DIVISION OF STUDENT AFFAIRS

RECRUITMENT AND SELECTION TOOLKIT

Revised
8-1-16
ABOUT THE TOOLKIT

The Division of Student Affairs Recruitment and Selection Toolkit was designed in collaboration with Human Resources to assist divisional staff with the recruitment, selection and hiring process. This toolkit serves as a resource guide to inform hiring managers as well as search committee members of our recruitment guidelines. It also provides: 1) tips to ensure a diverse candidate pool, 2) suggestions for the candidate review process, 3) helpful reminders about illegal questions we must not ask candidates and 4) samples of a variety of helpful tools. Also embedded throughout the document are links to materials on the Human Resources website. Everything you need to conduct a successful search, from the recruitment process to the background check, offer and communication with candidates is included. If you have any additional questions, please consult with our Director of Resource Management or Human Resources.
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For the Hiring Manager

Steps for a successful search

1. Determine Classification – What Type of Employee Do I Want to Hire?

<table>
<thead>
<tr>
<th>Employee Status</th>
<th>Scheduled Time</th>
<th>Proposed Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Full-Time (BB)</td>
<td>37.5 or more</td>
<td>All Benefits</td>
</tr>
<tr>
<td>Regular Part-Time (BMR)</td>
<td>30.0 to 37.4</td>
<td>Medical &amp; Retirement only</td>
</tr>
<tr>
<td>Regular Part-Time (BBR)</td>
<td>20.0 to 29.9</td>
<td>Retirement only</td>
</tr>
<tr>
<td>Regular Part-Time (NBB)</td>
<td>Less than 20</td>
<td>None; delayed Retirement @ 1000 hrs</td>
</tr>
<tr>
<td>Temporary Full-Time (BB)</td>
<td>37.5 or more</td>
<td>All Benefits (excluding exceptions i.e. Tuition Remission, Adoption Expense Reimbursement)</td>
</tr>
<tr>
<td>Temporary Part-Time (BMR)</td>
<td>30.0 to 37.4</td>
<td>Medical &amp; Retirement only</td>
</tr>
<tr>
<td>Temporary Part-Time (NBB)</td>
<td>Less than 29.9</td>
<td>None; delayed Retirement @ 1000 hrs</td>
</tr>
<tr>
<td>Temporary Part-Time (BBR)*</td>
<td>20.0 to 29.9</td>
<td>Retirement only*</td>
</tr>
<tr>
<td>Seasonal (NBS)</td>
<td>Any (assignment cannot exceed 120 calendar days) Excludes semester hires per ACA</td>
<td>None</td>
</tr>
<tr>
<td>Faculty (BB)</td>
<td>5/8ths time or more</td>
<td>All Benefits</td>
</tr>
<tr>
<td>Faculty Part-Time (NBB)</td>
<td>Less than 5/8ths time</td>
<td>None</td>
</tr>
<tr>
<td>Undergraduate Students (NBB)</td>
<td>Less than 25 (coordinate and restrict work hours for concurrent None assignments)</td>
<td>None</td>
</tr>
<tr>
<td>Graduate Students (NBB)</td>
<td>Less than 25 – with possible exceptions for certain programs</td>
<td>Possible exceptions for certain programs</td>
</tr>
<tr>
<td>Grandfathered Employees (BBG)</td>
<td>Any</td>
<td>Continue benefit eligibility as provided as of December 2014</td>
</tr>
</tbody>
</table>

* Employee either worked 1000+ hours in previous year OR is scheduled to work at least 1000 hours in current assignment

**NOTE** – Temporary or interim hires for 25 hours a week or more must be done for a minimum of 90 days. (unless hiring a seasonal worker – see above)
Replacing a Regular Position – Regular Fill

1. You must have a signed letter of resignation that includes the last date of employment.

2. Complete a Department Action Form (DAF) for the employee and enter the end date and number of vacation days to be paid out, (if the position is administrative). When calculating the number of vacations days accrued for the last month of employment use the following: If the employee’s last day is prior to the 15th of the month, add one vacation day. If the employee’s last day is after the 15th of the month, add two vacation days. Sign the form and attach the letter of resignation. Submit both documents to the Director of Resource Management, Student Affairs, who will review it and forward it to Human Resources. This process can begin as soon as the letter of resignation is received. However, it must be submitted to HR at least 5 working days prior to the employee’s last day of work so that an exit interview can be scheduled and the final paycheck can be available on the last day of employment.

