

## **HIRING PROCESS**

### **General Information**

The purpose of the hiring process is to establish a pool of qualified applicants for each position that includes protected classes (females, minorities and handicapped) and insures equal opportunity for all applicants. It is important to note that there are significant differences in qualifications for each position due to local needs. The ultimate goal is to hire the most qualified person who fits the needs of that local position.

Please note that the process described here is used for county-based CSUE personnel. A similar process is used for non-departmentally based regional specialists. In both instances, a Regional Director is responsible for establishing the search and serves as chair of the search committee.

### **Vacancy Description/Advertising Process**

There is no guarantee that a vacant position will be replaced if the need is greater for a different position. However, once a position is approved to be filled it is reviewed by the following as appropriate to the position: Regional Director, local advisory committee, county commissioners, and local staff, to determine if the needs have changed. This review is initiated and coordinated by the Search Chair (typically the Regional Director). Any changes are incorporated in the vacancy announcement. Salary determination is based on the current year's Salary Guidelines and must be approved by the Director. Depending on the needs of the position, jobs may be advertised with no maximum salary (unless grant funding limits the maximum) or a salary range may be specified. To begin the approval process for the search, the Search Chair forwards the vacancy announcement, advertising plan specific to the position beyond the advertising venues always used, and the names of individuals serving on the State Search Committee to the Extension Human Resource Office. The cost of advertising is ordinarily covered by the Human Resources budget. The vacancy announcement is prepared by the Extension Human Resource Office and reviewed by the following as appropriate to the position: County Director, Regional Director, Area Director (if applicable), and Director (or their designee) prior to distribution. Positions are advertised for four – six weeks (an EEO requirement) depending on where the advertising takes place. As applications are received, they are screened to eliminate those who do not meet the required qualifications or whose applications are incomplete.

### **State Committee Process**

The State Search Committee should include a diverse group of individuals who can identify, recruit, evaluate, rate and recommend applicants from each of their professional viewpoints. Therefore, the State Search Committee should include a minimum of 3-4 individuals and may include: 1) County/Area Director; 2) Regional Director as chair, 3) one or more Specialist(s); 4) one or more peer agents, 5) Representative(s) of local clientele or county commissioners. It is important to have a protected class member on the State Search Committee. If the position includes 4-H responsibilities, a representative of the State 4-H Office must serve on the Search Committee.

Additional local clientele may participate in separate local interviews along with Advisory Committee members and/or additional County Commissioners or their designated representative(s).

A score sheet system that incorporates qualifications listed in the vacancy announcement is used by the State Search Committee to insure equal consideration of all applicants. Each state search committee member scores the qualified candidates. The Search Committee Chair needs to stress to the Search Committee the importance of submitting scores by the deadline. Failure to do so will result in that search committee member being removed from the slate Search Committee. The scores are tabulated to determine the total score rank and weighted score rank. As the screening results are considered, three groups of people may be identified: 1) those to be considered for interview; 2) those who are acceptable

to be considered for the position if none of the top interviewees are selected; and 3) those who will not be considered for the position. The position would be readvertised rather than consider group #3 applicants.

### **Permission to Reference Check and Interview**

Before the candidates are contacted for permission to reference check and to interview, the Assistant Director – Human Resources must approve the reference check and/or interview list with the Office of Equal Opportunity. The Search Chair must provide written justification as to why the committee selected each specific candidate to reference check/interview and why the other candidates were not selected.

The Search Chair (or other Search Committee Members as determined by the Regional Director or Search Chair) calls references of the selected candidates before the final selection of interview participants is made. The State Search Committee will discuss each of the top candidates and determine which candidates will be interviewed.

The Extension Human Resource Office will provide approved reference check and interview questions in advance of conference call(s)/meeting(s) to distribute to the Search Committee. If the Search Committee has any additional questions they would like to use, the Search Chair will forward these questions to the Extension Human Resource Office prior to reference checking/interviews to obtain approval.

### **Interview Letter**

Interview letters (see Sample Interview Authorization Letter) are sent to the interviewees by the Search Chair with photocopies of each letter for Assistant Director – Human Resources.

### **The State Interview Process**

The first interviews are conducted by the State Search Committee members. The Search Chair uses the input from the State Search Committee during the local interview process.

### **Local Interview Process**

The local County/Area Interview Committee should include advisory committee representatives, clientele, youth (if appropriate to the position), and additional County Commissioner(s) or their representative(s).

The local committee should identify the strengths and weaknesses of their top candidates to recommend to the Director through the Assistant Director – Human Resources. The local committee should also indicate whether or not any of the candidates are not acceptable. It is the Director's responsibility to decide which candidate will be offered the position at what salary.

### **Offer to Candidate**

Before the job is offered, the Assistant Director – Human Resources must also obtain permission to offer the position to the successful applicant from the Office of Equal Opportunity and a satisfactory criminal background check must be completed. In addition, the offering salary is determined by discussion between the Search Chair and the Assistant Director – Human Resources (with approval from the Director).

Once the position has been offered to the successful candidate, it is recommended that the candidate visit with the Extension Fiscal Office and the CSU Benefits Office to review benefits and their cost, prior to committing to the position.

### **Communication with Applicant**

The Assistant Director – Human Resources will inform those applicants not selected for reference checking as to the status of their application and the search. The Search Chair is responsible for informing all applicants who are reference checked or interviewed as to the outcome of the search.

The Search Chair will work with the unit administrator/supervisor to assign a mentor(s) to the new employee prior to the completion of the Personnel Notice Form. Staff members assigned as mentors will be contacted prior to assignment. Regional Directors' in affected areas will approve mentor assigned. The Assistant Director – Human Resources will send letters of explanation to the mentor and mentee.

The Search Chair will complete a Personnel Notice Form. The original will be sent to the Assistant Director – Human Resources to review for accuracy and completeness. A copy should be sent to the Assistant Director – Finance. Notice of hire will be sent to Technology Unit, Extension Fiscal Office, and employee(s) updating directory information.

The Assistant Director – Human Resources will initiate the official offer letter to confirm Extension's offer with the new hire. Copies will be sent to the unit administrator, Regional Director, the Extension Fiscal Office, and Assistant Director – Human Resources.

The Extension Fiscal Office will input the information from the Personnel Notice Form into the CSU Data Base, assign funding, complete the staffing process, and initiate the Personnel Data Form and Appointment Form using the data that is available on the Personnel Notice Form.

The Technology Unit will assign a new e-mail address to each new hire and will place the address on all approved list serves and bulletin boards.