CSUF | Employment Services
HUMAN RESOURCES, DIVERSITY AND INCLUSION

BEST PRACTICES FOR A SUCCESSFUL STAFF/ MANAGEMENT SEARCH

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Introduction

The Division of Human Resources, Diversity, and Inclusion (HRDI) has developed this best practice guide to assist hiring managers, search committees, and Search Committee Support Staff with their efforts to recruit the best-qualified candidates while ensuring that the search process produces broad and diverse candidate pools and that all aspects of the process are non-discriminatory. Follow this outline to ensure the Search Committee conducts a well-organized recruitment and selection process, fulfilling its role as hiring administrator and hiring individuals committed to the university's vision and strategic goals.

If you are recruiting for a leadership position, please consult with the Division Vice President and Talent Acquisition since there are University Policies related to these search processes.

Please visit the [Talent Acquisitions Website](#) for further information.

- All searches at Cal State Fullerton utilize the CHRS Recruiting System, built by PageUp.
- Search Committees should reflect the diversity of the campus, especially historically underrepresented groups and all genders.
- [Outlines and Guides for Staff/Management Hire Process](#)
- All Search Committee members must complete the [Conducting Equitable and Inclusive Searches training](#)

Pre-Recruitment

Planning for the Search

1. **Vacancy is identified**
   - A vacancy is identified either through resignation or new position creation via business need.
2. **Review Position Description (PD)**
   - Create a new position description for a new role or
   - Update a previous position description, ensuring it is accurate and up to date. Even a year or two since the last revision may require updates, technology and positions change quickly.
   - Note: The position description includes details of the position's primary functions, assigning a percentage of time allocated to each job duty totaling to 100%, and more.
3. **Position Number Management**
   - All positions on campus require a position number that the candidate will fill. A new position number can be created for a new role, or a current position number can be updated as needed by utilizing the Position Action Form in Adobe Experience Manager.
   - Note: If it is a Management Personnel Plan (MPP) - an MPP Justification form must be submitted to the HRDI Employment Services Team. This form can be found by contacting the Chief Operating Officer for each Division.
4. **Select Search Committee and Chair**

- o Identify who will serve on the search committee and who will chair the committee.
  - ▪ Search Chair
    - • Search Chair is typically an MPP as they will be responsible for the oversight of the committee. The hiring manager may serve as the chair.
  - ▪ Committee
    - • Typically, search committees should be at least three individuals.
    - • For Academic Professionals of California (APC unit 4) recruitments, there must be a current CSUF APC member as part of the committee.
    - • For Teamsters (unit 6) recruitments, there must be a current CSUF Teamsters member as part of the committee. Reach out to your Recruiter for a representative.
    - • For MPP recruitments, each member of your committee will need to complete a confidentiality agreement form. The assigned recruiter will supply this.
    - • All Search Committee members, regardless of MPP or union, must complete the Conducting Equitable and Inclusive Searches training https://hr.fullerton.edu/diep/faculty-recruitment/default.php

- o When ready - Invite the committee members and provide a timeline of the search
- o Identify who will staff and provide administrative support to the Search Committee Chair and members.

5. **Create and Review Interview Questions**
   - o Create interview questions for each round of interviews or review questions from a previous search.
   - o Note: A good starting place for creation of interview questions can be to review the primary duties in the position description.

6. **Hiring Manager creation of Search Timeline**
   - o This timeline will be shared with the search committee during the interview kick-off meeting.
   - o Dates to include in your timeline:
     - ▪ Search Committee Kick-off Meeting date
     - ▪ Desired start date
     - ▪ When the position advertisement opening and closing dates
     - ▪ Anticipated salary for the position
     - ▪ Timing of the search – make considerations if other searches are occurring at the same time
     - ▪ First-round interview dates and subsequent interview dates should you have a multi-step interview process
     - ▪ Deliberation meetings, final decision meetings
     - ▪ Higher level recruitments of MPP recruitments may also require

- Places hold on calendars for division leaders
- Allow time for the development of the leadership search webpage
- Determine if there will be a listening tour or survey to compile feedback from stakeholders.
    - o For MPP recruitments there may be stakeholders/key constituents who will be interviewing the candidates. Identify them and ensure you have hold time on their calendar well in advance

7. **Electronically Input position description and job requisition within CHRS Recruiting**
    - o [Guides for CHRS Recruiting](#)
    - o [Position Description](#)
        - Submit a new position description (PD) in CHRS Recruiting for approvals.
        - The online position description form goes through the electronic approval process for review with the hiring manager, classification review, position management review, etc.
        - Once the position description is approved, the department will need to raise the job requisition for recruit from the approved position description.
    - o Job Requisition
        - The online job requisition goes through the electronic approval process with final hiring manager and divisional Vice President Office review of the budget for the position and anticipated salary range.
        - Once the job requisition is approved, Human Resources will proceed to create the job advertisement for posting.