3. Revise current job description to accurately reflect position duties.

4. If you would like the position reviewed for reclassification, update the job description using track changes and forward it to the Director of Resource Management, Student Affairs who will review it and submit it to the Vice President. Once approved, it will be submitted to Human Resources for review at the next Employment Classification Committee meeting. The HR Compensation Services Director will contact the supervisor with the results of the review. If the position is reclassified, the department/area will need to fund any increase in salary required.

5. To begin the hiring process, complete a Personnel Requisition. This form can be found on the web at: [http://www.sandiego.edu/hr/documents/PersonnelRequisition2011-Regular.doc](http://www.sandiego.edu/hr/documents/PersonnelRequisition2011-Regular.doc) Please note that as of 3/1/11 staff positions will be posted and filled for a maximum of 37.5 hours a week.

6. You will also need to complete a Student Affairs Position Recruitment Plan (see Appendix I). The Human Resources Employment Advertising Plan, (located at [http://www.sandiego.edu/hr/documents/recruitment-plan-template.doc](http://www.sandiego.edu/hr/documents/recruitment-plan-template.doc) under “Recruitment Plan Template”) can be used to inform this process. Please note that all recruiting costs will need to be paid from the home department’s budget.

7. Submit an AVP approved Personnel Requisition, Position Recruitment Plan, and an electronic copy of the Job Description to the Director of Resource Management, Student Affairs for review and approval. The entire packet will then be submitted to the Vice President for Student Affairs for approval before being submitted to Human Resources for processing.

Once the posting announcement has been created by HR and the position is being opened for recruitment, send an e-mail to salist@lists.sandiego.edu and request to put the information in the Student Affairs Newsletter to let the division know the position is open and who they can contact for further information regarding the position.
**Regular Position - Interim Fill**

*NOTE - Interim hires for 25 hours a week or more must be done for a minimum of 90 days.*

1. Complete a Department Action Form (DAF) for the employee and enter the end date and number of vacation days to be paid out, (if the position is administrative). When calculating this number, if the employee’s last day is prior to the 15th of the month, add one vacation day. If the employee’s last day is after the 15th of the month, add two vacation days. Sign the form and attach the letter of resignation. Submit both documents to the Director of Resource Management, Student Affairs, who will review it and forward it to Human Resources. This process can begin as soon as the letter of resignation is received. It must be submitted to HR at least 5 working days prior to the employee’s last day of work so that an exit interview can be scheduled and the final paycheck can be available on the last day of employment.

2. If applicable, revise current job description to accurately reflect position duties.

3. If you would like the position reviewed for reclassification, update the job description and forward it to the Director of Resource Management, Student Affairs who will review it and submit it to Human Resources prior to the next Employment Classification Committee meeting. The HR Compensation Services Director will contact the supervisor with the results of the review. If the position is reclassified, the department/area will need to fund any increase in salary required.

4. To being the new hire process, you will need to complete a Personnel Requisition. This form can be found on the web at: [http://www.sandiego.edu/hr/documents/PersonnelRequisition2011-Regular.doc](http://www.sandiego.edu/hr/documents/PersonnelRequisition2011-Regular.doc). Make sure you include the end date for the position. This date must be less than one year from the proposed hire date but can be extended after the one year period is completed for up to another one year term. If you would like the position posted, please note this on the personnel requisition. However, posting is not required. If you already know the name of the person you would like to hire, please include it and their email address in the space provided.

5. Submit the AVP approved Personnel Requisition to the person designated to perform background checks for your area. Once the background check has been satisfactorily completed, submit the paperwork to the Director of Resource Management, Student Affairs for review, approval, and processing.

**New Positions**

Requests for new positions or reorganizations are based upon attrition and realignment of existing resources and must be submitted to the Vice President by the Assistant Vice President for consideration.

**Temporary Positions**

1. Complete a Personnel Requisition. This form can be found on the web at: [http://www.sandiego.edu/hr/documents/PersonnelRequisition2011-Regular.doc](http://www.sandiego.edu/hr/documents/PersonnelRequisition2011-Regular.doc) Make sure you include the end date for the position. This date must be less than one year from the proposed hire
date. If you would like the position posted, please not this on the personnel requisition. However, posting is not required.

2. Request a background check from the area AVP’s assistant. Once the background check is approved the start date can be determined and written on the personnel requisition.

3. Submit the AVP approved Personnel Requisition to the Director of Resource Management, Student Affairs for review, approval, and processing.

**NOTE - Non-Student Positions for 25 hours a week or more must be for a minimum of 90 days.**

**Student Assistants**

Student Assistants are allowed to work a maximum of 25 hours a week during the academic semester – combining all on-campus active assignments. Students may work more than 25 hours a week during the academic breaks, but must average 25 or less hours a week for the entire year.

