to meet the pre-established minimum requirements will not be considered. Additionally, this stage is vital in deterring and preventing potential bias (implicit or explicit) related to a candidates protected (or potentially protected) status.

After identification of candidates who meet the minimum qualifications listed in the position announcement, the search committee will complete a screening based on pre-determined search criterion to narrow the remaining applicants to finalists. To assist in narrowing a large applicant pool, the committee members may separately review the applications using additional agreed upon criteria

(e.g. preferred qualifications), and then reconvene as a committee to identify finalists. For certain positions, the committee must honor applicable collective bargaining agreement requirements pertaining to preferences to be afforded to qualified applicants currently employed at CSUSM. The TA Analyst will make the entire search committee aware in advance should any applicant(s) fall into this category.

An Applicant Rating Form (ARF) is an evaluation tool used to assist in objective decisions and documentation for the nomination of semifinalist or finalist groups. The ARF is to be completed by the hiring officer and/or the entire search committee. Each candidate should be rated for each search factor using the following guide:

1) **Does Not Meet** (DNM): Candidate does not meet the required search factor
2) **Meets** (M): Candidate meets the required search factor
3) **Exceeds** (E): Candidate exceeds the required search factor

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

Before proceeding to the interview process, the search committee will provide the hiring officer with the completed ARF outlining the candidates' strengths and weaknesses. The search committee shall obtain the hiring officer's approval to conduct interviews with the recommended top candidates.

IV. INTERVIEWS

The goal of the interview process is to identify and select the best qualified applicants, based on the position's minimum and preferred qualifications. Collective bargaining agreements may include preferences afforded to qualified internal CSUSM applicants, and the TA Analyst will assist the committee through that process when applicable. It is generally recommended that committees interview at least three applicants for a position, unless the pool lacks a sufficient number of qualified applicants. Interviews are inevitably artificial situations. Hiring officers/search committee members should treat even the strongest reactions/first impressions of candidates as a working hypothesis. The Office of Human Resources and the hiring officer will conduct reference checks (and background checks when applicable) for those who move forward in the search process.

For consistency, all members of the search committee are required to participate in any deliberations of candidates. To ensure a fair assessment of every candidate, if a search committee member misses

any one candidate's scheduled interview, that member is no longer eligible to participate in the search process.

Interview Questions

Interviews should be conducted in a structured format with a set of pre-established, non-discriminatory interview questions. The Office of Human Resources will maintain lists of appropriate interview questions, including behavioral and experiential based questions. Questions should focus on the candidate's previous experience, exploring in depth how their prior work prepares them for the challenges that face the new role. Follow-up questions can be varied depending on the applicant's response to the pre-established interview question. Proposed interview questions should be selected by the hiring officer / search committee chair (which may include collaboration with the entire committee) who will submit them in advance to the assigned TA Analyst for review. With the exception of minor changes or additions, all interview questions should be developed before committee members see any applications.

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, marital status, age, disability or veteran's status. All questions asked must be legal. Interview questions should not offend and should be designed to help establish the applicant's qualifications for the position. *Despite careful preparation and question search, 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.*

Interview Format

Interviews may be conducted via phone, electronic method (Zoom/Teams), or in-person. Method of conducting the interview and number of interviews may vary with each search. The hiring officer, in consultation with the HR Analyst, should determine the best method and number of interviews as part of the initial recruitment planning process.

After the candidate has been welcomed, each member of the search committee should identify themselves by name, title and department. Group interviews frequently start off quite formally. However, the best interviews are the ones 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.

Interview Documentation

The search committee will complete an Interview Rating Form (IRF) at the conclusion of the interview process. The search committee will rate each candidate based on the pre-determined search factors. Similar to the ARF, each candidate should be rated for each search factor using the following guide:

1) **Does Not Meet** (DNM): Candidate does not meet the required search factor
2) **Meets** (M): Candidate meets the required search factor
3) **Exceeds** (E): Candidate exceeds the required search factor

A single form prepared by all search committee members must be completed as part of the search process record and submitted by the chair or hiring manager to HR.

