

RECRUITMENT AND HIRING OF STAFF AND ADMINISTRATIVE EMPLOYEES

POLICY STATEMENT

This policy outlines responsibilities for the recruitment and employment of staff and administrative employees at Chapman University.

REASON FOR THE POLICY

This policy provides an objective, open process whereby members of the campus community and the community at large can compete openly and fairly for available regular positions.

For temporary Staff and Administrative positions, this policy is intended to 1) ensure that proper personnel procedures and State/Federal regulations are followed in the hiring of temporary employees; and 2) recognize the limited period of time and transitory relationship which temporary employees have with the University, and therefore expedite the hiring process for temporary employees.

POLICY

AUTHORITY AND RESPONSIBILITIES: REGULAR POSITIONS

This policy applies to the filling of regular positions which are newly established or have become vacant due to the termination or transfer of an employee. This policy does not apply when the responsibilities of a position have been changed due to departmental restructuring, when new duties are assigned to a current employee or when a position is transferred from one campus location to another (as long as a position vacancy is not created by these actions).

The Human Resources Department:

- a. approves the title, level and pay of new and replacement positions;
- b. Posts vacancies and approves job advertisements. When placing an advertisement for an open position, the Department of Human Resources will consult with the Equal Opportunity and Diversity Officer and the department head in order to choose those publications which best accommodate the University's commitment to Affirmative Action and Equal Employment Opportunity. All advertisements shall state that Chapman University is an Affirmative Action, Equal Employment Opportunity Employer;
- c. approves selection criteria (e.g., interview and pre-employment reference questions) in consultation with department heads;
- d. acts as the exclusive official recipient of employment inquiries such as resumes, employment applications and letters;
- e. determines starting salaries and dates for new employees in consultation with department heads and within the limits specified on the Personnel Request form;
- f. monitors the recruitment and employment process to insure that University policies and procedures, and state and federal laws are followed;

- g. conducts periodic training programs for employees and hiring officials on proper employment procedures and techniques;
- h. provides information and counsel to University employees who apply for jobs.
- i. in unusual circumstances the Vice President of Human Resources, with the concurrence of the Equal Opportunity Officer, may make exceptions to the posting requirements.

Department Heads and Hiring Officials who initiate hiring:

- a. prepare required forms, secure necessary approvals and forward forms through appropriate channels as specified in procedures maintained on the HR website;
- b. prepare accurate job descriptions which describe fully and accurately the duties, responsibilities and requirements of the job for which recruitment is to take place. Position descriptions must not improperly screen out candidates by stating unrealistic or unnecessary job or education requirements;
- c. insure that job selection standards and criteria (such as applicant interview questions and rankings, and questions asked during pre-employment reference checks) are job related and are applied consistently to all applicants under consideration. Applicants for employment will be screened without regard to race, color, national or ethnic origin, religion, age, sex, disability, veteran status, or any other characteristic protected by federal or state law;
- d. conduct pre-employment reference checks, criminal conviction checks, and, if applicable, DMV and credit checks, and, with the approval of Human Resources, extend offers of employment. No new employee may begin working until all required forms have been properly prepared, and approvals have been obtained;
- e. in cases where relatives of current Chapman employees are applicants for employment, comply with the section of this policy on "Employment of Relatives". Care must be taken to avoid the perception that nepotism or favoritism exists in the selection process.
- f. contact the Department of Human Resources, in advance of the employee's first day of work, to schedule an orientation of the new employee with Human Resources Staff.
- g. return all applications, resumes, forms and screening/selection worksheets to the Department of Human Resources, where they shall be retained as required by law and in accordance with the University's record retention schedule.

Vice Presidents/Vice Provost:

The Vice Presidents/Vice Provost who supervise the hiring departments are responsible for approving Personnel Request forms and insuring that department heads follow the hiring procedures maintained on the HR website.

The Executive Vice President/Chief Operating Officer

The Executive Vice President/Chief Operating Officer is responsible for the final approval of all Personnel Requests for new positions.

AUTHORITY AND RESPONSIBILITIES: TEMPORARY POSITIONS

The Human Resources Department:

- a) Approves the title and salary of temporary employees;
- b) Monitors the temporary employment process to insure that University policies and procedures, and state and federal laws are followed.

