Central Connecticut State University

Start with a Dream. Finish with a Future.

CENTRAL CONNECTICUT STATE UNIVERSITY

HIRING AND SEARCH MANUAL

Published: February 2010
Revised: January 2016

Table of Contents

INTRODUCTION

This manual will assist Hiring Managers and Search Committees in recruiting, interviewing, selecting, and hiring candidates for employment at Central Connecticut State University (CCSU). Questions should be directed to the Human Resources Department (x21751, Davidson 101) or the Office of Diversity & Equity (x20178, Davidson 102). We welcome your comments and feedback on the contents of this manual.

DISCLAIMER

The information contained in this manual is subject to change based on revisions to collective bargaining agreements, statutes, and ConnSCU/CCSU policies. In the event of any conflict between the information contained herein and the provisions of any application contract or statute, the contract or statute shall govern in all cases.

CHANGES AND REVISIONS

Revisions and updates will be made electronically and the most up-to-date version will always be available on HR's website.

SECTION 1

UNCLASSIFIED POSITIONS

AAUP, SUOAF, and

MANAGEMENT/CONFIDENTIAL

AAP-1 PERSONNEL ACTION REQUEST FORM

Filling/Refilling of a non-faculty position ***must*** be approved by the President either during the fiscal year budget process or a request from the respective Vice President/Chief Officer. Confirmation of the President's approval must be emailed to Karen Portera, Human Resources, before proceeding with the request.

AAP-1 Personnel Action Request Form must be submitted and approved before any temporary or permanent bargaining unit or management/confidential position can be filled. The link to the AAP-1 form is at the bottom of this page.

AAP-1s are ***not*** required for University Assistant (UA) or Student Worker positions. See hiring procedures for UAs and Student Workers in Sections 4 and 5 respectively.

PROCEDURES FOR POSITIONS REQUIRING AN AFFIRMATIVE ACTION SEARCH

REGULAR APPOINTMENT (AAUP) (Article 4.8.1)

TERM APPOINTMENT (SUOAF) (Article 13.2)

NON-TEMPORARY APPOINTMENT (Management Confidential Policies) (Articles 5.4-5.5)

Completing the AAP-1 Personnel Action Request Form

- ☐ The Hiring Manager is responsible for completing the AAP-1 and securing all necessary approvals.
- ☐ Indicate whether the request is to:
  - ✓ Establish a new position;
  - ✓ Refill a vacant position; or
  - ✓ Refill and reclassify a vacant position
- ☐ The justification should include an explanation of how the position will be funded.
- ☐ This is also a good time to review the existing job description for the position to determine if it still meets the department's needs.
- ☐ **For all positions except AAUP,** a copy of the job description and organizational chart MUST be attached to the AAP-1.

- ☐ If a job description needs to be created or changed, contact Human Resources (x21856) for guidance. (See Job Descriptions on p.8 for more information).
- ☐ The completed AAP-1 form is routed to the appropriate Vice President/Chief Officer, the Budget Office, and Human Resources for review and approval.
- ☐ Once the AAP-1 has been approved, Human Resources will notify the Hiring Manager and the search process can begin. Procedures may vary depending on contractual requirements.

Internal SUOAF notice

- ☐ SUOAF members at all University campuses and the Board of Regents receive an electronic notice of any bargaining unit opening in accordance with Article 10.4.1 of the collective bargaining agreement. Any SUOAF member who is interested in the position must be considered for the position, but Hiring Managers are under no obligation to hire from within the internal pool of candidates.
- ☐ In accordance with Article 10.4.2, "failure to promote a bargaining unit member is not grievable."

Internal SUOAF hire

- ☐ If a member of the SUOAF bargaining unit is selected for the position, the Hiring Manager sends a memo to the appropriate Vice President/Chief Officer requesting an internal transfer. If approved, the Hiring Manager should seek guidance from Human Resources regarding salary.
- ☐ In accordance with Article 10.5.2, Human Resources will consult with SUOAF to approve the appointment.
- ☐ The Hiring Manager calls the recommended candidate to make a conditional offer of employment. At this time, it is appropriate to discuss a salary offer and proposed starting date.
- ☐ If salary requirements must be adjusted, the Hiring Manager should not make any commitments, but should seek guidance from the Vice President/Chief Officer and/or Human Resources. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- ☐ If the candidate accepts the University's conditional verbal offer of employment, the Hiring Manager notifies Human Resources in writing.
- ☐ Human Resources will prepare the appropriate appointment letter for the President's signature.

- ☐ The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- ☐ Employment information is sent to the candidate along with the appointment letter.
- ☐ The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned to Human Resources and the candidate completes the necessary employment forms, the new employee is put on the payroll.

Search Number and Search Packet

- ☐ If an internal hire is not made, an external search begins.
- ☐ Human Resources will assign a search number and email the Hiring Manager with instructions on forming the Search Committee. The Hiring Manager must forward a list of Search Committee members to the Office of Diversity & Equity (ODE) and identify the Search Chair.
- ☐ Once the search number has been issued and the ODE has been notified, ODE will send a Search Packet to the Search Chair. This packet provides important information to the Search Committee and is used throughout the process to organize search forms.

JOB DESCRIPTIONS
for SUOAF and MANAGEMENT/CONFIDENTIAL POSITIONS

Job descriptions for **SUOAF and Management/Confidential positions** must be attached to the AAP-1 form when submitted.

Review the current job description to ensure that it accurately reflects the duties and responsibilities, as well as the *minimum* qualifications for the position being established or filled. *Preferred* qualifications should not be included in the job description, but may be included in the advertisement for the position.

If the current Job Description is accurate

- ☐ If the current job description does not require any changes, attach it to the AAP-1 along with a current organizational chart.

If the current Job Description needs updating

- ☐ If the job description needs to be revised or updated, contact Human Resources (x21856) for assistance. HR will work with the department to make the necessary revisions to the job description and get the necessary approvals and signatures, if required.
- ☐ Once approved, the revised job description should be attached to the AAP-1 along with the organizational chart.

If a new Job Description is required

- ☐ If the position is NEW and we do not have a current job description, contact Human Resources (x21856). HR will determine if an existing description can be modified or if a new job description is needed. HR will work with the Hiring Manager to ensure that the job duties and the qualifications are accurate. If the position requires review by the system-wide Council on Employee Relations (CER) and union officials, HR will obtain the necessary approvals.

AAP-2 AFFIRMATIVE ACTION SEARCH PLAN

Running a successful search is an art, not a science. However, there are best practices and guidelines that should be followed by all Search Committees to ensure a successful, credible process.

The search process is part of the overall retention process. A well run search will help to ensure that the candidate who is ultimately hired is a good match for the position, which leads to improved retention.

Forming the Search Committee

- ☐ In order to ensure that the most qualified candidates are recruited and selected for unclassified positions, interviews are conducted by Search Committees.
- ☐ The Hiring Manager selects members to serve based on their experience and/or knowledge of the position being filled. For most positions, three or four members for a Search Committee are appropriate. For positions that have a campus-wide impact, such as Provost, it may be appropriate to have a larger committee so that the university community is represented.
- ☐ The Search Committee membership should reflect the diversity of culture, thought, experience, and viewpoints represented by the students, faculty, and staff at CCSU.

- ☐ **The Hiring Manager should not be a member of the Search Committee.**
- ☐ The *CSU Policy Regarding Nepotism in Employment* requires that "any employee serving on a Search Committee must excuse themselves from consideration of the qualifications of a relative if one applies for the position and must further disclose to the Search Committee that said candidate is a relative."
- ☐ Article 11.3 of the SUOAF-AFSCME contract requires that "if a Search Committee is used to screen applicants for a bargaining unit position(s), at least one of its members will be appointed by the union." Hiring Managers must contact the CCSU SUOAF-AFSCME President for the name of a SUOAF representative to serve on the Search Committee.

Role of the Search Chair

- ☐ The Chair ensures that the Search Committee's charge is carried out.
- ☐ The Chair sees to it that Committee discussions are open and that every Search Committee member has an opportunity to voice his/her opinion. His/her role is to bring about consensus among the committee members.
- ☐ The Chair contemporaneously documents all of the Committee's decisions, and records those decisions in the meeting minutes. Internal discussions or procedural matters should **not** be recorded.
- ☐ The Chair ensures that procedures are followed and that all necessary forms are completed and processed in a timely fashion.
- ☐ The Chair keeps the Hiring Manager informed of the Search Committee's progress.
- ☐ The Chair corresponds with all candidates on behalf of the Search Committee.

Role of the Search Committee

- ☐ The Search Committee establishes a Search Plan including:
  - ✓ Determining advertising and recruitment sources
  - ✓ Identifying special recruitment efforts to ensure a diverse pool of candidates
  - ✓ Personally recruiting for the position
  - ✓ Determining Preferred and Minimum Qualifications
  - ✓ Drafting the ad copy
  - ✓ Establishing criteria and standards for evaluating candidates' credentials based on the position description and the advertised qualifications. **The agreed-upon standards should be recorded in the Search Committee meeting minutes.**
  - ✓ Setting timelines for application review and interviews

- ✓ Determining the interview format
- ✓ Establishing a communication plan for the department/campus and the candidates
- ✓ Setting up a tentative timeline for the search process. Have realistic expectations and try to create a schedule that works for everyone on the committee.

- ☐ Search Committee members should make every effort to attend all meetings.
- ☐ All deliberations must occur within the Search Committee meetings.
- ☐ Search Committee members should not discuss the search outside of meetings, with Search Committee members or others.
- ☐ If the Search Committee is communicating via e-mail, all members should be copied on the correspondence.
- ☐ All Search Committee members are responsible for ensuring that all applicants are treated fairly and equitably.

Next Steps

- ☐ Once the membership of the Search Committee has been approved by ODE, the Committee must meet to discuss a recruitment plan and draft the proposed Notice of Vacancy and advertisement (see page 14 for Notice of Vacancy template).
- ☐ The Search Chair completes the AAP-2, attaches the proposed Notice of Vacancy and advertisement, and forwards it to the appropriate parties for approval.
- ☐ The Search Chair then contacts the ODE (x21652 or soucyp@ccsu.edu) and provides possible dates when *all* Search Committee members are available for the Charge meeting (see Appendix A for Search Charge).
- ☐ At the Charge meeting, ODE staff will explain the search process, the committee's responsibilities, and finalize the proposed advertisement and advertising sources.
- ☐ The Search Committee will also receive information at the Charge meeting regarding affirmative action goals for the position.

No position will be advertised until the AAP-2 form has been approved by the ODE and the Search Committee has received its charge.

Search Committee Communications with the Campus Community

- ☐ Searches for positions that have university-wide impact are of great interest to the campus community. For example, the hiring of a new Provost or Library Director is of critical importance to many constituencies.

- It is very important that searches appear transparent and open, and that campus constituencies are included in the search process by providing opportunities for faculty, staff, and students to meet with candidates who come to campus.
- Arranging for multiple meetings that include all interested groups can be a logistical challenge, but it is a critical part of the search process and every effort should be made to allow ample opportunity for participation when candidates come to campus.
- Search Committees are encouraged to maintain regular communication with the various campus constituencies who might be interested in the progress and outcome of the search. This communication may include campus-wide e-mails, announcements at the Faculty Senate, requests to participate in Open Forums, and requests for input and feedback for as much information as possible without compromising the confidentiality of Search Committee discussions.
- Search Committees should provide regular updates to the campus on the progress of searches that have campus-wide impact.
- Campus-wide forums should include an opportunity for attendees to sign in and provide feedback to the Search Committee, through a short survey or questionnaire.
- The Faculty Senate Appointments and Personnel Committee may contact Search Committee Chairs for information and regular updates regarding searches.
- While Search Committee deliberations are confidential, committees are encouraged to share as much other information about the search as possible with interested groups on campus.

NOTICE OF VACANCY

- A draft NOTICE OF VACANCY (long and short versions) must be attached to the AAP-2 form.
- The short version (the actual published advertisement) should include qualifications, application instructions and submission deadline.
- The proposed draft Notice of Vacancy submitted with the AAP-2 must include:
  - ✓ Basic minimum qualifications;
  - ✓ Preferred qualifications (if applicable); and,
  - ✓ Date when applications will no longer be accepted.

- ☐ The Minimum Qualifications should be the absolute minimum required in order to be considered for the position. Generally, this includes an educational requirement and some related experience, but every effort should be made to keep the Minimum Qualifications as general as possible. Be inclusive. Don't require qualifications that will unnecessarily exclude qualified applicants.

- ☐ The Preferred Qualifications should provide more specific credentials, experience, or skills that would be desirable in a candidate.

- ☐ Whenever possible, in order to make searches more inclusive and to give Search Committees more flexibility, the advertisement should include a statement that *"substantially comparable experience and/or credentials"* will be considered. In the case of SUOAF positions, Article 12.2 of the SUOAF contract states that *"these qualifications are not designed to bar appointment of persons who have demonstrated unusual ability or promise."*

- ☐ Strategic recruitment is an important tool in increasing diversity among faculty and staff. Be sure to include at least two advertising sources that specifically target historically underrepresented groups in the field. Include pro-active recruitment strategies, such as attendance at conferences, to diversify the candidate pool.

- ☐ All candidates are <u>required</u> to complete the demographic information needed to monitor AA/EEO before they start the application process. Race and gender information are optional, and the candidate will decide whether or not to provide this information.

- ☐ All vacancy notices and advertisements must be reviewed and approved by the ODE before placement.

NOTICE OF VACANCY TEMPLATE FOR CCSU'S WEBSITE
(tailored to the specific position)

DEPARTMENT: JOB TITLE [#CXX-XXX]

Central Connecticut State University's Department of __________ invites applications for a _____________. The successful candidate will *(provide general description of duties)* and contribute actively and effectively to [student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.]

Required Qualifications:

- __________in ____________or a related discipline. [The completion of a Ph.D. is required by [insert date of completion].
- ___ years' experience with ___________________________
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- College teaching experience.
- ___________________________________
- ___________________________________

Substantially comparable experience and/or credentials will be considered.

