



RECRUITMENT PROCEDURES

The procedures described herein have been established to assure equal opportunity and impartial review of all applications for non-academic and administrative positions. These procedures are not intended to interfere with the selection of qualified candidates; however, no offer of employment and no actual work should be performed until all steps of the recruitment process are completed. Hiring Units are expected to follow these procedures for all vacant Program/Project Administrators, Managers, Project Assistants and Support Staff/Administrative positions.

In order to adequately implement these procedures, it is recommended that the Hiring Unit create a committee to establish the criteria for review of the applications and face-to-face interviews, as well as interview questions, tests or skill evaluation tools, if not already available.

Applicant search activities meeting Affirmative Action requirements are required for all full and part-time positions. The extent of the search will differ according to the nature of the appointment. If an individual is named in the grant or appointed for four (4) months or less, recruitment is waived.

STEP # 1 – To Begin Recruitment

Before a position can be posted and/or announced, the following must be completed and approved by the Director of Human Resources:

- Request to Recruit form (March 2004)
- Job description
- Job classification and suggested salary range for the current recruitment
- Interview questions
- Test/Skill evaluation tools (suggested if used)
- Criteria for evaluating candidates

Please Note: No hiring can take before you receive HR approval for the recruitment and your chosen candidate. HR will send you a signed/approved copy of your recruitment request with the results of the job classification.

Human Resources can also assist you in formalizing the actual job announcement, once the job duties, responsibilities and salary information has been submitted and approved. A “sample format” of the job announcement is enclosed.

STEP # 2 – Announcement of Positions

Human Resources will announce the open position and process any requested advertisements. Job descriptions are sent to approximately 340 agencies, institutions and organizations (State University System, UC System, Community Colleges, State Employment Offices, community groups etc.); and 200 are sent within the San Jose State University campus. Any additional advertisements are at the expense of the Hiring Unit.

The initial announcement must remain open for a minimum of **ten (10)** working days for support staff positions and **thirty (30)** days for all administrative/management positions. The position

should be filled in a timely manner; excessive delay may require re-opening and advertising the position.

Human Resources will forward all resumes received in response to the posting to the Hiring Unit, approximately three days after closing of the position.

STEP # 3 – Application/Resume Review Process

Applicants are to be screened using job related criteria based on the actual job description and input from the Hiring Committee. The criteria for evaluation should be determined before the screening process begins. The enclosed “Evaluation Instructions” is an example of how criteria is set, weighed and rated.

After reviewing all applications, using job-related criteria, the Hiring Unit will interview at least three (3) applicants. The Hiring Unit may not indicate or announce an applicant’s employment status until all recruitment procedures are completed and approved by the Human Resources Director.

STEP # 4 – Committee/Face to Face Interviews

The Hiring Committee’s mission is to give structure to the process and provide recommendations; however, the Department/Project Manager makes the final selection. Interviews shall be conducted in a fair and impartial manner. Only questions related to specific job tasks may be asked. Each Interviewer should complete the Interview Evaluation form for each applicant interviewed. A compilation of each Interview Evaluation is also submitted to the Human Resources Department (Cumulative Applicant Rating form).

The Foundation COO will review the search committee or other recruiting body’s final recommendations for all new hires to the level of Project Director, Principal Investigator, or other similar titles that result from an open recruitment.

Human Resources will administer typing tests at the request of the Hiring Unit. All other tests or skills evaluations to determine levels of competency must be approved by the Human Resources Director before they are administered.

STEP # 5 – Reference Check

Candidates selected for offer approval should have at least three references checked. The Hiring Manager should personally speak to each reference and complete the “Candidate Reference Check” form before any offer will be approved.

STEP # 6 – Compliance Review

After the Department /Project Manager has selected an applicant, the following documents shall be submitted to the Human Resources Director for review. **An offer shall not be made until the following documents are reviewed and approved by the Human Resources Director:**

- Request to Recruit Form – Offer Section completed
- Affirmative Action Compliance Report
- Information regarding applicants who were not chosen to be interviewed, and why they were not selected for an interview.
- When necessary, an explanation why the particular choice of final applicant. (Example: when candidates’ scores are very close or identical).

- Interview evaluations for each interviewee
- Cumulative interviewee rating form
- Resumes and job applications of each applicant interviewed
- References (at least 3) for the recommended candidate

The Human Resources Director will review all documents for compliance with EEO/AA/ADA procedures. If the procedures used in the selection process have met compliance, Human Resources will notify the Hiring Unit that a verbal offer can be made. After the verbal acceptance is received from the candidate, the hiring unit will notify the Human Resources Department of the candidate's start date. The Human Resources Director will then prepare an offer letter to formally welcome the candidate to the Foundation and, if time permits, send him/her a New Hire Package.

If the Human Resources Director establishes that the selection procedures were not in compliance with EEO/AA/ADA procedures, an offer cannot be made until the procedures are brought into compliance.

Should an applicant who does not meet the minimum qualifications be selected, the position may be temporarily classified at a lower level for training purposes or a training program, with time limitations, may be created for the applicant.

If the person offered the position declines, does not show up on the designated start date, or terminates within 30 days of the effective date of appointment, the Hiring Unit may either select the next qualified person from the recruitment or re-open the position.

STEP # 7 – Closure

After the recruitment has been completed, Human Resources will notify all interviewed applicants that the position has been filled.

STEP # 8 – Appointment of Candidate

The Hiring Unit must complete and forward to the Human Resources Department the “Non-Academic Appointment Form” included in the New Hire Packet. The employee should complete the appropriate forms and return to the Human Resources Department on his/her first day on the job. An appointment for employee to receive his/her benefit orientation cannot be made until the Non-Academic Appointment Form is received and processed by the Human Resources Department.

Please note: The appointment form must reach HR within 3 days of the employee's start date. Unless logistically impossible, the Foundation requires that the new employee comes to the Foundation HR office within 3 days of his/her start date to complete all required new hire paperwork.

Please use the employee's Foundation Job Title on all of your appointment forms.