**Casual Workers**

Please follow the instructions for hiring Temporary Positions above.

FWS/CWO Funded Positions – Please complete the Student Employment Work Authorization. This form can be picked-up by the student from the Student Employment Center after the Work-Study status is approved.

**Recruitment Guidelines**

**General Guidelines**

Regular positions being filled on a continuing basis will be posted on the USD website for at least 5 days with the statement, “a preference will be given to current USD employees”. The position will also be advertised via the SA List Serve to encourage internal candidates to apply. This is designed to promote the professional development of existing employees. Division re-organizations are not traditional recruitments and may have separate requirements or processes. If you have a regular benefits based candidate in your department, you are able to post the position in your office for a minimum of 3 days if approved by the AVP.

All regular positions require the completion of a recruitment plan reviewed and approved by the appropriate AVP, Director of Resource Management, and the Vice President prior to posting.

All recruiting costs will be paid for by the recruiting department, (i.e. job advertising costs; interview costs - travel, food, hotel; relocation reimbursements). Note: Meal expenses should be limited to $60 per person or less. Procurement requires an itemized receipt for meals, not just a credit card charge slip. Please include the names of those in attendance on the request for reimbursement. One meal, (lunch or dinner) per candidate should be booked on campus at La Gran Terraza.

Job postings should incorporate a strong statement regarding our commitment to diversity beyond the EEO statement. - See Appendix VI
For more information regarding the recruitment process, please see Human Resources’ website at: http://www.sandiego.edu/hr/employment-eeo/recruitment-process/

Administrative Assistants, Executive Assistants, Custodial Staff

These positions do not require a search committee; however colleagues (other support personnel) should be invited to participate in the process. The use of skill and software use related tests are advisable for administrative/executive assistants. Human Resources has tests available for use.

Coordinator/Manager/Assistant Director/Community Director

- In cases where a search committee is not used to screen applicants, Student Affairs requires that at least one individual from outside the department assist in the review process. This individual should be appointed by the appropriate Assistant Vice President.

- Campus partners should also be invited to be part of the interview process.

- In the interest of increasing the diversity of our workforce, if no internal candidates are selected, a full regional or national search is required for all open administrative positions. Internal and interim candidates currently performing the job duties need to apply to be considered in the search process.

Directors/Assistant Deans

- Search committee is required to include a minimum of two campus partners outside the division.

- An open forum for Student Affairs staff needs to be included in the interview day.

- Vice President should be invited to interview the candidates.

- In the interest of increasing the diversity of our workforce, if no internal candidates are selected, a full regional or national search is required for all open administrative positions. Internal and interim candidates currently performing the job duties need to apply to be considered in the search process.

Specialty Positions: Physicians, Nurses, Counselors, Coaches, Etc.

- The process can be specialized based on the position, but will follow similar guidelines to Directors, Associate/Assistant Directors or Coordinators.
Recruiting for a Diverse Team

USD also recognizes the inherent value of diversity in the workplace. Our own mission statement emphasizes our commitment to “creating a diverse and inclusive community.” To position USD as an employer of choice, it is imperative that our workforce reflects a multitude of perspectives and backgrounds. Therefore, we strongly encourage hiring managers to embrace practices that will cultivate a diverse, talented, and highly qualified applicant pool.

The University of San Diego is an equal employment opportunity employer. Our policy can be found at: http://www.sandiego.edu/legal/policies/community/institutional/equal.pdf

There are many strategies that hiring managers can adopt at different stages of the hiring process to build a diverse applicant pool and find the best qualified person for the position. The recommendations listed below are meant to enable hiring managers to seamlessly integrate diversity best practices into their recruiting and hiring processes.

**Recruiting**

- Adopt a **proactive** recruitment strategy: don’t wait until you have an available position to look for qualified candidates.
- Build relationships with external professional, community, and multicultural organizations; these groups and the networks they provide can be a valuable recruiting resource.
- Attend external job fairs, conferences, and seminars; they provide excellent opportunities to network and meet qualified applicants.

**Job Description**

- Use “preferred” instead of “required” where appropriate and if possible, be flexible with numeric measures such as years of experience; ideally the job description should allow for broad descriptions of experience and background.
- Include language emphasizing USD’s commitment to diversity and the value diverse candidates offer to our university.
- Sample phrases include, “Our Department is dedicated to the achievement of excellence and diversity among our staff and administrators” or “We are an affirmative action/equal opportunity employer with a strong institutional commitment to the development of a climate that supports equality of opportunity and respect for differences”. These phrases can be adapted to meet the needs and requirements of the particular position.