The University: CCSU is a comprehensive public university, one of four universities in the Connecticut State University System. Excellent professors and a wide array of academic programs prepare students for success in whatever field they choose. CCSU's motto is more than a slogan; it articulates the University's commitment to students: "Start with a dream. Finish with a future." The Princeton Review selected CCSU as one of "The Best Northeastern Colleges." CCSU serves approximately 12,200 students--9,500 undergraduates, and 2,700 graduates. CCSU is richly diverse: more than 20 percent of students are of traditional minority heritage.

The Community: CCSU is located in New Britain, a city of some 70,000, within a 10-minute drive to the state capital in Hartford. New Britain is home to the nationally recognized New Britain Museum of American Arts and offers a range of culture opportunities, including the New Britain Symphony Orchestra, two theatres, and an extensive park system. The University is approximately 2 hours (by car) from both Boston and New York City.

Application & Appointment: For full consideration, applications must be received by [date]. To begin the application process, click on the *Apply Now* button and submit the following ***in one document***:

- Letter of interest addressing qualifications for the position;
- Current curriculum vita or resume; and,
- Names of three current professional references with mail and email addresses, and phone numbers;
- Unofficial transcripts. (for faculty only)

Incomplete applications will *not* be considered. Emailed or mailed copies will *not* be accepted. Please redact any personally identifiable information (e.g., SSN) from any documents submitted.

For more information, contact ______________ at (860) 832-xxxx or ___________@ccsu.edu.

TEMPLATE FOR SHORT EXTERNAL AD

DEPARTMENT: JOB TITLE [#CXX-XXX]

Central Connecticut State University's Department of ___________ invites applications for a ______________. The successful candidate will *(provide general description of duties)* and contribute actively and effectively to [student growth, service, and scholarship. Candidates are expected to be committed to multiculturalism and working with a diverse student body.]

Required Qualifications:

- __________in ____________or a related discipline. [The completion of a Ph.D. is required by [insert date of completion].
- ___ years' experience with ____________________________
- Commitment to serving culturally, ethnically and linguistically diverse communities.

Preferred Qualifications:

- College teaching experience.
- ____________________________________
- ____________________________________

Application & Appointment: For full consideration, applications must be received by [date]. For more information and application instructions, go to https://hrat.ccsu.edu/default.php and submit the following:

- Letter of interest addressing qualifications for the position;
- Current curriculum vita or resume; and,
- Names of three current professional references with mail and email addresses, and phone numbers;
- Unofficial transcripts. (for instructional faculty only)

Completing the Affirmative Action Search Plan (AAP-2)

- ☐ The ***Affirmative Action Search Plan* (AAP-2)** must be completed and approved before the search can proceed.
- ☐ The AAP-2 form should outline the University's strategies for recruiting a diverse pool of candidates. Along with the traditional recruitment sources, the Search Committee should identify additional methods of recruitment, such as attendance at conferences, depending on the particular position.
- ☐ The HR and ODE staff work with the Search Committee Chair to ensure that all advertising sources identified on the AAP-2 are utilized. HR places the ad and provides funding for no more than two (2) ads. Departments are generally responsible for funding additional advertisements.
- ☐ Besides CCSU's website, the ad is placed on Higheredjobs.com and Diversejobs.net. Faculty ads are placed on the Chronicle of Higher Ed's website.
- ☐ The names of all Search Committee members, including their race/ethnicity and gender, must be included on the form.
- ☐ For SUOAF positions, the member who has been appointed by SUOAF must be so identified on the AAP-2.

AAP-3 CANDIDATE REVIEW PROCESS

Interviews may not begin until the AAP-3 form has been approved.

Reviewing Applications

- ☐ Acknowledge receipt of each application as soon as it is received.
- ☐ The Search Committee members undertake a **paper review** of the application materials submitted by each candidate.
- ☐ Candidates are placed in one of three categories based on the paper review and the pre-determined selection criteria: **Highly Qualified/Finalists; Minimally Qualified; Not Qualified.**
- ☐ The Search Committee is responsible for selecting the pool of candidates to be interviewed.
- ☐ If the Search Committee needs clarification about some aspect of a candidate's application, they must contact ALL applicants to request the same information. All candidates must be given the same consideration and opportunity.

What if the pool is not large and/or diverse enough?

- ☐ If advertising sources have not generated a large enough or diverse enough applicant pool, the Committee should re-advertise using different sources in order to attract a larger pool of candidates. Seek guidance from the ODE before re-advertising.

What if Search Committee members know the candidate(s)?

- ☐ If any of the candidates are known to members of the Search Committee, this fact should be disclosed. If a Search Committee member feels that he/she cannot be objective about a candidate, he/she should excuse him/herself from deliberations regarding that candidate.
- ☐ This is a paper review, and the Committee should be careful to consider only the application materials supplied by the candidates. Even if Search Committee members are familiar with the candidate, the category placement should be based on the credentials submitted, not personal knowledge of the candidate.

EVALUATING APPLICATIONS

Evaluation Criteria:

- ☐ Utilizing the standards that were agreed to by the Committee at the outset, review each candidate's application materials thoroughly to determine whether the candidate Exceeds Qualifications, is Minimally Qualified, or Not Qualified.
- ☐ All members of the Search Committee must use the same standards to evaluate the applicants.
- ☐ If the candidate does not meet **one or more** of the minimum qualifications listed in the advertisement, he/she should be placed in the Not Qualified category. In the reason column, state the requirement(s) that the applicant has not met. For example, if teaching experience is required and the applicant does not have teaching experience, than the reason should state "Applicant lacks teaching experience."
- ☐ If the candidate meets **all** of the minimum qualifications, he/she should be placed in the Minimally Qualified category. For example, if supervisory experience is preferred, and the candidate does not have supervisory experience, then the reason for placement in the minimum category is that the candidate "lacks supervisory experience."
- ☐ The Search Committee then identifies those candidates who will be placed in the Finalist/Exceeds Qualifications category *based on preferred qualifications* listed in the job advertisement. This category should include candidates who meet all required qualifications and at least one preferred qualification. In the "reason" column, state the preferred qualification(s) the applicant has met.
- ☐ The Committee should decide what criteria they will use to select candidates for an interview from the pool of Finalists. This decision should be noted in the Search Committee meeting minutes.
- ☐ If the Finalist pool is large, the Committee may decide to conduct telephone interviews first. If, on the other hand, there are only few Finalists, they should all be invited to campus for an interview.

Does the Candidate meet the Minimum Qualifications?

- ☐ In determining the candidate's number of years of work experience, be sure to count time spent in an interim, acting, or temporary capacity in the same or a related position.
- ☐ With very few exceptions, **time spent as a student worker should not count** toward the minimum qualifications for a professional position. An exception might be made in such fields as Information Technology. Exceptions must be approved by the ODE.

- ☐ If in doubt about what kind of work experience counts toward fulfilling the minimum experience requirements, consult with the ODE.

Can I use "Google" or social networking sites to screen applicants at this stage in the process?

- ☐ Looking up applicants at the screening stage in the process through the use of social networking sites (SNS) or search engines (such as Google) is not a good practice and is strongly discouraged for a number of reasons.
- ☐ First, the information may not be accurate. You could be relying on unsubstantiated, inaccurate information to screen candidates.
- ☐ Second, you may have access to information that is unlawful to consider when screening applicants, such as marital status, sexual orientation, or religion. Once you access this information, it is hard to forget, and if your hiring decision is challenged, it is difficult for the employer to argue that the protected personal information was not used to determine who would be interviewed for the position.
- ☐ Viewing applicants' personal information on social networking sites may leave you vulnerable to a legal challenge. You could be *screening out* applicants based on lawful, off-duty conduct that is protected in Connecticut under the First Amendment.
- ☐ If the applicant is not hired, or if an employment dispute arises later, the use of this information can be problematic for the university.

At what point is it appropriate to do a search on the web for information on the applicants?

- ☐ If you are planning to search the Internet for information on candidates, do so **AFTER** the telephone interviews for **all candidates that you plan to invite for a campus interview,** at the same time that you check references**.** See "Checking References" on page 22**.** Keep in mind the information listed above regarding Internet searches.

Completing the AAP-3 Form

- ☐ The Search Committee Chair completes the **AAP-3** form, listing the candidates in three categories – Not Qualified, Minimally Qualified, and Finalists to be interviewed - with justification for the category placement.
- ☐ Provide a specific, factual, legitimate, non-discriminatory explanation on the form for why each candidate is placed in a particular category.
- ☐ The ODE will carefully review the category placement of each candidate to ensure that the advertised qualifications and the Search Committee's selection criteria

have been followed. The ODE will contact the Search Committee Chair with questions or concerns before approving the AAP-3 form.

- ☐ The ODE may also supply specific demographic information regarding the finalists to the hiring manager, if needed, in order to ensure compliance with CT affirmative action statutes.

Notification to candidates

- ☐ Once the AAP-3 form has been approved, those candidates who have been deemed **NOT QUALIFIED** should be notified at soon as possible that their candidacy is not under consideration. Do not wait until the search is over to notify these candidates. Let them move on with their job search. (See Appendix B for sample letter).

- ☐ The Search Committee may also wish to send letters to the **MINIMALLY QUALIFIED** applicants at this time, particularly if the search process is going to be lengthy, informing them that they have not been selected for an interview at this time but that the search is still open. (See Appendix B for sample letter).

THE INTERVIEW PROCESS

Scheduling interviews

- ☐ The Search Committee Chair is responsible for arranging for candidate interviews. Every effort should be made to schedule interviews when all members of the Search Committee are available.

- ☐ It is best to contact a candidate by phone to schedule an interview.

- ☐ Try not to schedule interviews on Monday morning or Friday afternoon.

- ☐ If the position is one of campus-wide interest, the Search Chair may need to schedule other campus interviews, such as Open Forums, meetings with the President or Executive Committee, or meetings with interested constituency groups. This requires coordinating schedules, arranging for rooms, and publicizing the schedule.

- ☐ Reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) should be made during phone or campus interviews for candidates who request them (e.g., wheelchair accessible interview rooms, special seating). (See Appendix C for ADA Policy and Procedures)

- ☐ Once interviews are scheduled, confirm interview details with each candidate in writing, including:

- ✓ Date and time of interview;
- ✓ Locations and room number(s) where the interview(s) will be held;
- ✓ Any materials or information the candidate should bring with them to the interview;
- ✓ Names and titles of Search Committee members;
- ✓ Directions to campus, map, and parking instructions; and,
- ✓ Name of a contact person(s) and his/her phone number (See Appendix B for sample letter).

Sharing information about CCSU

- ☐ It is always helpful for a candidate to receive information about CCSU prior to his/her arrival, providing an orientation to the University, its history, and its strategic goals.

- ☐ You may wish to direct candidates to the following information on CCSU's website:

  - ✓ CCSU Profile
  - ✓ CCSU Mission Statement
  - ✓ CCSU Strategic Plan
  - ✓ Other materials or information about the specific department

Travel arrangements for the candidates: logistics and directions

✈ **Arrival by Plane:** If a candidate is arriving by airplane and is not renting a car, make arrangements for him/her to be picked up at the airport. Provide the candidate with the name and telephone number of the person(s) who will meet him/her at the airport.

Arrival by Car: If a candidate is driving to the university, provide a detailed map and driving instructions, including where to park and how to find the building where the interview will take place. Driving to CCSU can be confusing. The reason most people are late for interviews is that they get lost trying to find the correct entrance and/or parking.

Hotel Arrangements: If a candidate is staying at a local hotel, provide directions to both the hotel and to CCSU, as well as the website address and phone number for the hotel.

For more information, see the CCSU Travel Policies and Procedures

Final Confirmation of the Interview

The day before the interview, contact the candidate via phone or e-mail to re-confirm the interview information, including the candidate's preferred number at which to be contacted if a phone interview. Provide the candidate with the name of the contact person and a phone number.

Ensuring an Effective Interview Process

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of CCSU to be a positive one.

These days, candidates often use Facebook or Twitter to share their campus experiences with others. A bad experience during the interview process can be communicated to potential candidates and make recruitment more difficult. The impression you leave with unsuccessful candidates is just as important as impressing the one who ultimately gets the offer.

Phone Interviews

- ☐ All candidates in the Finalist pool should receive a phone interview prior to being invited for a campus interview. This gives the Search Committee an opportunity to talk to each candidate, and possibly narrow down the pool to a number that is both economically and logistically feasible for on-campus interviews. The only exception might be in cases where there is a small pool of (local) candidates.
- ☐ If possible, arrange for a teleconference to provide for a more interactive format. Contact Information Technology (IT) at X22025 to secure the necessary equipment and arrange for technical assistance if needed.
- ☐ Make sure that the seating arrangement for the Search Committee allows for clear communication between those who are asking the questions and the candidate on the other end of the phone. Nothing harms a candidate's opportunity during a phone interview more than scratchy or weak audio.
- ☐ Phone interviews are more difficult than in-person interviews because you cannot see the candidate's facial expressions or body language. Phone interviews can feel very impersonal. It is important, therefore, to make the session as productive and friendly as possible.
- ☐ Candidates for whom English is not the primary language may be at a disadvantage on the telephone so the Committee should try to make the process and the questions as fair as possible.
- ☐ Ideally, an interview is between 45 minutes and an hour long. Be sure to schedule time for the applicant to ask questions at the end.
- ☐ The Search Committee Chair should introduce him/herself. Initially, refer to the candidate in a formal manner. Ask the candidate if you can use his/her first name. Example: "*Hello, Ms. Jones. This is Diane Wilson. We have an interview scheduled today. If you are ready, we would like to begin. May I call you Susan?"*

- ☐ Introduce each of the members of the Search Committee, or have them introduce themselves.

- ☐ Be as clear and concise in a phone interview as possible. Ask one question at a time, and keep the questions brief. Avoid compound questions. Restate questions if needed.