8. **Job Advertisement**
    - o Once the Position Description and Job Requisition are approved, Talent Acquisition will post the job advertisement via multiple sourcing channels funded by the Talent Acquisition team, free of charge to the department.
        - The advertisement will be created and posted by the Talent Acquisition team utilizing campus and department templates, in addition to job-specific duties as needed.
    - o To comply with the Collective Bargaining Agreements and Equal Employment Opportunity (EEO) compliance, job advertisements will be posted for a minimum of two weeks.
    - o Job advertisements can be posted either externally (for the public to apply) or internally (for active CSUF-appropriate employees to apply).
        - [External Career Site](#)
        - [Internal Career Site](#): can be found by navigating to the CSUF portal, logging in with campus credentials and searching for the tab "Internal Career Opportunities – Employee"

    - o Note: The hiring department can post to additional niche sites specified by the department or can request recommendations from their recruiter. Any additional costs associated with additional postings outside the basic package

provided by the Talent Acquisition team will be charged back to the hiring department as needed. Connect with your recruiter for more details.

Recruitment Process

1. The Hiring Manager, working alongside the recruiter, are responsible for the recruitment, candidate screening, and identification of a group of finalists to interview. The Hiring Manager is responsible for ensuring that all stages in CHRS Recruiting are completed.
2. The assigned Recruiter will review and release candidates that meet minimum qualifications per the Collective Bargaining Agreement standards or MPP qualifications as specified in the Position Description on a weekly basis.
    o When the applicant pool is available for review in CHRS Recruiting, your designated Recruiter will provide the Hiring Manager and/or HR Business Partner with the pool or "shortlist" of screened applicants.
    o Note: It can be helpful to create a Search DropBox folder that will be the repository for all search committee correspondence, materials, and applicant/candidate credentials. DropBox is an approved "safe" space to save recruitment-related documentation.
3. After identifying candidates who meet the minimum qualifications, the Hiring Manager should establish criteria based on the recruitment position description to narrow the remaining applicants to a group of finalists.
4. If applicable, rank the applications separately using established criteria, then reconvene as a committee to identify either a semifinalist or a finalist group.

Review Interview Questions
1. Review and evaluate appropriate interview questions.
2. If needed, contact the designated recruiter for assistance with interview questions.

Convening the Search Committee
- Members of the search committees should be made aware of bargaining unit policies governing the search before beginning the recruitment.
- Members of the search committee should be aware of potential sources of conflict of interest
    o Examples can include: Serving as a reference for a candidate and a member of the committee. Reach out to to your Recruiter for questions as needed.
- Tentative "to do list" for Search Committee organization and management.
1. Committee Chair welcomes the Search Committee.
    o Search Committee Chair sends a welcome communication to the Committee.
2. Schedule Search Committee Initial Meeting or kick off
    o Search Committee Chair/Administrative Support will schedule an initial meeting with the Search Committee to review the charge to the Committee. *(Allow 1 hour for this meeting.)*
    o Before the meeting, the Committee is sent:
        - Full list of proposed interview questions (first and second-round interview questions).
        - Recruitment advertisement and/or position description.

- Pool of resumes for review and selection of their top candidates.
  - o Inform the Committee to review these materials for discussion at the meeting.
3. Initial Meeting with the Search Committee.
   - o Introductions.
   - o For MPP positions only, each committee member will need to sign and complete a Confidentiality Agreement. Your assigned Recruiter can share the document as needed.
   - o Review the process for screening applications.
   - o Discuss credentials and select your candidates for first-round interviews (interview dates should be scheduled).
   - o NOTE: It is not only imperative but a best practice, that every candidate have an equitable experience for each stage of the process. A recommendation is that all communications with candidates should be handled by one person. The hiring manager or designee shall communicate the scheduling of interviews, accommodation set up and/or travel arrangements as needed.
   - o Review and finalize interview questions.
   - o Review of the search timeline and key dates.
   - o Update the CHRS Recruiting system with the selected candidates who will moving forward in the process. All other candidates should remain in their current status until the end of the recruitment.

Interviewing

1. The Hiring Manager should submit proposed interview questions to their assigned Recruiter for review and approval.
2. The most qualified candidates meeting the minimum qualifications will be interviewed subject to requirements in applicable collective bargaining agreements in the interview process.
   a. For California State University Employees Union (CSUEU units 2,5,7,9) we are required to interview all current CSUF CSUEU employees who apply and meet the minimum requirements for the position. Your assigned Recruiter will list them as "required to interview" in CHRS Recruiting.
3. It is recommended that departments interview at least three candidates for a position.
4. To ensure a fair assessment, all members of the Search Committee should participate in every interview of all the candidates.
5. Even if a candidate is an internal candidate, the Search Committee must not skip any steps in the process.
6. Finalization of interview dates and future meetings.
   - o Establish first-round interview dates.
   - o Allow 1 hour after the last interview for deliberations and selection of the top 3-4 finalists for second-round interviews.
   - o Establish second-round interview dates.
   - o Allow 1-2 hours for the Search Committee to discuss their finalist recommendations and feedback after the last candidate interview.
   - o The interview schedule should be sent to the recruiter before the interviews being conducted.