**Advertising a Position**

- Consider advertising the position in magazines, newsletters, newspapers, periodicals and journals with a particularly diverse readership (contact Employee Services or the Director of Title IX and EEO Programs for suggestions of relevant advertising sources).
• Distribute information about the available position to university colleagues and personal contacts. Someone you know may have the ideal candidate in mind.

• Forward the position description to local, regional, and national professional, community and multi-cultural organizations, (include list serves, social media groups, etc.)

• Use language that expresses our interest in, and commitment to hiring a diverse team. See Appendix VI for examples.

**Information Regarding Search Committees**

**Search Committees**

• Should consist of diverse representation from appropriate departments that will interact with the position who can provide a variety of perspectives.

• Diversity of age, ethnicity, gender, etc. within search committee is valued and recommended.

• Will be provided with the interview guidelines, timeline and itineraries (see Appendices II and III).

• Will develop rubrics for evaluating candidate resumes (sample Appendix V).

• Will develop interview questions and an interview evaluation form.

**Charge of the Search Committee**

• Search committees should forward a summary for each candidate brought to campus, outlining their strengths and any areas of concern, to the area AVP. This should be provided in a random order format.

• It is important to note that search committees do not select candidates for hire. Hiring decisions are made by the supervisor in conjunction with the appropriate AVP and Vice President.

**Role of the Search Committee Chair**

• Coordinate the meetings of the committee.

• Facilitate the development of appropriate, consistent, legal questions by the committee. Refer any questions to the Director of Title IX and EEO Programs.

• Develop a search timeline (sample Appendix II).

• Develop the schedule for the interview day (sample Appendix III).

• Serve as the primary contact with the candidate.

• Ensure that the charge of the search committee is met.

• Ensure a fair and inclusive process.
Evaluating Resumes

• Ask yourself what this person might be able to bring to your team that it doesn’t already have. Life experience? A new perspective? Cultural competency? Professional networks? Mission familiar?

• The search committee will use the rubric they developed for evaluating resumes and cover letters that includes the position’s minimal and desired qualifications.

• The rubric should include 1) the understanding of USD’s Catholic identity and mission and 2) the ability to effectively work with a diverse population.

Planning for the Interview

• The hiring manager and their supervisor must meet the candidate during the interview process.

• Direct reports (exempt administrators) to AVPs will be interviewed by the Vice President.

• Ensure that the interview process and site are accessible to applicants with disabilities.

• When candidates are on campus for an interview, give them the opportunity to meet other staff, administrators, and/or faculty on campus, particularly individuals who might share their background or interests.

• During the interview, discuss the climate and culture of USD and emphasize what makes USD special.

• Ensure dialogue regarding the Catholic identity and the role of the position in supporting the mission is incorporated throughout the interview process. Case studies are recommended.

• For non-local candidates, describe what makes San Diego a desirable place to live and work.

• See sample interview timeline attached, (Appendix II) and Interview Itinerary, (Appendix III)
Interviewing Candidates

• A complete list of interviewing resources can be found online at:

  http://www.sandiego.edu/hr/employment-eeo/recruitment-process/interviewing-resources.php

• Ask each applicant the same set of core questions and ensure that the questions relate to the position’s preferred skills and qualifications. Consider what unique perspective he or she might be able to offer your department.