- ☐ Ask interviewers to state their names again as they ask questions. (Example: "*Hi, Mary, this is Jim Cummings again. I would like to ask…..").*

- ☐ If the candidate is asked to send materials or respond to written questions at the end of the interview, ensure that the address, fax number and/or e-mail address is clearly stated. Provide the information in writing if possible. Provide the candidate with the name of a person to contact if problems arise in the transmission of their response(s).

- ☐ Allow enough time for the candidate to ask questions of the Search Committee.

- ☐ Thank the candidate for his/her time and interest in CCSU and offer some details regarding how the process will proceed.

- ☐ After all phone interviews are complete, the committee meets to decide which of the candidates they now want to bring to campus for an in-person interview.

Checking References

- ☐ Prior to extending an invitation for on-campus interviews, the Search Committee should check references for all candidates who have been selected as Finalists.

- ☐ You do not have to check references for everyone that you interviewed on the telephone – check only those candidates who you plan to invite to campus.

- ☐ Tell the candidates during the telephone interviews that you will be checking references prior to deciding who to invite to campus. Ask the candidates if there are any listed references who they do not want you to contact at this stage.

- ☐ The Search Committee members should decide if there are specific questions that they wish to ask of the references. If so, all references should be asked those same questions.

- ☐ *Remember,* it is not recommended that you check candidates through a search on the Internet or social networking sites. But if you do, make sure that you are using lawful, verified information.

- ☐ A designated member of the Search Committee (usually the Chair) should call the references. If necessary, the references checks can be split up between all committee members.

Arranging For On-Campus Interviews

- ☐ It is very important that all Search Committee members attend all campus interviews, although sometime circumstances occur that make it impossible. In that case, if rescheduling is not an option, ask the candidate if you may record or videotape the session so that it can be shared with absent committee members.
- ☐ Make detailed plans for the candidate's arrival on campus. A disorganized, disjointed visit to campus will not convince candidates that CCSU is their Employer of Choice.
- ☐ Give the candidates the name, phone number, and e-mail of a departmental contact who they can contact with questions about the visit.
- ☐ Provide the candidate with a list of search committee members with names, titles, and e-mail addresses.
- ☐ If applicable, provide the candidate with a detailed itinerary for the day, including names of persons or groups they will meet, locations, and times.
- ☐ If applicable, let the candidate know whether he/she is expected to deliver a lecture, an informal talk, or some other type of presentation.
- ☐ If applicable, provide the candidate with information about reimbursement for travel expenses.
- ☐ Make sure to build in some "down time" for the candidate to relax throughout the day.

Greeting the Candidate

- ☐ Ensure that a contact person is available to receive calls and/or greet the candidate.
- ☐ Alert office staff that are the first point of contact that the candidate is expected to arrive.
- ☐ If the candidate arrives early, a staff member should make him/her comfortable while waiting for the interview to begin. Staff may wish to use this greeting: *"Mr. Jones is expecting you, and he will be with you shortly. May I offer you something to drink? Would you like to use the restroom?"*
- ☐ Have a designated place set aside for the candidate to wait and organize his/her thoughts prior to the interview. The best location is one that is relatively quiet and/or away from other people.
- ☐ Offer information to the candidate to read while they wait. Some ideas of what to share: information about the university, such as the Annual Report, publications such as *The Courier,* or departmental publications. Often, looking through information prior to an interview is helpful in reinforcing people's names and highlighting pertinent events that may be a focus during the interview.

- ☐ Candidates should be greeted by a Search Committee member and escorted to the interview room.

Conducting On-Campus Interviews

- ☐ Seating arrangements should allow the candidate to make eye contact with everyone.
- ☐ If each person in the group plans to ask a question, do so in an orderly pattern. A structured interview makes candidates more comfortable because they know what to expect and who is asking the next question.
- ☐ Search Committee members are expected to bring with them a copy of the candidate's cover letter, resume or CV, and other supporting information. However, the Search Chair should have extra copies available, just in case.
- ☐ Interviews should start and end on time. Sometimes, candidates feel pressure because of other commitments or fear of missing their flight or scheduled transportation.
- ☐ Sitting at a desk or table is always easier for the candidate. It provides them with a place to rest their arms and lay out materials.
- ☐ Interviews conducted in a semi-circle with chairs and no tables should allow the candidate space to store their personal belongings. Sometimes, simply having a small table and/or empty chair next to the candidate is appreciated.
- ☐ Upon arrival, it is considered a professional courtesy to hand the candidate a folder with his/her name on it containing information about the day such as the interview schedule, names of Search Committee members, etc. This simple touch goes a long way to make the candidate feel welcome and in defining CCSU as an Employer of Choice.
- ☐ Have water available for the candidate and provide them with paper and pen to take notes.
- ☐ Candidates sometimes bring a copy of their resume or curriculum vita for the Search Committee. If they do, distribute the copies even if you have them already. Always accept the materials. Sometimes candidates will change their C.V. to update their credentials (such as going from "candidate for a PhD" to "PhD" and the date the degree was rendered). In some cases, candidates change their C.V. in areas that may alert you to a problem.
- ☐ Let the candidate know that you will be taking notes.
- ☐ When asking questions, try to avoid words, phrases, and references that may only be known to CCSU personnel, such as Blue Chip Card; names of specific locations such as Willard Hall or Tony's; and abbreviations common only to CCSU, such as UPBC.

- ☐ If the interview is long, provide a break to avoid fatigue for both the Search Committee members as well as the candidate.
- ☐ Listen! Let the candidate do most of the talking.
- ☐ If the candidate is scheduled to meet other people on campus, ensure your portion of the interview process adheres to the scheduled time frames.
- ☐ At the conclusion on your session, alert the candidate that it is time to move on to the next part of the process. Offer the candidate an opportunity to use the restroom.
- ☐ Escort the candidate to the next interview location and introduce the candidate to the next person or group with whom the meeting is scheduled.
- ☐ At the conclusion of the interview process, inform the candidate of the timeframe for a decision and if you would like them to submit additional materials or samples of their work.
- ☐ If you haven't already done so, let the candidate know that you will be checking the references that were supplied as part of the application process, and when you will be making contact.
- ☐ If a candidate is offered a tour of CCSU at the end of the interview, ensure that the candidate is linked to the person/department conducting the tour.
- ☐ Someone from the Search Committee should walk out with the candidate. Thank them for taking time to participate in the interview process and for their interest in working at CCSU.

INTERVIEW QUESTIONS

- ☐ Interview questions must be job-related and designed to elicit information regarding the candidate's education, training, experience and skills related to the specific job functions.
- ☐ The Search Committee should agree ahead of time on the weight to be given to each question asked. (See **Appendix D** for a sample list of appropriate interview questions)
- ☐ When in doubt, ***DO NOT*** ask the question.
- ☐ All candidates must be asked the same basic questions during the interview. Follow-up questions may vary, based on the candidate's response to the initial question.
- ☐ If a candidate is someone from within CCSU and is known to the members of the Search Committee, the committee has some latitude in asking additional questions based on their knowledge of the candidate's work at CCSU.

- ☐ Don't allow candidates to offer information that is not job-related that could influence the Search Committee's objective evaluation of each candidate. If the candidate shares personal information with you that you don't want to know, gently stop them from continuing and change the subject.

- ☐ Interviewers may ask about the candidate's education, work ethic, interpersonal skills, initiative, planning, organizational ability and other factors related to the position's responsibilities.

- ☐ Questions focusing on the following topics could violate state or federal law:

  - ✓ Race or attitudes relating to race
  - ✓ Religion or Religious Affiliation
  - ✓ Gender
  - ✓ Sexual Orientation
  - ✓ Height or weight
  - ✓ Age
  - ✓ Arrest and Conviction Records
  - ✓ National Origin
  - ✓ Financial Status
  - ✓ Military Record
  - ✓ Disability
  - ✓ Medical history
  - ✓ Number of children or child care arrangements
    (See **Appendix E** for a sample list of illegal interview questions)

- ☐ Candidates should be evaluated based on the answers to the interview questions without regard to personal preferences, such as where he/she lives or went to school, special interests, or hobbies.

Guidelines relating to disabilities

- ☐ Questions that elicit information about a candidate's known or unknown disability are prohibited under the Americans with Disabilities Act (ADA).

- ☐ Even when the committee is aware of a disability, or the candidate discloses a disability, you may not ask any questions regarding the disability.

- ☐ You may only ask the candidate with a known disability that might interfere with the performance of the essential job functions whether or not he/she will be able to perform the essential functions of the job, and how, with or without an accommodation.

- ☐ However, if the known disability would not interfere with the performance of essential job functions, you cannot ask the candidate how the job will be performed unless you ask that same question of all the candidates.

- ☐ You may not ask a candidate with a known disability if he/she will need leave for medical treatment or other reasons related to the disability.

- ☐ You may, however, inform the candidate about work hours and leave policies and ask if he/she can meet the requirements.

- ☐ If a candidate has a visible injury such as a broken leg, do not ask about the severity of the injury or the prognosis, as this could potentially disclose a disability.

Maintaining Search files/records

- ☐ The Search Chair must maintain clean originals of all application materials and there should be **no markings or notes written on the originals.** Other Search Committee members should receive paper or electronic copies of all materials.

- ☐ In accordance with State of Connecticut Records Retention Guidelines, search files must be maintained for a minimum of three (3) years. The master file containing all of the application materials from all candidates must be maintained by the Search Chair. The Office of Diversity & Equity will retain all search forms (AAP 1, 2, 3, and 4).

AAP-4 CANDIDATE SELECTION PROCESS

Selection of Finalist(s)

- ☐ After all the interviews have been completed, the Search Committee meets to discuss the candidates. At this time, any additional materials requested or supplied by the candidates during the interview process should be discussed.

- ☐ All members of the Search Committee should be given an opportunity to express their views.

- ☐ Committee members who miss some or all of the interviews should not participate in discussions of the rank ordering of candidates, but they may provide comments on the interviews they attended.

- ☐ The Search Committee may have received feedback from other members of department or the campus community who met the candidate during the campus visit. This is the time to consider the feedback from others.

- ☐ The Search Committee should reach a consensus on which Finalists will be recommended to the Hiring Manager.

Completing the AAP-4

- ☐ The Search Committee Chair completes the AAP-4 form.

- ☐ The recommended candidates should be listed, **unranked**, on the front of the form.
- ☐ Include a memo describing all the candidates listed on the AAP-3 as finalists. If any minimally qualified candidates were interviewed, they must also be included in this memo. For example, John Doe – Withdrew.
- ☐ The search committee should reach a consensus on the language used in the memo.

Salary Determination

- ☐ The AAP-4 should include a salary recommendation, which must fall within the required salary ranges for the respective rank/position. If in doubt about the correct salary range, call Human Resources for guidance. In the case of SUOAF and Management/Confidential positions, Human Resources reviews the credentials of the candidate and calculates an appropriate salary, comparing the credentials to the minimum required qualifications and experience.

Making the Offer

- ☐ No offer can be made to the recommended candidate until the AAP-4 has been approved and HR has approved the recommended salary.
- ☐ The Hiring Manager makes a ***conditional*** offer of employment to the recommended candidate. At this time, it is appropriate to discuss a salary offer and a proposed starting date. If the candidate does not accept the salary offer and further salary negotiations are required, the Search Chair should not make any commitments, but should seek guidance from the Dean or Vice President. The Search Committee Chair should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- ☐ Once the candidate accepts the university's ***conditional*** verbal offer of employment, Human Resources will send the candidate an email regarding their background investigation and attach the ***Summary of Rights Under Fair Credit Reporting Act***, ***Disclosure & Consent Forms*** and the ***Social Security Verification Authorization*** (See p. 34 for more information on the Pre-Employment Background Investigation process)**.**
- ☐ The Hiring Manager should ask the candidate if they are authorized to work in the United States. If they are not, contact the Center for International Education (x22052) for assistance.

  Full-time AAUP instructional faculty employed at any rank and SUOAF administrative faculty employed at the Administrator IV level or higher qualifies for H-1B visa sponsorship by CCSU. The Center for International Education will then work directly with the new hire and Department Chair to review the new hire's current immigrant status and explore the feasibility of petitioning for H-1B Specialty Occupations visa status. The process, which involves sequential approvals by multiple CCSU offices and federal agencies, takes ***a minimum of 90***

days to complete and, under most circumstances, ***employment cannot commence*** until H-1B status is approved by the U.S. Citizenship and Immigration Service.

- ☐ When the background investigation is successfully completed, Human Resources prepares the appropriate appointment letter for the President's signature. If an H-1B is required, a copy of the appointment letter should be sent to Toyin Ayeni, the Center for International Education's Immigration Specialist.

- ☐ The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.

- ☐ Human Resources sends information regarding employment forms, benefits and retirement to the candidate along with the appointment letter.

- ☐ The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll.

Feedback to Interviewees

- ☐ The Hiring Manager should notify the unsuccessful candidates through a personal telephone call and follow up with a letter **(see Appendix B).** This is the most professional, decent way to communicate this news to those who are anxiously awaiting a decision.

- ☐ Sometimes unsuccessful candidates will ask one or more Search Committee members for feedback. Such questions should be referred to the Search Chair.

- ☐ The Search Chair should respond to requests for feedback from candidates by being factual. "Someone else was more qualified" is a legitimate, factual response.

PROCEDURES FOR POSITIONS THAT DO NOT REQUIRE AN AFFIRMATIVE ACTION SEARCH

SPECIAL APPOINTMENTS (AAUP, Article 4.8.2)

TEMPORARY APPOINTMENTS (SUOAF-AFSCME, Article 13.1)

ACTING/INTERIM APPOINTMENTS (Management Confidential Policies, Article 5.7)

Completing the AAP-1 Form

- ☐ The hiring manager is responsible for completing the **AAP-1** form and for securing all necessary approvals.
- ☐ Indicate whether the request is to:
  - ✓ Establish a new position
  - ✓ Refill a vacant position or
  - ✓ Refill and reclassify a vacant position
- ☐ A written justification is required for all requests, including an explanation of how the position will be funded.
- ☐ For all positions except AAUP, a copy of the job description and organizational chart should be attached to the AAP-1 form.
- ☐ If a job description needs to be created or changed, contact Human Resources (x21856) for guidance. (See *Job Descriptions* on p.8 for more information)
- ☐ The completed AAP-1 is routed to the Vice President/Chief, the Budget Office, and Human Resources for review and approval.
- ☐ After the AAP-1 has been approved, Human Resources will notify the Hiring Manager. Procedures may vary depending on contractual requirements.