The Hiring Department:

- a) Prepares a brief summary of duties, responsibilities and requirements for temporary positions;
- b) Prepares required forms, secures necessary approvals and forwards approved forms through appropriate channels as specified in these procedures;
- c) Conducts pre-employment reference checks on the person to be hired.
- d) Extends offers of employment to temporary employees at the date, salary and title approved by the Human Resources Department. No temporary employee may begin working until all required approvals have been obtained and all required forms are signed.

IMMIGRATION STATUS

All employees hired by Chapman University must present documentation establishing their identity and employment authorization in accordance with the immigration laws of the United States upon request prior to or during orientation. The acceptable documentation is included as part of the most current I-9 form issued by the Department of Homeland Security, United States Citizenship and Immigration Services.

In addition, each employee must sign an attestation on the form authorized by the U.S. government, that they are a citizen or national of the United States, an alien lawfully admitted for permanent residence, or an alien who is authorized under federal law or by the U.S. Attorney General to be hired, recruited, or referred for employment by Chapman University.

Any employee failing to provide and execute proper documentation as specified above within 72 hours of hire shall be ineligible for continued employment with the University. Such failure shall result in discharge of the employee, even in the presence of a written contract for employment.

INTRODUCTORY PERIOD OF EMPLOYMENT

The first 180 days of an employee's active employment are considered an introductory period. During this time, an employee's performance on the job and his/her potential abilities will be evaluated by the supervisor in light of the employee's stated qualifications. Both the employee and his/her supervisor will have the opportunity to judge whether the employee's job placement has been appropriate and whether the University's and employee's own expectations have been met.

If the employee completes the introductory period to the satisfaction of both the employee and the University, the employee will be considered a regular status employee. If the supervisor determines that the employee's abilities or performance do not meet the requirements of the job, the employee will be terminated from employment. If the supervisor determines that an additional

period of time is needed to assess the employee's abilities or performance, the supervisor may extend the introductory period for up to three additional months. Termination of employment or extension of the introductory period may occur at any time during the introductory period.

At Chapman University, an employee's length of service is measured from the day the employee began active employment.

Vacation and sick pay for eligible employees begin to accrue from the date the employee begins active employment. However, an employee is not eligible to use accrued vacation and sick pay during the first 90 days of the introductory period.

Eligibility for tuition discount benefits begins after the successful completion of the introductory period. Refer to the Tuition Discount Policy for more information.

Employee eligibility for University sponsored health care, insurance and retirement benefits normally becomes effective on the first day of the month following 90 days of service. Refer to the Chapman University Benefits e-Guide for more information.

EMPLOYMENT OF RELATIVES

Chapman University seeks to maintain equitable employment practices in all areas of personnel policy.

Relatives of Chapman University employees shall be considered for employment as would any other individual, on the basis of qualifications and experience. Family relationship is neither an aid nor an impediment to employment.

Relatives of employees are eligible for employment except where potential problems of supervision, safety, security, morale, or potential conflicts of interest exist. Within a department, no relative shall directly supervise another relative, as defined below.

Should the University have a need to assign or maintain an employee in a position in which the employee would come under the supervision of another relative, the President in consultation with the appropriate Vice President shall appoint a non-relative within the work unit to provide a supervisor other than the relative in order to avoid a conflict of interest. All concerned in the work unit shall be made aware of the designated supervisor.

Relatives include an employee's parent, child, brother, sister, spouse, domestic partner, in-laws and step-relations.

Should the marriage, civil union, or domestic partnership of two current employees create a problematic situation as outlined above, the University will try to make reasonable accommodations to resolve the employment situations.

STATEMENT OF AT-WILL EMPLOYMENT

This policy is not intended to and does not alter the University's at-will employment relationship with its employees. Employment at Chapman University is for no specified term and is subject to the mutual consent of the University and the employee. Either party may terminate the employment relationship at will, at any time, with or without cause. The above policy shall not limit the University's right to terminate an employee at any time, with or without cause.