7. Items for Search Committee Chair/Administrative Support to complete:
    o Send calendar invitations to the Search Committee withholds for all the applicable key dates discussed.
    o Reserve rooms/space for first and second-round interviews with the confirmed dates.
        ▪ Campus interviews
            • Conference room for campus interviews – hold for a full day.
            • If applicable, room/space large enough for division/department open forum.
        ▪ Zoom interviews
            • Schedule Zoom sessions.
            • Verify Committee members have the appropriate conferencing technology (i.e., webcam, microphone, or telephone).
            • Conduct a technology test with the Committee to ensure connectivity.
            • Ask that the Committee members set up at the same location during the scheduled interviews.

Selecting the Incumbent

1. Gathering Feedback and Recommendations.
    o Develop a consolidated report with feedback from deliberations with the search committee.
    o Meet with the hiring administrator to discuss overall feedback/recommendations.
2. Enter Interview Evaluations in CHRS Recruiting
    a. After completing the interview process, in CHRS Recruiting, the Hiring Manager completes an "FL-interview evaluation form" for each candidate who was interviewed.
    b. References can be completed in two ways:

Reference Checks

1. The Hiring Manager notifies the Recruiter of the finalist and any alternates. The Recruiter will initiate and guide you regarding all necessary steps and processes per the CSU Reference Check policy.
    a. (1) Email Method, most common and preferred – Recruiter will initiate email to the finalist officially notifying them we are proceeding. Further, email notifications will be sent to the references listed by the candidate to complete an online form.
    b. (2) Phone Calls, are only conducted in special cases. Your recruiter will advise of thes steps that must be taken if these will be conducted.
    c. Candidates must be officially notified prior to references being conducted.

Offer Card

1. Should the references meet the CSU Reference Check minimum requirements, based on the discretion of the recruiter and/or Hiring Manager, the Recruiter will prepare an Offer Card in CHRS Recruiting and route for approvals.

      a. The offer card will include anticipated verbal offer ranges, tentative start dates, etc. This is routed as needed to the hiring manager, appropriate administrator and appropriate Vice President's Office.

Verbal Conditional Offer

1. When approvals are received via the Offer Card in CHRS Recruiting and References meet requirements, the Recruiter will make the verbal conditional offer including *Total Compensation* overview including benefits, campus parking fees, transfer of hours from other CSUs, and many other details depending on the candidate relationship to the University. The Recruiter will partner with the Hiring Manager only at this point for salary and other details. It is not appropriate to have Collective Bargaining Agreement staff included in discussions regarding compensation details for incoming staff.

Background Check

1. Per CSU Background Check policy, the background check process may only commence once a verbal conditional offer of employment has been accepted. The Recruiter will perform the appropriate background check process depending on the specific position duties and classification standards.
      a. For Staff and MPP positions – A candidate may not begin employment until a background check is completed and has been deemed to meet the requirements of the CSU Background Check policy. A candidate's start date is conditional upon the successful completion of the background check and will be pushed back should the background check require additional processing time. Partner with your Recruiter as needed.

Hiring and Onboarding

Salary Recommendation

1. HRDI ensures our campus' pay systems are fair, equitable, and free of discriminatory factors such as gender, race, or ethnicity. The recommendation is made in compliance with the CA Fair Pay Act. The salary recommendation considers campus positions that perform substantially similar work and the candidate/employee's direct experience, education, training, and other relevant factors.

Extend Offer

1. The recruiter makes a verbal offer to the candidate and is contingent upon a successful background check.
2. The recruiter discusses the terms and conditions of employment with the candidate and reviews the benefits package, perks of being a Titan, salary, and start date.

Background Check

1. This is required to be completed before the start of employment.

Finalize Offer

1. Once the background check is completed, the candidate's offer letter and position description are provided for electronic acceptance via CHRS Recruiting.

Onboarding Checklist

1. This is provided as part of the welcome packet to prepare for the new hire from pre-employment through the first 90 days.

New Employee Sign-in and Orientation

1. New employees must sign into Payroll Services on their first day. They will receive instructions from an onboarding specialist on what to bring with them on the first day of sign-in.
2. The new employee will also get an invitation to attend a new employee orientation and benefits orientation within the first month of their employment.

Completion of Recruitment

1. After a search has been fully completed, typically on the start date for the incumbent, the candidates who were not selected for the position will be notified via email by the Recruiter as per Collective Bargaining Agreement requirements.