<u>SUOAF and MANAGEMENT CONFIDENTIAL POSITIONS</u>

Temporary appointments may be established for (a) a specific grant-funded or self-supporting project; (b) relieving workload while an employee is on leave; or (c) to fill a vacancy while the search is in progress. These temporary appointments are usually filled by an external hire.

External Hires

- ☐ Affirmative Action searches are ***not*** required for temporary appointments.
- ☐ If a candidate has already been identified, the Hiring Manager completes a **Temporary Appointment Form** available on HR's website and sends it along with the candidate's resume to the appropriate managers for signatures.
- ☐ If a candidate has not been identified, contact Human Resources to discuss options for posting and/or advertising the position.
- ☐ Hiring Managers are authorized to interview and make conditional offers of employment for temporary appointments. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.
- ☐ Once the candidate accepts the university's ***conditional*** verbal offer of employment, Human Resources will send the candidate an email regarding their background investigation and attach the ***Summary of Rights Under Fair Credit Reporting Act***, ***Disclosure & Consent Forms*** and the ***Social Security Verification Authorization*** (See p. 34 for more information on the Pre-Employment Background Investigation process)**.**
- ☐ When the background investigation is successfully completed, Human Resources will prepare the appropriate appointment letter for the President's signature.
- ☐ The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.
- ☐ The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll.

AAUP SPECIAL APPOINTMENTS

There are four (4) types of special appointments described in Article 4.8.2 of the AAUP contract:

a) To hire someone with unusual knowledge, artistry, or exceptional merit;
b) As a replacement for a full-time member on leave (e.g., maternity leave);
c) An emergency appointment prior to a successful affirmative action search; and,
d) A grant or contract funded position.

Most special appointments fall into category c.

- ☐ After approval of the AAP-1, the Provost's Office will send the ***AAUP Emergency Appointment Form*** to the Department Chair. (See **Appendix F** for sample form)

- ☐ If a candidate has not been identified, contact Human Resources to discuss options for posting and/or advertising the position.

- ☐ Hiring Managers are authorized to interview and make conditional offers of employment for emergency appointments. The Hiring Manager should be clear with the candidate that the offer is not official until the candidate receives an offer letter signed by the President.

- ☐ The Emergency Appointment form must be approved and signed by the Dean and Provost. The form, along with the individual's current resume, is then forwarded to Human Resources for processing.

- ☐ Once the candidate accepts the university's ***conditional*** verbal offer of employment, Human Resources will send the candidate an email regarding their background investigation and attach the ***Summary of Rights Under Fair Credit Reporting Act***, ***Disclosure & Consent Forms*** and the ***Social Security Verification Authorization*** (See p. 34 for more information on the Pre-Employment Background Investigation process)**.**

- ☐ When the background investigation is successfully completed, Human Resources will prepare the appropriate appointment letter for the President's signature.

- ☐ The appointment letter includes the position title and/or rank, salary, starting date, and appointment length.

- ☐ The hiring is not finalized until the candidate has signed and returned the appointment letter to Human Resources, agreeing to the terms of the employment offer. Once the signed letter is returned, a representative of the Human Resources Office meets with the new employee to complete necessary payroll and benefits paperwork, as well as arranging for parking, computer access, and building access. The new employee is then placed on the payroll.

PRE-EMPLOYMENT BACKGROUND INVESTIGATION

All regular full- and part-time external candidates for employment with CCSU, including University Assistants, rehired retirees who have never worked at CCSU, and re-hired employees with a break in service of more than one year, must undergo a Pre-Employment Background Investigation. **Candidates will not receive an appointment letter until they have successfully completed the Pre-Employment Background Investigation.**

What does the background investigation entail?

- ☐ Generally, the Pre-employment Background Investigation includes the following:

  - ✓ Criminal Background Investigation
  - ✓ Social Security Number verification
  - ✓ Sexual Offender Database Search
  - ✓ Prior employment verification
  - ✓ Education verification (highest level)

- ☐ In addition, candidates for some positions may be required to undergo additional checks, including one or more of the following:

  - ✓ Motor Vehicle Record
  - ✓ Professional References
  - ✓ State/Federal Civil Litigation, Liens, Judgments
  - ✓ Credit Verification
  - ✓ Corporate Filing and Status Search
  - ✓ Media Search
  - ✓ Professional Licensing

- ☐ This process may reveal information that could disqualify a candidate from further consideration for the position.

- ☐ If the background investigation results are satisfactory, HR will send the employee an appointment letter.

- ☐ If the background investigation results are unsatisfactory, the Chief Human Resources Officer or his/her designee will follow the procedures outlined below.

Examples of Results That May Disqualify an Applicant

- ☐ Failure to pass the criminal, social security, or sex offender investigation

- ☐ Inconsistencies between the information on the candidate's employment application or resume and the information received from the Background Investigation

- ☐ Omission by the candidate of significant information on the employment application

Fair Credit Reporting Act (FCRA) Compliance

- ☐ When CCSU receives information in a background investigation that may disqualify a candidate from consideration, the University will comply with the requirements of the Fair Credit Reporting Act (FCRA) as referenced in the [ConnSCU Background Investigation Policy]:

- ✓ HR sends a letter to the candidate, notifying him/her that the University has received disqualifying information, with a copy of the Background Investigation Report and a summary of the candidate's rights under the FCRA.
- ✓ The notification is sent to the candidate before any adverse employment action may be taken based on the Background Investigation Report.
- ✓ After five (5) business days, barring the receipt of any new information received from the candidate that changes or clarifies the Report and eliminates any discrepancies, HR sends the candidate a second letter rejecting his/her candidacy based on the disqualifying information generated.

Confidentiality

- ☐ All information obtained as part of a Pre-employment Background Investigation is confidential and the information is maintained in an electronic file at the company retained by ConnSCU to perform background investigations. Copies of background investigations are **not** retained in an employee's official personnel file.

EMPLOYEE ORIENTATION

- ☐ All new employees meet with a member of the Human Resources staff before their first day of work to complete necessary paperwork, as well as arranging for their ID card and parking.
- ☐ Formal orientation programs are provided for all new faculty and staff. At the start of each academic year, full- and part-time teaching faculty members are invited to attend *New Faculty Orientation* sponsored by the Office of the Provost.
- ☐ Non-teaching faculty employees are invited to attend a *New Employee Orientation* sponsored by Human Resources held on a quarterly basis.
- ☐ Formal mentoring programs for new faculty are required in accordance with the Faculty Senate Promotion & Tenure Policy (Amended Fall 2014).
- ☐ Academic department chairs should provide all new faculty members with a copy of the Senate Promotion & Tenure Policy and their individual departmental guidelines.
- ☐ Managers, supervisors, and colleagues are expected to provide informal orientation and mentoring to all new employees within their departments/work units.
- ☐ At a minimum, new employees should receive the following assistance from members of their departments:
  - ✓ Introduction to colleagues
  - ✓ Tour of the office/building where working

- ✓ Orientation to office/department (e.g., equipment usage, location of supplies, etc.)
- ✓ Discussion of office protocols
- ✓ Phone/e-mail for key contacts
- ✓ Building safety/security procedures

REIMBURSEMENT FOR MOVING EXPENSES

- ☐ In accordance with Board of Trustees policy, the President may offer partial reimbursement for out-of-state moving expenses for AAUP, SUOAF, and Management employees.

- ☐ Request for reimbursement for moving expenses are made by the Dean or Hiring Manager to the appropriate management official at the time of hire. If approved, a letter is sent to the candidate along with their appointment letter from the President.

- ☐ Reimbursements are not processed unless the President has authorized it in advance.

Procedures

- ☐ Employees must complete and sign an Employee Voucher.

- ☐ Employees must provide original copies of all applicable receipts, indicating a zero balance or that payment has been made.

- ☐ The Employee Voucher and accompanying receipts must be separated into two categories:

  - ✓ Transportation/Storage, and
  - ✓ Travel and lodging (see below)

- ☐ Only Internal Revenue Service (IRS) qualified moving expenses may be reimbursed. These include those expenses that would be deductible by the employee as moving expenses if they had been directly incurred by the employee. Qualified moving expenses are described in IRS Publication 521, "Moving Expenses," and includes:

  - ✓ Reasonable expenses for moving household goods and personal effects from a former residence to a new residence;

  - ✓ Reasonable expenses of travel (including lodging) from a former residence to a new place of residence. NOTE: Meals are not considered a qualified moving expense.

- ☐ Reasonable expenses of travel include ONLY one trip made by the employee and members of his/her household, whether they travel together at the same time or not.

- ☐ If an employee drives his/her own car(s) in the process of moving, mileage will be paid at the current IRS rate for moving mileage reimbursement for the most direct route available. Mileage will be determined through the use of the website Map Quest.

- ☐ Qualified moving expense reimbursements are not subject to withholding taxes or retirement contributions and are paid through the payroll system.

- ☐ For more information, go to the Travel policies.

SECTION 2

CLASSIFIED POSITIONS

Administrative Clerical (NP-3)

Administrative and Residual (P-5)

Connecticut Police and Fire Union (NP-5)

Maintenance and Service (NP-2)

AAP-1 PERSONNEL ACTION REQUEST FORM

Filling/Refilling of any classified position ***must*** be approved by the President either during the fiscal year budget process or a request from the respective Vice President/Chief Officer. Confirmation of the President's approval must be emailed to Karen Portera, Human Resources, before proceeding with the AAP-1.

The AAP-1 Personnel Action Request Form must be submitted and approved before any temporary or permanent classified position can be filled.

PROCEDURES FOR FILLING CLASSIFIED POSITIONS

Completing the AAP-1 Form

- ☐ The hiring manager is responsible for completing the **AAP-1** form and for securing all necessary approvals.
- ☐ Indicate whether the request is to:
  - ✓ Establish a new position;
  - ✓ Refill a vacant position;
  - ✓ Refill and reclassify a vacant position
- ☐ A written justification is required for all requests, including an explanation of how the position will be funded.
- ☐ A copy of the department's organizational chart should be attached to the AAP-1 form.
- ☐ The completed AAP-1 is routed to the Vice President/Chief, the Budget Office, and the Chief Human Resources Officer for review and approval.
- ☐ After the AAP-1 Form has been approved, Human Resources will issue a Search Number.

Layoff and Reemployment Lists

- ☐ In accordance with State Personnel Regulations covering classified employees, prior to filling a vacant classified position, eligible state employees on the mandatory layoff/reemployment lists and the SEBAC reemployment list must be offered the position. No vacant position may be filled until all potential candidates from both lists have been cleared.
- ☐ Human Resources must offer the position to interested mandatory hires before the position can be posted or advertised.

- ☐ If an employee with reemployment rights selects CCSU's position, he/she is a mandatory hire, pending the successful completion of the standard background investigation for all new employees.
- ☐ If the hire is made from the reemployment list, the search ends.

Candidate Pool

- ☐ For competitive positions (those requiring an examination), Human Resources must review all active certification lists containing the names of candidates who have taken and passed the examination for the position. Human Resources will canvas the list and contact the certified candidates inviting them to submit an application.
- ☐ For positions that do not require examination, the position may be posted internally, externally, or both, depending on the position type and the bargaining unit requirements.
- ☐ Positions may also be filled through lateral transfer of candidates who currently hold status in the position being posted. This includes those employed at CCSU as well as other state agencies.
- ☐ Internal and external posting procedures will vary depending on the contractual requirements for each bargaining unit. Human Resources will ensure that all contractual requirements are met.

AAP C-1 CANDIDATE POOL REPORT

Application Materials

- ☐ Applications must contain the following information:
  - ✓ A signed cover letter referencing the search number;
  - ✓ A signed State Application (CT-HR-12); and,
  - ✓ Names, titles, and phone numbers of at two (2) current professional references

Application Review by Human Resources

- ☐ Human Resources conducts an initial screening of the applications and forwards the applications of eligible, qualified candidates to the hiring department.
- ☐ Human Resources completes the left-hand column on page 1 of the AAP C-1 Form and sends it to the department, along with the Qualified and Minimally Qualified candidates' application materials.

Selection of Interviewees

- ☐ The Hiring Supervisor and/or Interview Committee reviews the applications and selects candidates for interviews.

- ☐ If any of the candidates are known to members of the Interview Committee, this fact should be disclosed. If an Interview Committee member feels that he/she cannot be objective about a candidate, he/she should excuse him/herself from the committee.

- ☐ This is a paper review, and the Committee should be careful to consider only the application materials supplied by the candidates. Even if Interview Committee members are familiar with the candidate, the category placement should be based on the application submitted, not personal knowledge of the candidate.

- ☐ The names of candidates selected or not selected for interviews and the reason(s) must be listed in the right-hand column on page 1 of the AAP C-1 form.

- ☐ Reasons must be factual. For example, if the advertisement states that experience in a high volume setting is required and the candidate lacks such experience, then the reason states is "no experience in a high volume setting."

- ☐ The AAP C-1 form is signed by the Hiring Supervisor, the Department Head, and the Chief Diversity Officer. Once the form is approved, interviews can be scheduled.

Scheduling Interviews

- ☐ The Hiring Supervisor is responsible for scheduling candidate interviews. If an Interview Committee is convened, every effort should be made to schedule interviews when all members are available.

- ☐ It is best to contact a candidate by phone to schedule an interview.

- ☐ Try not to schedule interviews on Monday morning or Friday afternoon.

- ☐ Reasonable accommodations in accordance with the Americans with Disabilities Act (ADA) should be made during campus interviews for candidates who request them (e.g., wheelchair accessible interview rooms, special seating). (See **Appendix C** for more information).