OFFICE RESPONSIBLE FOR POLICY

Human Resources

Contact information for questions about this policy:

Robin Borough, borough@chapman.edu, (714) 997-6882

WEBSITE ADDRESS FOR THIS POLICY

https://www.chapman.edu/faculty-staff/human-resources/_files/policies/staff-recruitment-and-hiring-policy.pdf

APPROVAL AND PUBLICATION DATES

Effective: (Date of publication)

This policy was published in June 1998 as part of the Staff and Administrative Handbook, sections of which were amended in March 2017. In March 2021 the sections of the handbook were separated into policies, with no substantive change in content.

RELATED MATERIALS

Recruitment and Hiring Procedures for Staff and Administrative Employees

IMPLEMENTING PROCEDURES – RECRUITMENT AND HIRING OF STAFF AND ADMINISTRATIVE EMPLOYEES

Regular Staff and Administrative Employees

Forms and Documents

- a. The department head or hiring official first completes and signs a *Position Description form (Appendix A)*. This must be done before the recruitment process can begin. Preparation of the position description is the most important step in recruiting and employment, as information in the position descriptions provides the bases for subsequent key steps in the recruitment/ employment process (e.g., advertisements, interview questions, pre-employment reference checks and criteria for selecting the final candidate). Position descriptions must not improperly screen out candidates by stating unrealistic or unnecessary job or education requirements.
- b. The department head or hiring official next completes a *Personnel Request Form (Appendix B)* for each vacant position. This form must be signed by the department head.
- c. The completed position description and Personnel Request forms then are forwarded through the Dean/Director to the appropriate Vice President/ Vice Provost for approval.
- d. The Vice President/Vice Provost forwards the approved forms to the Department of Human Resources.
- e. The Department of Human Resources approves the title, pay and level of the position then forwards the properly completed and approved Personnel Request and position description forms for new positions to the EVP/COO for approval.
- f. The EVP/COO returns the approved forms to the Department of Human Resources. Human Resources then will distribute approved copies to the hiring departments.

Posting and Advertising

- a. Upon receipt of the approved personnel request and position description forms referenced above from the EVP/COO, the Department of Human Resources will "post" the recruiting vacancy.
- b. Vacancies will be "posted" in the website for a minimum of five working days. In addition to this minimum posting, the Department of Human Resources, with the concurrence of the hiring department, may advertise in newspapers and trade journals for affirmative action and recruiting purposes.
- c. The Department of Human Resources will write and place all job advertisements in consultation with the department head. When placing an advertisement for an open position, the Department of Human Resources will consult with the Equal Opportunity and Diversity Officer and the department head in order to choose those publications which best accommodate the University's commitment to Affirmative Action and Equal Employment Opportunity.

- d. All advertisements shall state that Chapman University is an Affirmative Action, Equal Employment Opportunity Employer.
- e. Costs resulting from advertising may be charged to the budget of the department which initiated the request for advertising.
- f. In unusual circumstances the Vice President of Human Resources, with the concurrence of the Equal Opportunity Officer, may make exceptions to the posting requirements.

Screening and Referral of Applicants

(Applies to external applicants and current Chapman University Employees)

- a. All applications, resumes and related materials must be received formally through the Department of Human Resources prior to review by the hiring departments. Should applicants send employment inquiries directly to departments, department officials may not contact applicants directly; rather departments must refer the inquiries immediately to Human Resources. Because of federal record-keeping requirements, Human Resources may only accept applications and/or resumes for approved, posted positions.
- b. The Human Resources Department will retain all applications for a particular vacancy until the recruitment closes and then will refer all applications to the hiring department for further screening and interviewing. If the hiring department so requests, Human Resources will perform an initial screening of the applications and/or resumes by determining if the candidate meets the requirements of the position as stated in the job description. Human Resources then will direct the applications and/or resumes of the qualified applicants to the hiring department head for further screening and interviewing.
- c. Current employees of the university may apply for posted positions by completing and forwarding a current resume to the Department of Human Resources.
- d. Applicants for employment will be screened without regard to race, color, national or ethnic origin, religion, age, sex, disability, veteran status, or any other characteristic protected by federal or state law.