• The applicant interview is one of the most important parts of the hiring process. Questions should solicit valuable information about the candidate’s experience and ability to contribute to USD. However, it is equally important for hiring managers and search committee chairs to ensure that questions do not refer to an applicant’s protected class status (ex: race, gender, religion, sexual orientation). Those types of questions are illegal, even if not asked in a direct way.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Discriminatory Questions</th>
<th>Legal Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Do you prefer to be addressed as Mr. or Miss?</td>
<td>NONE</td>
</tr>
<tr>
<td></td>
<td>What is your gender identity?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What is your gender expression?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Are you male or female?</td>
<td></td>
</tr>
<tr>
<td>Race</td>
<td>What is your race?</td>
<td>NONE</td>
</tr>
<tr>
<td></td>
<td>What is your ancestry?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What is your ethnic identity?</td>
<td></td>
</tr>
<tr>
<td>Citizenship/Nationality</td>
<td>Are you a US citizen?</td>
<td>Can you provide proof of eligibility to work in the US? If used, this question should be asked of all applicants</td>
</tr>
<tr>
<td></td>
<td>What is your immigration status?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Where were you born?</td>
<td>Can you speak a second language? This is only appropriate if the position requires knowledge of a second language and must be asked of all applicants</td>
</tr>
<tr>
<td></td>
<td>Where is your family from?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>How long have you lived here?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What is your native tongue?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What kind of name is ------ ?</td>
<td></td>
</tr>
<tr>
<td>Religion</td>
<td>What is your religion?</td>
<td>Can you work on weekends? This is only appropriate if the position requires someone to work on weekends and must be asked of all applicants</td>
</tr>
<tr>
<td></td>
<td>Which church do you attend?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What religious holidays do you observe?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What holidays do you celebrate?</td>
<td></td>
</tr>
<tr>
<td>Sexual Orientation</td>
<td>What sexual orientation are you?</td>
<td>NONE</td>
</tr>
<tr>
<td></td>
<td>Are you gay? Are you a lesbian? Are you bisexual?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Why do you dress like that? Why do you wear an earring?</td>
<td></td>
</tr>
<tr>
<td>Age</td>
<td>What is your date of birth?</td>
<td>Are you over the age of 18?</td>
</tr>
<tr>
<td></td>
<td>How old are you?</td>
<td>What are your long-term career goals?</td>
</tr>
<tr>
<td></td>
<td>When did you graduate from high school?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>When do you plan to retire?</td>
<td></td>
</tr>
<tr>
<td></td>
<td>What is your birth date?</td>
<td></td>
</tr>
<tr>
<td>Marital/Family Status</td>
<td>Are your married?</td>
<td>Do you have any responsibilities that might conflict with job</td>
</tr>
<tr>
<td></td>
<td>What is your spouse’s name?</td>
<td></td>
</tr>
<tr>
<td>Is this your maiden name?</td>
<td>attendance or travel requirements? <em>If used, this question should be asked of all applicants.</em></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>What is your pregnancy status?</td>
<td>What are your long-term career goals?</td>
<td></td>
</tr>
<tr>
<td>Do you have children?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you plan to have children?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>How many children do you have? If you get pregnant, will you return to work after maternity leave?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What are your childcare arrangements?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Disability/Physical or Mental Health**

<table>
<thead>
<tr>
<th>Do you have any disabilities or chronic illnesses?</th>
<th>Are you able to fulfill the responsibilities and requirements of this position with or without a reasonable accommodation? <em>If used, this question should be asked of all applicants.</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have any medical conditions?</td>
<td></td>
</tr>
<tr>
<td>How did you become disabled?</td>
<td></td>
</tr>
<tr>
<td>What is the severity of your disability?</td>
<td></td>
</tr>
<tr>
<td>What medications do you take?</td>
<td></td>
</tr>
</tbody>
</table>

**Criminal Record**

<table>
<thead>
<tr>
<th>Have you ever been arrested?</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have you ever been convicted of a crime?</td>
<td></td>
</tr>
</tbody>
</table>

**Affiliations**

| What clubs, volunteer service organizations, civic organizations or societies do you belong to? | Unless it is stated that applicants may omit organizations where the name of the organization may indicate a protected status. |

**Military Service**

<table>
<thead>
<tr>
<th>What were the dates or the nature of your military service?</th>
<th>What type of training or education did you receive in the military?</th>
</tr>
</thead>
<tbody>
<tr>
<td>What type of discharge did you receive?</td>
<td>In what branch of the armed forces did you serve?</td>
</tr>
<tr>
<td>Have you served in the military of any country other than the US?</td>
<td></td>
</tr>
<tr>
<td>What is your veteran status?</td>
<td></td>
</tr>
</tbody>
</table>

- Of course, there are always exceptions, including when the employer is required by law to obtain conviction information and when an individual who has been convicted of a crime is prohibited by law from holding the position sought by the applicant, regardless of whether that conviction has been expunged, judicially ordered sealed, statutorily eradicated, or judicially dismissed following probation.

- There may be exceptions to these requirements based on the bona fide occupational qualifications of the position.

- Keep in mind that an applicant may volunteer information relating to a protected class on his or her own (ex: an applicant mentioning during the interview that he is part of a protected class). In this situation, hiring managers and search committees should avoid asking any follow-up questions relating to the protected class and the information must not factor into the decision-making process.

- It is also important to avoid inappropriate/illegal questions while outside of the interview room. This includes while picking up an applicant from the airport, at a lunch or dinner, or walking to and from the interview room.

If you have any questions or concerns about appropriate interview questions, please feel free to contact the Director of Title IX and EEO Programs.


When Finalizing the Selection of a Candidate

When you have selected the candidate you would like to hire in a regular capacity

1. Call the candidate’s references – see Pre-Employment Reference Check, (Appendix IV). At least one should be a former supervisor.

2. Complete a Proposal to Hire Form found on the HR website at: http://www.sandiego.edu/hr/documents/P2H_Regular.doc and have the appropriate AVP approve it.