- ☐ Once interviews are scheduled, confirm the interview details in writing, including:

  - ✓ Day, date and time the interview will begin
  - ✓ Location and room number where the interview will be held
  - ✓ Any materials or information the candidate should bring with them to the interview
  - ✓ The name of a contact person(s) and his/her phone number (See **Appendix B** for sample confirmation letter).

ENSURING AN EFFECTIVE INTERVIEW PROCESS

Job interviews are inherently stressful. It is important to make the process as easy and stress-free as possible for the candidate by providing structure, attending to details, and treating candidates with dignity, respect, and kindness. You want each candidate's first impression of CCSU to be a positive one.

Arranging for On-campus Interviews

- ☐ Make detailed plans for the candidate's arrival on campus. A disorganized, disjointed visit to campus will not convince candidates that CCSU is their employer of choice.

Greeting the Candidate

- ☐ Ensure that a contact person is available to receive calls and/or greet the candidate.
- ☐ Alert office personnel who are the first point of contact that the candidate is expected to arrive.
- ☐ If the candidate arrives early, a staff member should make him/her comfortable while waiting for the interview to begin. Staff may wish to use this greeting: *"Mr. Jones is expecting you, and he will be with you shortly. May I offer you something to drink? Would you like to use the restroom?"*
- ☐ Have a designated place set aside for the candidate to wait and organize his/her thoughts prior to the interview. The best location is one that is relatively quiet and/or away from other people.
- ☐ Candidates should be greeted and escorted to the Interview Room.

Conducting the On-campus interview

- ☐ Seating arrangements should allow the candidate to make eye contact with everyone.
- ☐ If each person in the group plans to ask a question, do so in an orderly pattern. A structured interview makes candidates more comfortable because they know what to expect and who the next question is coming from.
- ☐ Search Committee members are expected to bring with them a copy of the candidate's cover letter, application, and other any supporting information. However, the Search Chair should have extra copies available, just in case.

- ☐ Interviews should start and end on time. Sometimes, candidates feel pressure because of other commitments or fear of missing scheduled transportation.
- ☐ Sitting at a desk or table is always easier for the candidate. It provides them with a place to rest their arms and lay out materials.
- ☐ Interviews conducted in a semi-circle with chairs and no tables should allow the candidate space to store their personal belongings. Sometimes, simply having a small table and/or empty chair next to the candidate is appreciated.
- ☐ Have water available for the candidate and provide them with paper and pen to take notes.
- ☐ Candidates sometimes bring copies of their resumes and/or other materials for the Interview Committee. If they do, distribute the copies even if you have them already. NOTE: always accept the materials. Sometimes people will change their resumes in order to update their credentials. In some cases, candidates change their resume in areas that may alert you to a problem.
- ☐ When asking questions, avoid words, phrases, and references that may only be known to CCSU personnel, such as Blue Chip Card; names of specific buildings i.e., Willard Hall or Tony's; and abbreviations common only to CCSU.
- ☐ At the conclusion of the interview process, inform the candidate of the timeframe for a decision.
- ☐ If a candidate is offered a tour of CCSU at the end of their interview, ensure the candidate has contact information for the person/department conducting the tour.
- ☐ Someone from the Interview Committee should walk out with the candidate. Thank them for taking time to participate in the interview process and for their interest in working at CCSU.

INTERVIEW QUESTIONS

- ☐ Interview questions must be submitted to the Office of Diversity & Equity and approved prior to interviews taking place.

- ☐ Testing candidates for classified positions is not permitted. For example, you may not administer a typing test.

- ☐ Interview questions must be job-related and designed to elicit information regarding the candidate's education, training, experience and skills related to the specific job functions. Questions should be open-ended whenever possible. (See **Appendix D** for a sample list of appropriate interview questions.)

- ☐ All candidates must be asked the same basic questions during the interview. Follow-up questions may vary, based on the candidate's response to the initial question.

- ☐ If the candidate is from within CCSU and is known to the members of the Interview Committee, the committee has some latitude in asking additional questions based on their knowledge of the candidate's work at CCSU.

- ☐ Interviewers may ask about the candidate's education, work ethic, interpersonal skills, initiative, planning, organizational ability and other factors related to the position's responsibilities.

- ☐ Questions focusing on the following topics are not considered appropriate and could violate state or federal law:

  - ✓ Race or attitudes relating to race
  - ✓ Religion or Religious Affiliation
  - ✓ Gender
  - ✓ Sexual Orientation
  - ✓ Height and/or weight
  - ✓ Age
  - ✓ Arrest and Conviction Records
  - ✓ National Origin
  - ✓ Financial Status
  - ✓ Military Record
  - ✓ Disability
  - ✓ Number of children or child care arrangements

  (See **Appendix E** for a sample list of illegal interview questions).

- ☐ Candidates should be evaluated based on the answers to the interview questions without regard to personal preferences, such as where a candidate lives, where he/she went to school, or special interests or hobbies.

Guidelines relating to disabilities

- ☐ Questions that elicit information about a candidate's known or unknown disability are prohibited under the Americans with Disabilities Act (ADA).
- ☐ Even when the committee is aware of a disability, or the candidate discloses a disability, you may not ask any questions regarding the disability.
- ☐ You may only ask the candidate with a known disability that might interfere with the performance of the essential job functions whether or not he/she will be able to perform the essential functions of the job, and how, with or without an accommodation.
- ☐ However, if the known disability would not interfere with the performance of essential job functions, you cannot ask the candidate how the job will be performed unless you ask that same question of all the candidates.
- ☐ You may not ask a candidate with a known disability if he/she will need leave for medical treatment or other reasons related to the disability.
- ☐ You may, however, inform the candidate about work hours and leave policies and ask if he/she can meet the requirements.
- ☐ If a candidate has a visible injury such as a broken leg, do not ask about the severity of the injury or the prognosis, as this could potentially disclose a disability.
- ☐ If the candidate reveals a disability to the Interview Committee, the need for accommodation can be discussed during the interview process.

Maintaining Search files/records

- ☐ Human Resources must maintain clean originals of all application materials and there should be **no markings or notes written on the originals.** The Hiring Supervisor and/or Interview Committee members receive paper or electronic copies of all materials.
- ☐ In accordance with State of Connecticut Records Retention Guidelines, search files must be maintained for a minimum of three (3) years. The master file containing all of the application materials from all candidates is maintained in Human Resources. The Office of Diversity & Equity will retain all search forms (AAP C-1 and C-2).

APP C-2 LIST OF RECOMMENDED CANDIDATES

- ☐ The Hiring Supervisor and/or Interview Committee will select the finalists for the position and list the names, unranked, on the AAP C-2.
- ☐ A memo justifying the recommendation and an assessment of all finalists interviewed must be attached to the AAP C2 form.
- ☐ The applications of all candidates interviewed must also be attached to the AAP C2 form.
- ☐ The Office of Diversity & Equity must approve the AAP C2.
- ☐ Once approved, the AAP C2 is forwarded to Human Resources. State regulations require that layoff and reemployment lists be canvassed one final time before an offer of employment can be made.

REFERENCE CHECK AND BACKGROUND INVESTIGATION

- ☐ Human Resources will check all applicants' references and re-check eligibility for appointment to the position.
- ☐ The candidate is sent an email regarding their background investigation with the ***Summary of Rights Under the Fair Credit Reporting Act***, ***Disclosure & Consent Forms*** and the ***Social Security Verification Authorization***.
- ☐ Candidates for positions in the Maintenance & Service bargaining unit (CEUI) and the Connecticut Police & Fire Union (CPFU) must take and pass a pre-employment physical. Candidates for police positions must also be POST certified.
- ☐ Offers of employment are made by Human Resources. HR will notify the hiring department when the candidate accepts the position and the start date is determined.
- ☐ All new employees meet with a Human Resources representative to review and complete all required forms and policies before the employee is placed in the payroll.

EMPLOYEE ORIENTATION

- ☐ Classified employees are invited to attend New Employee Orientation sponsored by the Human Resources Department, held on a quarterly basis. The general agenda for Orientation can be found here: New Employee Orientation.
- ☐ Managers, supervisors, and colleagues are expected to provide informal orientation and mentoring to all new employees within their departments/work units.
- ☐ At a minimum, new employees should receive the following assistance from members of their departments:
  - ✓ Introduction to colleagues
  - ✓ Tour of the office/building where working
  - ✓ Orientation to office/department (e.g., equipment usage, location of supplies, etc.)
  - ✓ Discussion of office protocols
  - ✓ Phone/e-mail for key contacts
  - ✓ Building safety/security procedures

SECTION 3

PART-TIME (ADJUNCT) FACULTY

PART-TIME (ADJUNCT) FACULTY HIRING PROCESS

In accordance with Article 1.6.2 of the CSU-AAUP contract, part-time faculty are those "who are employed for at least six (6) days in a semester and who earn six (6) or fewer load credits or who teach no more than two (2) courses for a total of eight (8) or fewer load credits and whose function consists primarily of (but shall not be limited to) teaching, research, or other scholarly activity."

Hiring Process

- ☐ Searches are not required for part-time faculty.
- ☐ The process begins at the academic department level. In most cases, departments hire qualified part-time faculty through professional contacts or word of mouth.
- ☐ If a department wishes to post an advertisement for part-time faculty, contact Human Resources (x21751). The position will be posted under "Job Opportunities" on the HR web page.

Contractual Requirements

- ☐ See the CSU-AAUP contract for important requirements regarding part-time faculty hiring:
  - ✓ Article 4.6, Assignment of Courses to Part-time Members
  - ✓ Article 12.8, Part-time member pay rates
  - ✓ Article 12.8.1, Part-time Member Discretionary Rate
  - ✓ Article 12.8.2, Part time Continuing Member Pay Rate
  - ✓ Article 12.8.3, Part-time Member Paycheck Schedule
  - ✓ Article 12.8.4, Part-time Member Temporary Additional Duties

Load Hour Limitations

- ☐ Fall and Spring Semester – Eight (8) or fewer load hours
- ☐ Winter Session/Intersession – Maximum of four (4) load hours

- ☐ Summer Session Limitation –Total load assignments in a given summer cannot exceed sixteen (16) load credits (eighteen (18) load credits for laboratory or studio courses).
- ☐ Summer Sessions of five (5) to eight (8) weeks – Maximum of eight (8) load hours
- ☐ First Five and Eight Week session – Maximum of eight (8) load hours combined
- ☐ Summer Session of four (4) weeks or less – Maximum of four (4) load hours

Paychecks

- ☐ Part-time faculty members receive eight (8) paychecks per academic semester if they are placed on payroll at the start of semester. If hired after the start of the semester, the total salary for the semester is divided equally among the remaining paychecks in the semester.

Course Cancellation

- ☐ Article 4.6.1, Course Cancellation Fee requires that “if a class scheduled to be taught by a part-time faculty member is cancelled within seven (7) business days prior to the beginning of the first day of classes, the part-time member shall be paid the sum of $300.”
- ☐ **Human Resources notifies Department Chairs and Deans via e-mail of the exact DATE by which courses must be cancelled in order to avoid the course cancellation fee. Course cancellation fees are charged to the appropriate departmental budget.**
- ☐ The Department Chair or Hiring Manager must notify the Dean, the Registrar’s Office, and Human Resources of a course cancellation to avoid overpayment of salary.
- ☐ Human Resources will make the official notification of the course cancellation to the faculty member **in writing**.

Resignation or other early termination

- ☐ If a part-time faculty member resigns or is otherwise terminated prior to the end of his/her contract, the Department Chair or Hiring Manager must submit a revised Part-time Appointment Form indicating the appropriate end date of employment. The salary will be pro-rated and the part-time faculty member will receive a revised contract from Human Resources.

Part-time Faculty Appointment Form

- ☐ The Department Chair or Hiring Manager completes a Part-time Faculty Appointment form. Signatures are required from:
  - ✓ Department Chair/hiring manager
  - ✓ Dean
  - ✓ Graduate Studies (for courses 500 level and above)
  - ✓ Grants Office (grant-funded courses)
- ☐ HR reviews the form for course assignment, lecturer category, load hour limitations, funding, and appropriate signatures. Department Chairs and Deans are notified of any needed corrections.
- ☐ Contract packages are mailed approximately thirty (30) days prior to the start of the academic semester.

Class Over-enrollment

- ☐ Class size will be determined by enrollments at the end of the third week of each academic semester. If appropriate, and upon notification by the Registrar's office, additional load hour credit is calculated and affected part-time faculty receive a revised contract and increase in salary.

Absentee Policy

- ☐ Part-time faculty do not complete attendance records. It is expected that if a part-time member knows in advance that he/she is unable to teach a class, a substitute will be arranged for and compensated by the member.
- ☐ If a part-time member must cancel a class, he/she **must call or e-mail** his/her department chair/secretary so that students can be notified.

Pre-Employment Background Investigation

- ☐ All new part-time faculty and those with a break in service of more than one year must undergo a **Pre-Employment Background Investigation.** ***Disclosure & Consent Forms*** and the ***Social Security Verification Authorization*** must be completed in order to process the background investigation. The ***Summary of Rights Under Fair Credit Reporting Act*** should be given to the employee.
- ☐ Background Investigations are processed only after Human Resources has received the signed **part-time faculty appointment form** from the department.

New Part-time Faculty Hiring Forms

- ☐ All new part-time faculty receive a hiring package from Human Resources that contains an employment contract. **This contract must be signed and returned to Human Resources before going on the Payroll.**
- ☐ The package contains forms for payroll, parking, computer access, retirement and benefits. (See **Appendix H**)
- ☐ New part-time faculty must appear in person in the Human Resources Office in Davidson 119 to complete required Employment Eligibility Verification (Form I-9).
- ☐ New part-time faculty must submit a resume and official transcript(s) for their personnel file.

Returning Part-time faculty

- ☐ Returning part-time faculty receive a hiring package from Human Resources that contains an employment contract. **This contract must be signed and returned to Human Resources before the faculty member can be placed on the payroll.**
- ☐ Returning part-time faculty are not required to re-submit other hiring forms each semester.