V. HIRING RECOMMENDATIONS

The search committee should submit the final IRF and/or a written report to the hiring officer that specifies the strengths and weaknesses of each finalist based on the duties of the positions and the required and preferred qualifications. The hiring officer may meet and consult with the search committee prior to making an offer of employment. All hiring decisions must be based on written recommendations and justifications that will be retained as part of the confidential search file. If no qualified and acceptable candidate is identified, the search may be cancelled or extended by the hiring officer.

VI. OFFER OF EMPLOYMENT

Once the recruitment process has been completed which recommends a candidate(s), the hiring officer obtains approval to move forward with an offer from the Office of Human Resources. The HR Analyst will review the nomination documentation to ensure that it is complete and meets the University's hiring practices. This documentation and 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 filed through the DHR/Title 9 office, the Department of Fair Employment and Housing, the EEOC, CBA grievances, etc.).

The TA Analyst along with the hiring officer will establish the parameters of the terms and conditions of appointment once the top candidate has been selected; **under no circumstances should anyone who is not authorized to negotiate these terms make any formal or even informal offers or promises to a candidate**. The TA Analyst or hiring officer may negotiate with and present the formal offer to the selected candidate. Matters that might be negotiated would include compensation, relocation/moving expenses and other terms of the appointment such as start date. The TA Analyst

will work with the hiring officer to identify the hiring range and appointment salary. The salary assessment will include an analysis of applicable systemwide data, assessment of the candidate's knowledge, skills, and abilities against the overall requirements, an internal assessment of salaries of existing employees, funding abilities, etc. The salary assessment must not include the candidate's salary history.

All offers of employment are contingent on a satisfactory background check including, but not limited to, employment verification, education verification, reference checks and criminal record checks. The background check process can take 5-7 business days on average to complete, and a candidate cannot start employment until this process has been completed. Reference checks may be conducted by the hiring officer with support from the TA Analyst (e.g. development of appropriate questions) or by using the electronic reference check option in PageUp. Failure to satisfactorily complete any portion of the background check may affect the application status of candidates.

Search Completion

After a search is completed, the Office of Human Resources (OHR) or hiring manager will inform candidates who have not been selected for the position. The TA Analyst is available to confer with the hiring officer regarding special circumstances in which an internal candidate(s) is best notified through alternate means (e.g. a meeting or phone call prior to receiving the official notice). OHR will retain search and hiring records for each position per CSU policy, state and federal laws. For questions about this guide or any HR recruitment practices please contact the Office of Human Resources at (760)750-4418.

INTERVIEW AND SEARCH GUIDELINES

APPENDIX:

Checklist for Searches

Item No.	Status Open/ Close	Assigned To	Description	Target Date	Close Date	Notes
		HO/HR	Review current position description – skills & qualifications			
		HO	Complete Job Card			
		HO/HR	Plan recruitment process (e.g. Ads, hiring range, supplemental applications, search committee, etc.)			
		HR	Posts position			
		HR	Confirms completion of appropriate training for all search committee members, including supplemental training for EE/DO for MPP searches.			
		HR	Screens applicants and electronically forwards screened application materials to Hiring officer or Search Committee			
		HO	Forwards ARF to HR and request approval to interview selected candidates			
		HR	Confirms completion of appropriate training for all search committee members			
		HR	Notifies Hiring officer of approval to schedule interviews			
		HO/SC	Schedules and conducts interviews			
		HO	Determines final search and provides HR with completed / signed IRF, justification and recommendation for hire			
		HR	Reviews hiring recommendation, ensures consistency with completed			

			ARF. Provides hiring officer with approval to make contingent verbal offer within salary limits			
		HO/HR	Conducts appropriate reference checks			
		HO	Extends verbal offer to candidate – notifies HR of results			
		HR	Coordinates background checks (criminal history, education, employment)			
		HO	Generates Personnel Action Notice (e-PAN)			
		HR	Sends welcome email, appointment letter, new hire paperwork and NEO information to selected candidate			
		HR	Notifies unsuccessful candidates			