



CALIFORNIA STATE UNIVERSITY, BAKERSFIELD

Office of Human Resources

Recruitment and Selection Guide

The Recruitment and Selection Guide provides campus hiring departments with the necessary information to complete a successful and timely recruitment for a staff or management position. This guide has been designed as both an instructional tool for *Qualifications Appraisal Board (QAB) Members* as well as a general reference for the campus community. The **QAB Chairperson is required** to participate in a Recruitment Process Orientation presented by Human Resources (HR) before commencing the interview process.

A successful recruitment is a collaborative effort. Key participants involve the Department Hiring Authority, QAB Chairperson, QAB members, and the assigned Human Resources (HR) representative. Each of these key participant's responsibilities are outlined as follows:

I. Department Hiring Authority – *Identifies Qualifications Appraisal Board Chairperson; completes and routes the following documents to HR to initiate the recruitment process:*

1. Hire Authorization Form – authorizes position recruitment and identifies position classification, number, timebase, and appointment duration.
2. Position Description – identifies duties, functions, skills, knowledge, and abilities required of the job.
3. Form 5 - authorization to advertise and identifies advertising sources.

II. Qualifications Appraisal Board Chairperson – *Identifies, organizes and directs the QAB members ensuring that all steps of the recruitment process are completed, remain confidential, and that board members understand recruitment procedures and form requirements. This includes the following:*

- Receives pre-screened applications from HR. Reviews and returns applications to HR. (May consult with qualification appraisal board members prior to returning applications to HR). Works with HR representative to reach a consensus of candidates to be interviewed.
- Develops interview questions based on advertised job-related criteria (general guidelines, including optional interview questions, are available from HR.) Submits questions to HR for review prior to interview.
- Once candidate pool and approved interview questions are established, submits QAB member names to HR, contacts QAB members to coordinate interview time(s) and location(s). QAB members may consist of individuals from outside the university if it is deemed necessary to acquire assistance in an area of expertise or bargaining unit member.
- Contacts candidates, via phone and notice cards, and schedules candidates for interviews. Ensures the following recruitment materials are received from HR prior to interview:
 1. Qualifications Appraisal Sheets – used by each QAB member to rate and score candidates on job qualifications.
 2. Recruitment Record – details recruitment process, QAB members, recommended candidates, and hiring approval signatures.
 3. Background Reference Check Form – used to contact and document candidate references.
 4. Original candidate applications and resumes – hiring department may make copies and distribute to QAB.
 5. Job Announcement – describes duties, qualifications, and application instructions.
 6. Interview Notice Cards – sent by QAB Chair or designee to candidates indicating time and place of interview.
- Upon conclusion of interviews, determines finalist(s) in concurrence with the QAB member recommendations. May coordinate and schedule second interviews with up to the 3 top candidates if necessary.
- Conducts reference checks on final candidate; ensures all recruitment forms are complete with signature approvals; and submits all recruitment materials (including interview notes, application copies etc.) to HR. HR will review all documents for compliance and completion.
- HR representative will contact final candidate to extend an offer of employment.

III. Qualification Appraisal Board Members

- Interviews qualified candidates, discusses candidate's qualifications, and recommends final candidate(s).
- Documents responses to interview questions, candidate appraisal ratings/scores, and recommendations on Qualifications Appraisal Rating Sheets.
- **Note:** In order to preserve the integrity and consistency of the recruitment process, the Qualification Appraisal Board membership **must not change** once the interviewing process has commenced. Individual membership shall remain the same for each candidate interviewed.

IV. Human Resources - *Serves as a resource to the QAB regarding all campus staff recruitment policies and procedures. Includes the following responsibilities:*

- Receives documents (Hire Authorization Form, Form 5, and Position Description) from hiring department to initiate recruitment. Confirms appropriate job classification level based on Position Description. Provides input to hiring department on advertising strategy, appropriate job classification, and job qualification description.
- Drafts job announcement and advertisements. Places ad per Form 5 source. Ensures announcement distribution to other sources (website, HR office, mailing lists, e-mail boards, etc.)
- Logs in applications as received. Upon close of application deadline, screens applications for minimum qualifications per advertised job-related criteria. Forwards applications to QAB Chairperson.
- Reviews and approves QAB Chairperson's proposed candidate pool for interview and proposed list of interview questions. Based upon the number of applications, a determination may be made to limit the candidate pool to the most qualified candidates with subsequent candidates asked to interview based upon the elimination of the initial candidate pool.
- Coordinates pre-employment skill assessment testing, if any.
- Provides initial and ongoing training and guidance to Department Hiring Authority, QAB Chairperson, and QAB members on required recruitment policies/procedures and document completion.
- Reviews all recruitment documentation for completeness and compliance with CSU System-wide and CSUB campus policies/procedures.
- Makes job offer to selected candidate, facilitates salary negotiation, notifies hiring department of offer status, coordinates conditional employment testing/screening, and generates appointment letter upon candidate's acceptance.
- Notifies all applicants not selected for the position.

Additional Considerations

- It shall be the policy of the CSU in filling vacant CSUEU bargaining unit 2,5,7 and 9 positions to fill such vacancies from among qualified individuals currently employed at the campus except when it is determined that it is necessary to appoint outside applicants to achieve workforce diversity or to provide specialized skills and abilities that are not available from current employees. Hiring department personnel will have the ability to view and evaluate all applicants (on-campus and off-campus applicants) for campus position vacancies in CSUEU represented classifications. The Office of Human Resources will work closely with hiring departments to fill vacancies from qualified on-campus applicants. When this is not possible, hiring departments may appoint outside applicants when it has been determined that such action is necessary to meet the best interest of the campus by obtaining specialized skills and abilities not available from current employees. The hiring department will still be required to provide acceptable documentation indicating that the internal candidate(s) do not meet the qualifications as outlined in the Job Announcement. In the event that the appointment of an outside applicant is challenged by the union or on-campus applicant, hiring departments will be requested to partner with the Office of Human Resources to mediate the challenge.

Additional Considerations (continued)

- HR is designated as the only department who shall extend an offer of appointment to a selected candidate.
- Hiring departments, QAB Chair, and QAB members are reminded that their deliberations, ***as well as any recruitment and/or application materials***, must be treated with the strictest adherence to confidentiality. Any information individuals have access to, as a result of their involvement in the interview process, is confidential.
- Hiring Departments must contact HR to coordinate reasonable interviewing accommodations for candidates with disabilities.