General Information for all part-time faculty

- ☐ General information for *all* part-time faculty can be found on HR's website

SECTION 4

UNIVERSITY ASSISTANTS

UNIVERSITY ASSISTANTS

General Information

- ☐ The University Assistant is an unclassified part-time non-teaching category of employment established by Board of Trustees Resolution.
- ☐ University Assistants are paid from individual departmental operating budgets.
- ☐ University Assistants may work no more than an average of 19 hours per week, for a total of 988 hours per fiscal year (July 1 – June 30).
- ☐ The current maximum earnings per fiscal year is $24,000. The minimum hourly rate is $15/hour. Higher hourly rates are at the discretion of the hiring department.
- ☐ The 988 hour maximum is pro-rated based on when during the fiscal year the University Assistant is hired. For example, if a UA is hired on January 1, he/she may work half of the 988 hours until the end of the fiscal year on June 30.
- ☐ University Assistants are ***not*** included under any collective bargaining agreement.
- ☐ Upon completing 680 hours worked, University Assistants will accrue one (1) hour paid sick time for every 40 hours worked and can use a maximum of 40 hours per calendar year.
- ☐ There are no fringe benefits (medical/dental, accrued leave time, retirement, etc.) associated with University Assistant positions.
- ☐ University Assistants cannot hold a UA position on more than one campus. However, a University Assistant can be employed as a part-time teaching faculty member on the same or different campus, as long as there is no conflict in the hours worked. In this case, the employee must complete a Dual Employment Form (See **Appendix I**)

Advertising for a University Assistant position

- ☐ If you do not have a candidate and need to advertise, send a short description of the position, hourly wage, schedule of hours, and to whom applications should be sent, to Karen Portera in Human Resources (porterak@ccsu.edu). The position will be posted on Human Resources' Job Opportunities website**.**

Hiring Process

- ☐ Filling/Refilling of a University Assistant position ***must*** be approved by the President either during the fiscal year budget process or by a request from the respective Vice President/Chief Officer. Confirmation of the President's approval must be emailed to Karen Portera, Human Resources, before proceeding with this request.
- ☐ Since the University Assistant is a part-time unclassified position, departments who have authorization and funding to hire a University Assistant may hire a selected candidate without undertaking an affirmative action search.

- ☐ When your position is approved and you have selected a candidate, fill out the University Assistant Appointment Form (See **Appendix G**) and send it to Human Resources, Davidson Hall Room 119. Include the individual's resume and completed ***Disclosure & Consent Forms*** and the ***Social Security Verification Authorization*** for the background investigation.
- ☐ University Assistants are required to satisfactorily complete a background investigation (See **Section II**) prior to hiring.
- ☐ University Assistants must come to Human Resources, Davidson 119, to complete an I-9 form and paperwork.
- ☐ Time sheets for University Assistants are processed through CORE's Time & Attendance system.
- ☐ Supervisors are responsible for monitoring the salary and hours of their University Assistants.
- ☐ A University Assistant Appointment Form must be completed each fiscal year for renewal of your University Assistant.

SECTION 5

STUDENT WORKERS

Student Worker Board Resolution #98-62

- ☐ Student workers must be matriculated at one of the ConnSCU universities, and must be currently enrolled in courses or enrolled in the Intensive English Language Program (IELP) at one of the campuses.
- ☐ Student workers cannot be on any other state payroll other than the student employee payroll of the university.
- ☐ Students may work in the summer only if they were enrolled in the prior spring semester and certify in writing an intention to continue enrollment in the subsequent fall semester, or to complete degree requirements during one of the summer sessions.
- ☐ Students may work no more than 40 hours **per pay period** during the spring and fall semesters when classes are in session. During periods when there are no classes, students may work 40 hours **per week**.
- ☐ The rules of the Federal College Work Study Program, or any other federal work program, prevail if there is a conflict with this Board Resolution.
- ☐ Student workers are paid from individual department operating budgets.
- ☐ Student workers are state employees and receive state paychecks.
- ☐ As state employees, student workers are required to abide by State and University policies.
- ☐ Upon completing 680 hours worked, a Student Worker will accrue one (1) hour paid sick time for every 40 hours worked and can use a maximum of 40 hours per calendar year.

Finding and hiring a student worker

- ☐ See **Appendix I** for Student Worker Pay Rates and **Appendix J** for Student Worker Job Classifications.
- ☐ If you want to advertise a Student Worker position, or you are looking for students with a work-study award to work in your department, you may post the position on The Center for Advising & Career Exploration's **College Central Network**, where students can search for available positions. Students will contact the department to set up an interview.
- ☐ Once you have hired a student worker, he/she must read several policy documents and complete required forms. See the Student Employment website for information.
- ☐ All forms are submitted to the Payroll Office in Marcus White Annex 006.
- ☐ A justification is required for changes to a student worker's pay rate. (See **Appendix J**).
- ☐ If the student's pay rate changes, or there are any other changes to the student's payroll status, they may be required to submit revised payroll forms.

- ☐ Hour s worked are submitted through CORE’s Time & Attendance system.
- ☐ Questions regarding forms, time sheet processing, or paychecks should be directed to the Business Office at x22503.

SECTION 6

GRADUATE ASSISTANTS

&

GRADUATE INTERNS

GRADUATE ASSISTANTS

Procedures and Criteria for Appointing Graduate Assistants

The purpose of the Graduate Assistantship is to allow well-qualified graduate students to participate in institutional activities academically relevant to the student's program of study.

Graduate Assistantships will *only* be awarded to matriculated graduate students. Graduate students awarded full assistantships shall pay full-time tuition; graduate students awarded half assistantships and enrolled for nine (9) semester hours or more shall pay full-time tuition. Those enrolled for less than nine (9) hours shall pay appropriate registration and course fees for part-time students.

The State University Fee, University General Fee (except for portion attributable to student accident insurance), and the Student Activity Fee shall be waived for Graduate Assistants.

The maximum stipend for full graduate assistantships shall be $4,800 per semester and $2,400 per for half graduate assistantships.

Part-time Graduate Assistants are expected to complete 10 hours per week or 150 hours per semester. Full-time Graduate Assistants are expected to complete 20 hours per week or 300 hours per semester. Assignments begin the first week of each semester and continue through the semester's end.

Criteria

A graduate student must meet the following criteria to be appointed as a Graduate Assistant (GA):

- Matriculated in a Graduate program
- Maintain a 3.0 GPA or higher
- Be registered in the current semester (At least 9 credits full-time; at least 3 credits part-time).

Graduate Studies Policy Regarding GA Positions

- May not be employed by any other employment category by the university
- Full- and part-time Graduate Assistants should not be engaged in significant employment outside of the university, or hold full-time employment elsewhere or be 4engaged in a full time (20 hours) internship.
- Graduate Assistants are expected to make a full time commitment to graduate study.

GRADUATE INTERNS

Procedures and Criteria for Appointing Graduate Interns

Per Board of Trustees Resolution #92-115

Developed by the School of Graduate Studies (x22363)

A graduate student preparing to enter a student affairs or student service field may be appointed as a Graduate Intern (GI) to provide an intense two-year on-the-job training and development experience.

Graduate interns enrolled as <u>full-time students</u> shall be required to pay full-time general fund tuition and a University General Fee sufficient to defray the cost of student accident and health insurance. The balance of the University general fee as well as all other fees imposed by the board shall be waived.

Graduate interns enrolled as <u>part-time students</u> shall have waivers of all fees, including summer and winter session fees up to a total maximum of 18 credit hours, provided they are enrolled in courses that are required for the completion of their graduate program. (Please note: Graduate Interns must pay the $62 registration fee (or higher if the fee structure changes).

Each campus is authorized to pay Graduate Intern stipends not to exceed $15,000 for the academic year (nine months) and a stipend not to exceed $5,000 for summer sessions (three months). Stipends will be prorated for part-time assignments.

<u>Criteria</u>

A graduate student must meet the following criteria to be appointed as a Graduate Intern (GI):

- ☐ Be matriculated into a graduate program
- ☐ Demonstrate a minimum 3.0 GPA
- ☐ Preferably be registered part time (3-8 credits) in courses that are required for their graduate program. See above for the Board of Trustees resolution
- ☐ Have the proper visa if being appointed as an international student
- ☐ May not be employed under any other employment category by the university.

<u>Procedures</u>

Assigning a Graduate Intern (GI) to a department requires the following steps:

- ☐ The hiring office interviews the student and extends the possibility to hire after the graduate intern agrees to work 35 hours per week.

- ☐ The hiring office notifies the Dean, School of Graduate Studies, who confirms that the student meet criteria as listed above.

- ☐ If criteria are met, a letter is sent to the student by graduate studies and copied to the hiring supervisor, bursar and human resources, and Provost (or other appropriate area supervisor).

- ☐ Whether they are new or renewals, GIs must report to Human Resources to be placed on the payroll. No GI will be paid until this requirement is met.

- ☐ Graduate Interns may be hired for a maximum of two years if funding exists. Appointments are made on an annual basis and students are renewed based on the student's performance as a GI as well as stated criteria; a second letter is sent by graduate studies if appointed for a second year.

SECTION 7

APPENDICES

APPENDIX A

Charge of the Search Committee

Position:___________________________________Search Number: _________

I. General issues

1. Search committee liability: it is possible, and has happened here, that search committee members can be sued in their individual and official capacities. Under Connecticut law, state employees are entitled to representation by the Attorney General's Office and indemnification by the state where their actions within the scope of employment or discharge of duties for damage or injury are "not wanton, reckless or malicious…" Conduct that is merely negligent comes within the statutory protection.

   The committee must meet as a whole throughout the search and must conduct its deliberations within the meetings. Do not discuss anything related to the search, either with members or non-members of the committee, except when the committee is formally meeting. If you E-mail information regarding the search, all of the committee should be copied.

2. Each applicant must receive an individualized and complete review of his/her qualifications as compared to the job advertisement. If there are general terms in the advertisement that need further clarification, those standards must be set out before reviewing the applications. For example, the ad requires "teaching experience" without further definition. The committee needs to describe the skill set and scope that term is meant to capture, rather than the jobs that might suffice.

3. All members of the committee must use the same standards to evaluate the applicants. Again, decide before looking at the applications, as that helps to insulate the committee from charges of bias or favoritism.

4. Members of the committee should disclose to each other if they know any of the applicants in the pool and how they know of them, or about them. If a member feels that he or she cannot be objective about a candidate, he or she should recuse him or herself from the committee.

5. Master file: The search chair should maintain clean originals and make copies for the committee members. There must be no notes or writing of any kind on the original materials.

6. By state and federal law, the official, or master, search file must be maintained in a secure and accessible location for a minimum of 3 years. The Office of Diversity& Equity maintains the AA search file, but the official (or master) file, containing all application materials from all applicants (whether or not qualified) should be maintained by the hiring department chair.

7. The search chair should contemporaneously document all of committee's decisions, including standards to be applied and the committee's action for each applicant which will become part of the master file. Only committee decisions should be recorded on the minutes. Internal discussions or procedural matters should not be kept in record.

II. AAP-2: Affirmative Action search plan

1. The committee should develop an advertisement that is specific but inclusive. Note that you must evaluate all applicants by comparing their qualifications to those listed in your ad. Your evaluation should be thorough and fair, treating all applicants equally.
2. The advertisement is not a job description. It contains a list of minimal and preferred qualifications necessary to do the job. Remember, any applicant with all the minimal qualification should be, in theory, able to perform the job.
3. Weight carefully the minimal qualifications, and be inclusive. Try not to include qualifications that will unnecessarily exclude potential qualified applicants. For example, if you say "5 years experience" as a minimal qualification, think: why five? Is this really the minimum necessary? Would four do just as well, but broaden my pool?
4. For the most part, the preferred qualifications will differentiate the minimally qualified from your finalists. List qualifications that is specific and objective.
5. Recruitment is the most important tool we have to increase diversity. Make sure to include AT LEAST two sources of advertisements that are specifically targeted to historically underrepresented groups in the position's field. Also, include proactive recruitment measures as part of your plan.
6. Once the advertisement is completed and approved by the committee and relevant supervisors, Human Resources will post your ad in one major advertisement source. Other sources must be paid and placed by the department, the dean's office or the academic division. The bargaining units' minority recruitment committees may have available funds for advertisement and recruitment. The Office of Diversity & Equity DOES NOT have any available funds for advertisement.

III. AAP-3: The advertisement has yielded a pool of applicants that the committee needs to review, comparing the applicants' qualifications to those specified in the advertisement.

1. When completing this form, the members must articulate their reasons for voting each individual applicant into the categories and must challenge those reasons that appear unsupported.

2. Pre-Screening-all or none within each category. Applicants within a category must be treated the same. For example, if one is called about missing materials, all must be called who are similarly situated.

3. Each applicant must have a reason-factual and not conclusory, based on the job ad-for why she or he is placed in a category.

4. The **Not Qualified** category is intended for those applicants who do not meet the required elements of the job qualifications. Failure of an applicant to meet any one of the required qualifications should result in placement in the Not Qualified category unless, on the judgment of the committee, the applicant possesses substantially comparable qualifications. The minimum requirement that the applicant has not met should be stated under the Reason column. Letters may be sent to those applicants once the AAP-3 is fully signed.

5. The **Minimally Qualified** category lists those applicants who meet all the minimum requirements, but, based on the paper review and on the judgment of the committee, are not the preferred candidates to be considered finalists. State the factual reasons for placement in the Minimally Qualified category based on the ad and the standards the committee set in advance. For example, if the preference is for someone who has supervised students in field placements and the applicant has no such experience.

6. Then separate the **Finalists** from the Minimally Qualified-apply the standards the committee set-the committee is to work towards speaking with one voice, either unanimously or consensus, at the end. Special attention should be placed on Affirmative Action target candidates.