3. Submit it to the Director of Resource Management, Student Affairs along with the candidate’s resume, cover letter, job description, and any other supporting documentation.

4. Once reviewed the packet will be submitted to the Vice President for approval prior to sending it to Human Resources.

NOTE - A job offer cannot be made by Student Affairs personnel to the candidate. Once HR receives the Proposal to Hire, they will:

Verify the following information

- The candidate chosen meets the minimum job qualifications (according to the current job description).

- The proposed pay is within the appropriate range and there are no internal equity concerns. If the proposed pay is higher than indicated on the original Personnel Requisition, Budget & Treasury will contact the Director of Resource Management for clarification.

- Discuss any relocation offered or negotiated with the recruiting department. Please note that all relocation costs will be charged to the recruiting department.

- References were obtained by the hiring department.

- Initiate a background check. Once the background check has been satisfactorily completed, make an offer to the selected candidate.

If the offer is accepted, HR will prepare the new employee paperwork and schedule New Employee, Benefits and Safety Orientation meetings.

When you have selected the candidate you would like to hire in a temporary capacity

1. Call the candidate’s references – see Pre-Employment Reference Check, (Appendix IV). At least one should be a former supervisor.

2. Complete a Proposal to Hire Form found on the HR at: http://www.sandiego.edu/hr/documents/P2H_Regular.doc and have the appropriate AVP approve it.
3. Submit it to the Director of Resource Management, Student Affairs along with the candidate’s resume, cover letter, job description, and any other supporting documentation. Once reviewed the packet will be submitted to the Vice President for approval prior to sending it to Human Resources.

**NOTE - A contingent job offer can be made by Student Affairs to the candidate.**

4. Initiate a background check with your AVP’s assistant.

5. Once the background check has been satisfactorily completed, make an offer to the selected candidate.

If the position is over 30 hours a week, once the offer is accepted, HR will prepare the new employee paperwork and schedule New Employee, Benefits and Safety Orientation meetings.

### Before the Offer is Made

**How to Initiate a Background Check for a student or temporary employee**

- Beginning July 1, 2012, post-offer, pre-employment background investigations are now required for all potential new hires.

- Initiated after an offer of employment has been conditionally made and accepted but before an offer is finalized or (if applicable) a contract is signed.

- Initiated by the AVP of the area’s assistant, who enters the potential new hire’s name and e-mail address into the Truescreen background check online system.

- The potential new hire then receives an e-mail directing him/her to a website to enter the required information for the background check.

- After the background check is complete, the results are sent by the company to HR who contacts the initiator.

- The contingent offer may be finalized once the background investigation has been completed and the results accepted by the university.

- Potential hires that do not have an email account or cannot create one may complete a paper background investigation form.

- Previous employees who are returning to work after a break of one (1) year or less will not be subject to another background investigation unless requested by the hiring authority or Human Resources.

For additional information, please consult the Background Checks Policy, section 3.2.4 of the USD Policy manual.

- Credential checks will be conducted for licensed personnel by HR.
• Degree checks will be conducted by HR for positions requiring specific academic degrees.

• Fiscal background checks will be required where positions have cash access.

**Making the Offer**

• Human Resources makes all regular offers, as well as any offers which include any type of medical or retirement benefits for the Student Affairs Division.

**Communicating to Successful/Unsuccessful Candidates**

**After the Formal Search**

• iRecruitment sends an automated notification email to candidates when their status is updated to either, “interviewed, not selected” or “not selected”.

• Committee Chair will coordinate with Human Resources to ensure that communication is made with all candidates.

• All internal applicants should be contacted by the hiring unit director or AVP when not interviewed or selected in order to provide the opportunity for a conversation about the status of their candidacy.
# Appendix I

**STUDENT AFFAIRS**

**POSITION RECRUITMENT PLAN**

<table>
<thead>
<tr>
<th>Position Title:</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Please specify date or Open Until Filled)</td>
</tr>
<tr>
<td>Search Committee Composition:</td>
</tr>
<tr>
<td>(if applicable)</td>
</tr>
</tbody>
</table>