Interviewing, Reference Checks and Final Selection

- a. Department officials will screen the applications and/or resumes of the job applicants referred by Human Resources and will interview the candidates who are the most qualified. All applicants will be screened on the basis of the job requirements as stated in the position description.
- b. Department officials will develop written screening criteria and interview questions, using guidelines based on the job description, and will devise a written rating/ranking scale or process whereby the relative qualifications of candidates may be compared. The Department of Human Resources must give advance approval to screening/selection criteria and interview questions.
- c. The following guidelines will insure that a fair and objective process occurs:
 - 1. All interview questions and rating/ranking criteria are to be job-related. Questions and criteria must be based on the duties and responsibilities of the position as stated in the position description.

2. All candidates are to be asked the same general interview questions; similarly the same ranking/rating criteria must be applied to all candidates consistently.
 3. Whenever possible, department heads should form a small screening and evaluation committee to participate in the interviews, ranking and selection process. This degree of openness will insure that a fair, objective and affirmative process takes place.
- d. In cases where relatives are referred by the Department of Human Resources, refer to the policy on "Employment of Relatives". Care must be taken to avoid the perception that nepotism or favoritism exists in the selection process.
 - e. Department heads will conduct written reference checks on the final candidate or candidates. The following guidelines are provided:
 1. As is the case with interview questions, questions asked during reference checks are to be job- related, that is, they must be based on the job requirements as stated in the position description.
 2. Questions asked must be consistent from applicant to applicant.
 3. References must be checked on the final candidate(s) before an offer of employment can be approved. References may be checked on more than one finalist as long as reference checks are made on all finalists.
 4. Reference checks are to be made in person or by telephone. Letters of reference may provide useful information but they are not acceptable alternatives to personal or telephone inquiries.
 5. Department heads should attempt to obtain "business" (as opposed to "personal") references from at least three persons who have worked with the candidate(s). At least one of the references should be from the current, or a recent supervisor.
 - f. Positions must, in addition to normal reference checks, undergo an investigation of criminal conviction records. If applicable to the position, a DMV and credit check may be conducted.
 - g. After the final candidate is selected, but before the offer of employment is extended, the department head will provide documentation on the job-related reasons the final candidate has been selected.

Offer of Employment

- a. The offer of employment to the selected candidate will be extended by the department head with the approval of the Department of Human Resources. Human Resources, in consultation with the hiring department head will determine the starting salary and date.
- b. Upon selection of the new employee, the hiring department shall complete an Employee Requisition and Change Request (ERCR) and obtain the signature of the appropriate Vice President/Vice Provost.
- c. The hiring department then sends the approved ERCR and employment application and/or resume to the Department of Human Resources.
- d. The Department of Human Resources signs and forwards the ERCR for processing.
- e. The hiring department shall contact the Department of Human Resources, in advance of the employee's first day of work, to schedule an orientation of the new employee with Human Resources Staff. This orientation takes place on the new employee's first day of work.

- f. *No new employee may begin working until all required forms have been properly prepared, and approvals have been obtained.*

Notification to Unsuccessful Candidates

When the final selection of a candidate has been made and the extended offer of employment is accepted, the department head will mail a "letter of regret" to all unsuccessful candidates.

Records

The department head shall return all applications, resumes, forms and screening/selection worksheets to the Department of Human Resources, where they shall be retained for a period of two years, as required by law.

Temporary Employees

Preliminary Steps (prior to hiring temporary employees)

- a) The hiring official contacts the Human Resources Department to discuss the nature and expected duration of the temporary employment.
- b) The hiring official prepares, signs and forwards the documents as follows to Human Resources through the appropriate vice president.
 - 1) Employee Requisition and Change Request (ERCR)

Please note that the ERCR must contain an "on-or- before" ending date. The temporary employee will be taken off the payroll on that date unless a revised ERCR indicates an earlier termination date.

- 2) Brief Statement of Duties and Responsibilities of the Temporary Position
- 3) Chapman University Employment Application
- 4) Record of Applicant Pre-Employment Reference Check
- c) The vice president approves the temporary hire and forwards the signed forms to the Human Resources Department.
- d) The Human Resources Department assigns the appropriate title, pay and starting date of the temporary employee, and so informs the hiring official.
- e) If the total salary expenditure for the temporary employment is expected to exceed \$5,000, the Human Resources first must forward the forms to the EVP/COO for approval.