7. This is a paper review process for the most part. If an applicant is known to the committee (e.g., because of serving a special appointment or other University employment), that information should have limited effect -in other words, if he or she is minimally qualified based on the paper review, but the committee would like to interview him/her based on personal knowledge of the applicant, the person still should go into minimally qualified and not the finalist category.

8. Is the pool the size expected? If not, why not? What should be done to increase the size of the pool? Is there a qualification that acts to exclude otherwise qualified applicants? It is permissible to re-advertise and extend a search if the committee feels it is necessary to attain a larger and more diverse pool of applicants.

9. Is the pool apparently diverse in gender? Race/Ethnicity? If not, why? What else can be done to diversify the pool? The **Priority Target** for this search is ________________________________**.** The Office of Diversity & Equity will provide demographic information to the committee when the AAP-3 is submitted about the candidate.

10. Do not interview anyone until this form is completely approved. The Office of Diversity & Equity might reject an AAP3 form if the pool of finalists does not include an applicant from the target group.

IV. Interviews:

1. Read through the "Hiring and Search Manual" before beginning to interview. Stop interviewees from offering information we don't want to know. Frame your questions carefully.

2. All interviewees are asked the same basic questions.

3. The search committee members must agree ahead of time on the criteria used and the weight to be given to each question.

4. If you didn't sit through all the interviews, your ability to vote for candidates is limited. With their consent, candidates might be video or audio recorded, and the recordings shared with members of the committee.

5. At the end of the interviews, the committee now has considerable objective and subjective information. Articulate the committee's decisions for each interviewee. Be factual, weigh the relative strengths and weaknesses of each.

6. Put those decisions into a memo to the hiring manager.

V. AAP-4:

1. Fill out the unranked candidate's names only.

2. Attach the memo to the hiring manager.

3. Do not make any conditional offers to candidates until this form has been fully signed.

4. If the hiring manager asks the committee to make a conditional offer to a candidate, document all conversation with the candidate, contemporaneously, and file them in the master search file.

5. Be very clear that the offer is *conditional* upon the results of a background check and final approval of the President, and put that in *writing.*

APPENDIX B

SAMPLE LETTERS

(This is suggested language that should be personalized as appropriate for the search)

Letter to a candidate who is *not qualified or is minimally qualified* and will not be granted an interview

Dear Dr./Ms./Mr.

Thank you for your interest in the position of ____________ at Central CT State University. I apologize for the length of time you have had to wait for some communication from us.

The Search Committee received over __________applications and carefully reviewed all of the materials received from the candidates.

After due consideration of your credentials, we have identified other candidates whose

"experience and qualifications more closely match our needs" OR

"whose experience and qualifications more closely match the requirements listed in the job advertisement."

Letter to candidate in the *highly qualified* pool but is not granted an interview

Dear Dr./Ms./Mr.

Thank you for your interest in the position of ________________at Central Connecticut State University.

At this time, we have decided not to invite you for an interview. However, we are continuing the search and your candidacy will remain under consideration. If you no longer wish to be considered, kindly e-mail ______________ and we will remove your name from consideration.

Letter to confirm a scheduled interview with a finalist

Dear Dr/Mr/Ms:

This letter is to confirm your scheduled interview for the position of ______________________ (job title) at Central Connecticut State University.

The interview is scheduled for ____________________ (day, date) at __________ (time) in ___________ (building, room number). Directions and parking instructions are enclosed.

We look forward to meeting with you. In the meantime, if you have any questions, please feel free to call ____________ at _________________ (phone number).

Letter to a candidate who was phone interviewed but will not be invited to campus

Dear Dr./Ms./Mr.

I am writing to follow up on our telephone conversation regarding the Search Committee's decision not to invite you for a campus interview for the position of ________________.

Narrowing down the field is never an easy task, and it was made even more difficult by the caliber of the candidates. We enjoyed the opportunity to talk with you.

We appreciate your patience with the search process. On behalf of the entire Search Committee, thank you for your interest in CCSU.

Letter to a candidate who was interviewed but will not be hired (after being informed by telephone)

Dear Dr./Ms./Mr.

I am writing to follow up on our telephone conversation regarding the __________ position.

The Search Committee thoroughly enjoyed meeting with you. As you know, we had over _____applicants for the position, and we interviewed only ________candidates.

We hope that your passion for _______remains high, and that your career, whatever path it takes, is fulfilling and rewarding.

APPENDIX C

AMERICANS WITH DISABILITIES ACT (ADA) POLICY AND PROCEDURES

CONNECTICUT STATE UNIVERSITY SYSTEM POLICY REGARDING PERSONS WITH DISABILITIES

The Board of Trustees for the Connecticut State University System affirms its policy of nondiscrimination against all persons protected by all state and federal laws, regulations and executive orders. This policy of nondiscrimination commits the Connecticut State University System (CSU) to achieve equal employment opportunity and full participation for employees with disabilities. It is the Board's policy that no qualified person be excluded from consideration for employment, participation in any university or System Office program or activity, be denied the benefits of any university program or activity, or otherwise be subjected to discrimination with regard to any program or activity. This policy derives from CSU's commitment to nondiscrimination for all persons in employment, academic programs, and access to facilities, programs, activities, and services.

Existing barriers, whether physical, programmatic or attitudinal must be addressed. A person with a disability must be afforded equal employment opportunity as outlined in federal law, specifically the rehabilitation Act of 1973 including the section 504 and the Americans with Disabilities Act of 1990, as well as specific state laws on nondiscrimination found in the Connecticut General Statues and State Executive Orders 18, 11, and 9.

The ADA requires reasonable accommodation in all aspects of the employment process including application, performance of duties and benefits and privileges of employment. CSU's efforts to accommodate people with disabilities must be measured against the goal of full participation and integration. Services and programs to promote these benefits for people with disabilities shall complement and support, but not duplicate, each university's regular services and programs. In keeping with CSU's commitment to equal employment opportunity, each university will make reasonable accommodation for the known physical and mental limitations of otherwise qualified applicants and employees within the provisions of the prevailing state and federal statutes.

An employee with a disability seeking a reasonable accommodation should contact the university or System Office Affirmative Action Officer to determine the appropriate process for review of the request.

Achieving full participation and integration of people with disabilities requires the cooperative efforts of all of university and System Office departments, offices, and personnel. Each university and the System Office shall periodically review its compliance with this policy as part of its commitment to nondiscrimination.

The Connecticut State University System regarding Persons with Disabilities shall be made available to all employees and shall be posted prominently in meeting rooms used for university and related business meetings and on bulletin boards located in common areas which are readily accessible, on a daily basis, to Connecticut State University System employees and visitors.

PROCEDURE FOR REQUESTING REASONABLE ACCOMMODATION UNDER THE AMERICANS WITH DISABILITIES ACT (ADA)

The Americans with Disabilities Act of 1990 requires employers to provide "reasonable accommodation" to qualified individuals with disabilities who are employees or applicants unless to do so would cause an "undue hardship." The term reasonable accommodation generally is any change in the work environment or in the way things are customarily done that enables a disabled employee to enjoy equal employment opportunities. The University must analyze each request for accommodation on a case-by-case basis and make a good faith effort to reasonably accommodate a qualified employee or applicant with a disability.

As a general rule, the individual with a disability must inform the employer that an accommodation is needed since employers are only obligated to provide reasonable accommodation of known disabilities. Under the ADA, the employer and the employee must engage in an informal interactive process to clarify what the individual needs and identify the effective reasonable accommodation. The employer may ask questions about the nature of the disability and the individual's functional limitations in order to identify an effective accommodation. Further, if the disability and/or need for an accommodation are not obvious, the employer may ask for more information including documentation to establish that the person has a disability and that it necessitates a reasonable accommodation. At its discretion, the University may require that the documentation about the disability and the functional limitations come from an appropriate health care or rehabilitation professional.

The employer is not required to provide the reasonable accommodation that the individual requests. Rather, the employer may choose among reasonable accommodations as long as the chosen accommodation is "effective," i.e., it would remove a workplace barrier, thereby providing the individual with an opportunity to perform the essential functions of the position. The employer may choose a less expensive or burdensome accommodation among available effective reasonable accommodations.

REASONABLE ACCOMMODATION PROCESS

1. Initiation of the Request for Reasonable Accommodation

In order for the University to analyze each request for accommodation, the requesting employee or job applicant should complete the attached two forms, the **"Reasonable Accommodation Request Form,"** and **the "Health Care Provider Release Form."** When deemed necessary by the University, the employee or job applicant must provide current documentation from a health care provider regarding the nature of the disability and need for accommodation.

The employee/job applicant seeking a reasonable accommodation must complete these forms and provide them directly to the University's ADA Coordinator: **Rosa Rodriguez, Chief Diversity Officer, 1615 Stanley St., New Britain, CT 06050, (860) 832-0178, rodriguezr@ccsu.edu.**

The request for accommodation should include current documentation from a health care provider (if required by the University) that:

- ☐ States the nature of the disability in order to establish that the individual has a mental or physical impairment that substantially limits a major life activity, has a record of such impairment, or is regarded as having such impairment.
- ☐ Explains the functional limitations the employee has a result of their disability as it relates to the job duties.
- ☐ Suggests accommodations that would remove the barriers to the employee/applicant's ability to perform the essential functions of the job.

2. Essential Job Function Analysis Conducted by the University and Determination of the Request For Reasonable Accommodation

The ADA Coordinator will contact the Department or Unit and conduct an essential job function analysis. The University retains the right to establish the essential job functions of the position for which a request for accommodation has been made.

After the above information has been received, the following steps will be taken:

- ☐ A review by a University-designated health professional may be required to substantiate that the employee has a disability and needs a reasonable accommodation.
- ☐ If appropriate, a meeting may be held with the employee, ADA Coordinator, and management personnel from the department to discuss the employee's limitations as they relate to the essential functions of the job and to discuss various options in regard to accommodating the employee.

- ☐ The University Administration retains discretion to select an accommodation which is deemed to be effective in removing the workplace barrier that is impeding the individual with a disability giving due consideration to the preferences of the employee or applicant.

Any questions regarding this process should be directed to the University's ADA Coordinator.

[References: 42 U.S.C. §12101 *et seq;* .29 C.F.R. § 1630.9]

Complaint Procedure

For complaints of alleged violations of the Americans with Disabilities Act, employees should refer to the CCSU internal complaint procedure established through the Office of Diversity & Equity at http://www.ccsu.edu/AffAction/complaints.html

CONFIDENTIAL
REASONABLE ACCOMMODATION REQUEST FORM

To be completed by employee or job applicant requesting an accommodation. Send to:

Rosa Rodriguez, Chief Diversity Officer, Office of Diversity & Equity, Davidson Hall, Room 102, 1615 Stanley Street, New Britain, CT 06050

This form must be used by university employees and/or applicants for employment who believe they have a disability and wish to request a reasonable accommodation under the Americans with Disabilities Act (ADA) or other applicable State and Federal civil rights laws. By considering this request, the University does not consider or regard the person making the request as having a disability as defined by the ADA, the Connecticut Fair Employment Practices Act, or any other applicable law.

The purpose of this form is to assist the University in determining whether, or to what extent, a reasonable accommodation is appropriate for an employee or applicant for employment. This form **must** be maintained separately from the employee's personnel file and is a **confidential** document.

Fill out all sections that apply to you.

Name: ______________________________ Date of Request: ________________

Job Title/Classification: ______________________ Phone #: ________________

Manager's Name: _________________________ Phone #: ________________

Department/Unit: ____

If you’re a job applicant, for what position are you applying? ______________________

1. Identify the physical and/or mental impairment(s) for which you are requesting an accommodation and expected prognosis/duration of the impairment(s).

2. Explain how the impairment(s) listed in #1 affects your ability to perform the essential function(s) of the job/job applying for.

3. List the accommodation(s) you are requesting.

4. Medical verification of impairment from my physician or health care provider (check the appropriate box):

[ ] I have enclosed the documentation for this request.

[ ] The disability and the need for reasonable accommodation is obvious and no medical documentation is needed. Explain:

I, ______________________, give Central Connecticut State University permission to explore coverage and reasonable accommodations under the Americans with Disabilities Act of 1990, and all applicable State and Federal laws. I understand that all information obtained during this process will be maintained and used in accordance with the ADA, including its confidentiality requirements.

____________________________ ____________

Signature of Requestor Date

****

To Be Completed By the ADA Coordinator

Accommodation Request is: Approved ____ Denied____ Modified____ (Explain below)

Comments: ____

____

____________________________ ____________

Signature of ADA Coordinator Date

Reviewed by: ______________________ Date: _______

Revised October 2008

HEALTH CARE PROVIDER RELEASE FORM

I, ______________________________,(employee/applicant), give Central Connecticut

State University permission to contact _________________________________ (healthcare provider). I understand the reason for this contact is to advise the University about my functional abilities and limitations in relation to my job functions. I understand that the University will provide ___________________________________ (healthcare provider) with specific information about the position, including the essential functions and specific requirements. All information obtained from employee medical examinations and inquiries will be job-related and consistent with business necessity. All information obtained will be maintained and used in accordance with the Americans with Disabilities Act of 1990 confidentiality requirements, and all other applicable State and Federal laws.

______________________________________ _____________

Employee/Applicant Signature Date

Revised October 2008

APPENDIX D

SAMPLE INTERVIEW QUESTIONS

QUESTIONS APPROPRIATE FOR TEACHING FACULTY INTERVIEWS

Describe the significance of your current research and how it fits into your long term research agenda.

How would you teach a broad introductory survey course taken by majors and Gen Ed students alike?

What books would you assign to your courses and why?

How do you engage students, particularly in a course for non-majors?

In your opinion, what are the attributes of a good instructor?

How do you adjust your teaching style to the less motivated or under-prepared student?

How does this position fit into your overall career goals?

BEHAVIORAL INTERVIEW QUESTIONS

What is Behavioral Interviewing?

Behavioral Interviewing helps interviewers discover how a candidate thinks and reacts in specific employment situations. The concept of Behavioral Interviewing is based on the idea that past performance is a predictor of future success.