**Recruitment Strategy and Plan:**

| Recruitment Strategy Approved: |
| Director of Resource Management |

**Approval to Interview:**

| Next Level Supervisor |

**Finalist Pool of Candidates:**

| |

| Approval to Offer Position: |
| Assistant Vice President, Student Affairs |

| Date |

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Appendix II

Search Timeline Example

United Front Multicultural Center (SAMPLE)
Associate Director Search

Timeline 3.17.17

1. Advertising
   a. Place advertisement in Higher Education publications/websites through March 26
   b. Placement/Interviews ACPA March 20-24, NASPA March 3-7
   c. Review applications through March 26 - Deadline for applications March 26
2. Committee meeting to discuss process and charge
   a. March 15
3. Committee meeting to determine phone interview candidates
   a. April 5-9
4. Phone interviews
   a. April 12-13
5. Selection of candidates for on campus interviews (4 candidates)
   a. April 14
6. On-campus interviews
   a. April 26-30
7. Recommendation of candidates by search committee
   a. May 3
8. Decision
   a. May 10
9. Offer Date
   a. May 12
10. Start Date
    a. July 1
Appendix III

Assoc. Dir Search Interview Itinerary Candidate Sample

United Front Multicultural Center
Associate Director Search
Interview Itinerary

Lodgings- University of San Diego Hospitality Suite
Missions Crossroads
5998 Alcala Park
San Diego, CA 92110

Public Safety- 619-260-7777 from an off-campus phone, x7777 from an on-campus phone

Wednesday, April 28, 2016

• 6:00pm- Arrive in personal car at USD Hospitality Suite (Missions Crossroads)
  ▪ Parking permit will be available at entrance kiosk (campus map sent in email)
• 7:00-8:00pm- Meet and Greet with Students (Student Life Pavilion 418)

Thursday, April 29, 2016

• 8:15am- Pick up from Hospitality Suite (Missions Crossroads)
• 8:30-10:00am- Search Committee Breakfast (Student Life Pavilion 424)
• 10:00-11:00am- Meeting with Student Affairs Administration Vice President and Assistant Vice President (Hahn University Center 232)
• 11:00-12:00pm- Meeting with the Director of the UFMC (Student Life Pavilion 418)
• 12:15-1:45pm- Lunch with UFMC Students (La Gran Terraza, meet in Student Life Pavilion 418)
• 2:00-3:00pm- Meeting with Student Life Staff (Student Life Pavilion 424)
• 3:00-4:00pm- Campus-wide Forum (Hahn University Center 107)
  ▪ Topic: “Describe how your values, training and previous professional experience will contribute to the work of diversity and inclusion at this Catholic University.” (20 minute presentation, 40 minute Q&A)
    • Please let Scheduling know if you need a projector as soon as possible
      o Mac users should bring their own adaptors
• 4:15-5:00pm- Campus Tour (Meet in UC 232)
• 5:15-6:15pm- Break
• 6:30-8:30pm- Dinner with members of the search committee
  ▪ AVP will identify a dinner location

Friday, April 30, 2016

• 10:00am- Depart from University of San Diego
  ▪ Please leave USD Hospitality Suite room key at the Missions Crossroads front desk
Appendix IV

Pre-Employment Reference Check
http://www.sandiego.edu/hr/documents/ReferenceCheckFormCombined.pdf

PRE-EMPLOYMENT REFERENCE CHECK
This information will be treated in a confidential manner and will not be provided to the applicant named above. This will be placed in a confidential file separate from the Personnel File. Please return as soon as possible to: Human Resources, M191

Name of Applicant: ____________________________ Position Applied for: ____________________________

Recruitment IRC# ____________________________ Date: ____________________________

Company Name: ____________________________ Telephone: ____________________________

Contact Person: ____________________________ Title: ____________________________

How did you know the above-named applicant? ________________________________________________

If a former employee, list dates of employment: From ____________________________ To ____________________________

Position held: ____________________________ Other positions: ____________________________

How was attendance? ____________________________ Was this person reliable? ____________________________

How did this person get along with other employees/contacts? ____________________________

Strengths? ____________________________ Weaknesses? ____________________________

Would you hire/rehire this applicant? ___ Yes ___ No If not, why? ____________________________

What should we know about this applicant? ________________________________________________

REFERENCE CHECKING IMPORTANT NOTES
• Always check at least two professional references (former supervisor/colleague) for your top candidates.
• If unable to contact a reference ask the candidate for an alternate reference.
• Prepare your questions in advance according to your notes on the candidate’s interview.
• Ask job-related questions.
• Explain to the reference who you are and why you are calling.
• Describe the position and explain that the candidate is one of the finalists in the selection process.
• Listen carefully to each response before asking the next question.
• Pay attention to the tone of voice, note hesitancy, evasiveness and other forms of subtle communication.
• Consider speaking to other references; co-workers and subordinates can frequently supply valuable information.
• Thank him/her for taking the time to talk with you about the candidate.

SAMPLE QUESTIONS
How did the candidate perform in his/her position? Where there any issues that impacted his/her job performance?
How did the candidate handle conflict situations? How about pressure?
How were his/her supervisory skills? (If applicable) Did the candidate receive any internal promotions?
What was his/her biggest accomplishment? Were there any areas that the candidate needed improvement on?
Did you have any problems with this employee? How did the candidate get along with management?
Describe this person’s experience as a team member? Why did the candidate leave your organization?

ADDITIONAL COMMENTS
________________________________________________________________________________________
________________________________________________________________________________________
Appendix V

Applicant Rating Form Sample

Candidate ___________________________________ Rater __________________________

Based upon the job description and your review of the candidate’s materials, please provide your feedback on the following: (Note: 1=Low, 5=High)

1.) Professional Credentials:
   1  2  3  4  5  Unable to rate
   Comments:

2.) Relevant experience with multicultural programs:
   1  2  3  4  5  Unable to rate
   Comments:

3.) Experience working with students:
   1  2  3  4  5  Unable to rate
   Comments:

4.) Experience collaborating with faculty:
   1  2  3  4  5  Unable to rate
   Comments:

5.) Supervisory experience:
   1  2  3  4  5  Unable to rate
   Comments:

6.) Alignment of strengths and experiences with position
   1  2  3  4  5  Unable to rate
   Comments:

7.) Understanding of Catholic identity and Mission of the University:
   1  2  3  4  5  Unable to rate
   Comments:

8.) Overall Impression:
   _____Consider for phone interview        _____Do not consider for phone interview
Appendix VI

Sample Diverse Language for Position Announcements

• “experience with a variety of teaching methods and/or curricular perspectives”
• “experience in cultures other than their own”
• “academic experiences and interests in culturally diverse groups”
• “interest in developing and implementing curricula that address cultural competency”
• “demonstrated success in working with diverse populations of students”
• "the Department has a strong commitment to the achievement of excellence and diversity among its faculty and staff"
• "call for applicants who engender a climate that values and uses diversity in all its forms to enliven and make more inclusive the work of the organization"
• An example of language used by the University of Washington, "The University of Washington is an affirmative action, equal opportunity employer. The University is dedicated to the goal of building a culturally diverse and pluralistic faculty and staff committed to teaching and working in a multicultural environment and strongly encourages applications from women, minorities, individuals with disabilities, and covered veterans"
• An example of language used by the University of Missouri-Kansas City, "UMKC recognizes that a diverse faculty, staff, and student body enriches the educational experiences of the entire campus and greater community. To this end, UMKC is committed to recruiting and retaining faculty, students, and staff who will further enrich our campus diversity and making every attempt to support their academic, professional, and personal success."
• An example from UCLA, "interested in candidates who are committed to the highest standards of scholarship and professional activities and to the development of a campus climate that supports equality and diversity" and "affirmative action/equal opportunity employer with a strong institutional commitment to the achievement of diversity among its faculty, students, and staff" and "affirmative action/equal opportunity employer with a strong institutional commitment to the development of a climate that supports equality of opportunity and respect for differences"
New Employee's First Day

We all want to ensure that new employees have a positive and memorable experience on their first day. There are two things that great supervisors do on an employee’s first day to ensure success for the future:

1. Accompany the employee to the HR (Maher 101) to ensure they receive everything they need to officially “hire” them as an employee

2. Make their first day special.

When the employee arrives, accompany them to the department of human resources. We will

1. Help them complete the required new hire forms:
   a. Confidential Employee Data Form
   b. Employment Eligibility Verification (I-9) Form and Instructions
      Employment Eligibility Verification (I-9) Form and Instructions in Spanish
   c. Form W-4 Employee’s Withholding Allowance Certificate

2. Enter their data into the HR database so that they can get the necessary access to offices, parking, computer applications, and so that they can get paid.

3. Walk them through the New Hire Checklist.

After the employee has been to HR, supervisors should

1. Complete the Staff/Faculty AD & Oracle Self Service User Registration Form to request computer access and so that the employee can sign up for benefits. Submit the form to Maher Hall, Rm 170.

2. Take the employee to get their USD ID card at the Campus Card Office, in the University Center.

3. Obtain a parking permit (http://my.sandiego.edu or Parking Services in the Hahn University Center).

4. Help them register for their USD email address (http://my.sandiego.edu)

5. Communicate your expectations as a supervisor.

6. Complete the items on the Supervisor Checklist.

Here are some ideas for making your employee’s first day special

- Bring donuts or bagels on their first day to celebrate.
- Have everyone in the department write a greeting card.
- Have staff in the department write individual notes and decorate the new employee’s desk or work area.
- Take them to lunch.

This is your chance to make a great first impression and extend the Culture of Care. Show them that USD values them and that we are glad they are here.