Traditional interviewing asks typical questions such as: "What are your strengths and weaknesses?" or "What do you expect from an employer?"

In Behavioral Interviewing, desired skills and traits are determined and then questions are framed to determine whether the person's past experience and decision making skills match the organization's goals. In Behavioral Interviewing, questions are more probing in nature.

Examples of Behavioral Interview Questions

- Give an example of an occasion when you used logic to solve a problem.
- Give an example of a goal you reached and tell me how you achieved it.
- Give an example of a goal you didn't meet and how you handled it.
- Describe a stressful situation at work and how you handled it.
- Tell me about how you worked effectively under pressure.

- How do you handle a challenge?
- Have you been in a situation where you didn't have enough work to do?
- Have you ever made a mistake? How did you handle it?
- Describe a decision you made that was unpopular and how you handled implementing it.
- Did you ever make a risky decision? Why? How did you handle it?
- Did you ever postpone making a decision? Why?
- Have you ever dealt with company policy you weren't in agreement with? How?
- Have you gone above and beyond the call of duty? If so, how?
- When you worked on multiple projects how did you prioritize?
- How did you handle meeting a tight deadline?
- Give an example of how you set goals and achieve them.
- Did you ever not meet your goals? Why?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Give an example of how you worked on team.
- Have you handled a difficult situation with a co-worker? How?
- What do you do if you disagree with a co-worker?
- Share an example of how you were able to motivate employees or co-workers.
- Do you listen? Give an example of when you did or when you didn't listen.
- Have you handled a difficult situation with a supervisor? How?
- Have you handled a difficult situation with another department? How?
- Have you handled a difficult situation with a client or vendor? How?
- What do you do if you disagree with your boss?

Miscellaneous Interview Questions

Reprinted by permission of Henderson Training, Inc.

- If I were to ask your last supervisor, what would he/she tell me about your attendance?
- Tell me about a time when you organized and implemented a new work system, process or procedure. What was the outcome? What was your role?
- When has an organizational change made the work you had been doing irrelevant?
- Describe the toughest work transition you ever had to make. What made it so difficult? What was the outcome?
- When did you take an idea from beginning to end?
- Think of a time when you had to change something significant in your work environment? What happened?
- Tell me about a time when someone misunderstood a memo or email message you wrote.
- Describe an example of poor communication from a co-worker, boss or peer. How did you respond to it?
- Tell me about a time when you were speaking in front of a group and realized they weren't "getting it". Give me a recent example of how you communicated to others an idea that was well-received and implemented.
- Tell me about an experience where you had to speak up and share an opinion with others that was contrary to the majority view.

- What was the most difficult presentation you ever made?
- Does writing come easily to you? What types of communication are easiest to compose? Hardest? Why?
- Are you better at verbal or written communication? Why?
- Tell me how you ran your last meeting.
- When was the last time you got angry and showed your temper too quickly at work? How did it turn out?
- Give me an example of a recent time when you were confronted with an extremely stressful work situation. How did you handle it?
- Describe the last time you felt forced to comply with a decision made at work with which you did not agree.
- Tell me about a recent time when you co-workers or subordinates would say you were stressed or frustrated.
- When was the last time your supervisor praised you for handling a very stressful situation well?
- In your last job, when did you feel pressured? Why? What caused the pressure?
- Give me an example of when you had to work harder than normal to complete a task.
- What was a recent business conflict you had with someone at work? What were the results?
- What types of disagreements are you able to handle easily? Which are the most difficult? Please provide examples.
- Give me an example of a time when you took too long to deal with a conflict.
- When have you had to confront someone at work?
- What's an example of a disagreement that did not get resolved?
- What situations get you angry or irritated?
- Talk to me about your daily, weekly and monthly goals/deadlines and how your performance is measured.
- Tell me about a frustrating task or project that didn't turn out the way you wanted.
- What are you proud of accomplishing? What impact did it have?
- What's an example of an error or mistake you have made on the job?
- Describe two challenging goals you set for yourself in the past year. What were they and what was the outcome?
- Describe some tactics you have used to ensure you meet your goals.
- When have you failed to reach a goal?
- Tell me about the most challenging task or project you've had.
- Tell me about a deliverable you were responsible for providing that exceeded expectations.
- What do you like about your work? What rewards does it give you? Why did you choose this field?
- Tell me about your ideal work situation or career.
- What do you like least about your work? Why?
- What type of manager do you need to get the most out of your potential?
- If I were to read your most recent performance appraisal, what would it tell me?
- Thinking about this job, what do you believe would be most challenging aspects for you?
- Think of a time when you were asked to do or prepare something you knew little about. What did you do to ensure your deliverable was acceptable?
- Describe a time when you saw a superior or peer treat someone in a manner that you considered inappropriate. What did you do?
- Tell me about a time when everyone in a group was saying, "It can't be done", and you showed them a way it could be done.
- Tell me about a time when your willingness to take control of something worked really well.
- When have you passed up a job or assignment because you weren't confident enough in your ability?

- Describe a situation where you tried your best and failed.
- What's the riskiest career change you've made? Why did you make it?
- What ideas have you sold to your own management? Why? What happened?
- Tell me about a time when you kept a confidence even though it cost you. What happened?
- Describe a time when you "walked your talk" at work. What was the situation?
- As a manager, tell me about a time when you had to present material you did not support.
- When did someone entrust you with a work confidence? Why do you think you were selected for this confidence?
- Tell me how you gain others' confidence and respect.
- When has disclosing a piece of information backfired on you?
- When have you felt it proper or necessary to circumvent company policy to make a sale?
- How have your relationships with peers improved or eroded over the years?
- Tell me about a time when your interpersonal skills were to the toughest test.
- Describe a situation where you had to change your interpersonal style because it wasn't working.
- How much of your success is due to your interpersonal skills?
- Has political savvy ever failed you?
- Describe the type of relationship you had with other key departments at your previous employer.
- When have "politics" affected your job?
- What are some "unwritten rules" for behavior at your last company?
- Tell me about a time when you felt it necessary to get assertive to get what you deserved or needed from management.
- Tell me about a time when you anticipated a political problem in advance.
- When was the last time a peer called up you because of your technical skills and level of expertise?
- How have you prepared yourself to stay abreast of technical developments in your field?
- How do you stay current on trends in the marketplace? The competition? Legislative regulations pertaining to the operation of business?
- During the last year, what have you not been able to do because you lacked the needed skill?
- Tell me about a time when you enhanced the performance of your business unit through the application of your specialized skills and technical expertise.
- When have you effectively put your technical expertise to use to solve a business problem?
- What do you want to know more about?
- What additional skills do you wish you had?
- Describe a negotiation you conducted.
- Describe a situation when you have brought two reluctant groups together.
- Tell me about a time when you knew ahead that negotiations would be difficult. What did you do to prepare? What was the outcome?
- Tell me about a time when you knew ahead that negotiations would be difficult. What did you do to prepare? What was the outcome?
- Tell me about your most over-budget project?
- Tell me about a time when you weren't able to say "no" to a request and got overloaded.
- Walk me through how you prioritize.
- Tell me about an experience you've had where scheduling your workload exceeded the amount of time you had available. What happened?
- What did you do to prepare for this interview?

- Tell me about a situation when your schedule was interrupted unexpectedly. What did you do to overcome them?
- What do you need from an organization to support your success? Please be specific.
- How do you get started on a typical day? What do you do from there?
- How do you stay on top of your paperwork and email responsibilities?
- What is a current challenge you face with managing your time and priorities? How have you attempted to overcome it?
- Describe a time when you prepared a large budget. Were you able to meet it? What were the variances? How did it need to be altered?
- When have you underestimated resources required for a project or task?
- Give me an example of a time when you analyzed a situation to prevent additional problems.
- Tell me about a persistent issue that you resolved. What steps did you take to solve it?
- Describe a time when solving a problem poorly impacted the overall performance of your business unit.
- Tell me about a new idea you proposed to someone recently. What was the idea? What prompted it? Was it implemented?
- Think of a time when there was not a set precedent to help you solve a problem. How did you handle this situation? What was the outcome?
- Tell me about a time when you were give a task/project and asked to complete it with little guidance or structure.
- Tell me when you had to make a decision in less time than you thought was right.
- When has untimely decision-making ever figured in a failure, struggle or setback you have had?
- What was the most difficult decision you had to make at your present position? Why? What other possible solutions were there?
- Give me an everyday problem you had at your last job. How did you solve it?
- Why are you leaving your current employer? How did you reach this decision?
- What problems have you discovered at your current or previous company? What types of solutions have you recommended?
- When did you have to make an unpopular decision?
- Compare sales managers for whom you've worked. Which one organized your job (territory, customers, etc.) best? Which one was the best to work for? Why?
- What sales situations have challenged you the most? The least?
- Tell me about the most significant accomplishment in your department in the last year. To whom does the credit belong?
- Describe a situation when your attempt to motivate or influence a person/group was rejected.
- Tell me about a time when you became too "hands-on" and had to let go to allow the team to do more.
- When have you started up a new team?
- When have you worked on a team where others had more expertise/experience than you?
- How have you worked with team members who have very different levels of competence?
- Would you rather work on a team or on your own? Why?
- Give me an example of a problem you faced on the job, and tell me how you solved it.
- Tell me about a situation in the past year in which you had to deal with a very upset customer or co-worker.
- Give me an example of when you had to show good leadership.
- Give an example of an occasion when you used logic to solve a problem.
- Give an example of a goal you reached and tell me how you achieved it.

- Describe a decision you made that was unpopular and how you handled implementing it.
- Have you gone above and beyond the call of duty? If so, how?
- What do you do when your schedule is interrupted? Give an example of how you handle it.
- Have you had to convince a team to work on a project they weren't thrilled about? How did you do it?
- Have you handled a difficult situation with a co-worker? How?
- Tell me about how you worked effectively under pressure.

Traditional Interview Questions

- How would you describe yourself?
- Tell me about your experience.
- Can you share some specific information about your past work history and what skills you used frequently in your previous positions?
- What skills do you bring to this position?
- Why did you leave your last job?
- What are your long range and short range goals and objectives?
- What do you see yourself doing five years from now?
- Why did you choose this career?
- Can you explain gaps in your employment history?
- How well do you work with people? Do you prefer working alone or in teams?
- How would you evaluate your ability to deal with conflict?
- How would your co-workers describe you?
- What is the best job you've ever had and why?
- What qualifications do you have that make you uniquely qualified for this position?
- In what ways do you think you can make a contribution to this University?
- What leadership attributes do you have?
- What two or three accomplishments have given you the most satisfaction? Why?
- Do you have plans for continued study?
- How well do you adapt to new situations and change?
- What interests you about working at the University?
- How do you personally define success?
- What motivates you professionally?
- Why should I hire you?
- Describe a situation in which you were successful.
- What are your greatest strengths and weaknesses?
- Who influenced you the most in your life and why?
- Are you willing to relocate?
- Are you willing to travel?

APPENDIX E

ILLEGAL INTERVIEW QUESTIONS

REGARDING NATIONALITY

Do not ask:

- Are you a U.S. citizen?
- Where were you (or your parents) born?

BUT….YOU CAN ASK:

- **Are you authorized to work in the United States?**
- What languages can you read, speak, or write fluently?

REGARDING AGE

Do not ask:

- How old are you?
- When did you graduate from college?
- You're making a career change at this age?
- How old are your grandchildren?

BUT….YOU CAN ASK:

- Are you over the age of 18?

REGARDING MARITAL STATUS AND FAMILY

Do not ask:

- What is your marital status?
- Would your husband (wife) be willing to relocate if you get this job?
- How do you handle all your responsibilities as a single parent?
- Do you have plans to have a family?
- How many children do you have?
- Do you have child care arrangements?
- What does your spouse do?

BUT….YOU CAN ASK:

- Would you be willing to relocate if necessary? Travel is an important part of this job.
- This job requires overtime occasionally. Would you be able and willing to work overtime if necessary?

REGARDING AFFILIATIONS

Do not ask:

- To what clubs or social organizations do you belong? (This could be interpreted as an attempt to determine national origin or religion)
- From your resume, I noticed that you are actively involved in your church. Would it be a problem for you to work on Sundays?

BUT....YOU CAN ASK:

- Do you belong to any professional or trade groups or other organizations that you consider helpful in your ability to perform this job?

REGARDING PERSONAL DATA

Do not ask:

- How tall are you?
- How much do you weigh?

BUT....YOU CAN ASK:

- *This job requires that you lift a 50-pound weight and carry it 100 yards. Can you do that?*

REGARDING FINANCES:

Do not ask:

- Do you own your own home?
- Do you have any credit card debt?

REGARDING DISABILITY

Do not ask:

- Do you have any disabilities?

BUT....YOU CAN ASK:

- Are you able to perform the essential functions of this job with or without reasonable accommodations?

REGARDING MILITARY SERVICE

Do not ask:

- If you've been in the military, were you honorably discharged?

BUT….YOU CAN ASK:

- What type of training and education did you receive in the military?

Examples taken from USA Today, 1/29/01 *Illegal Interview Questions*

APPENDIX F

AAUP EMERGENCY APPOINTMENT
CENTRAL CONNECTICUT STATE UNIVERSITY
(Pursuant to Article 4.8.2 (C) of AAUP Contract)**
A copy of the approved AAP 1 form must be attached to this form when submitted.

SEARCH # ____________________ PCN ________________

1. DEPARTMENT ________________________ TITLE ____________________________

2. DESCRIPTION OF DUTIES AND RESPONSIBILITIES:

____

____

____

4. POSITION VACATED BY: ________________________ DATE ___________ NEW POSITION ________

THE CANDIDATE SHALL NOT BE OFFERED THE POSITION UNTIL THIS FORM AS BEEN RETURNED TO THE DEPARTMENT WITH ALL REQUIRED SIGNATURES . IF THE CANDIDATE IS A NEW EMPLOYEE, PLEASE ATTACH A COPY OF CANDIDATE'S RESUME AND OFFICIAL TRANSCRIPTS. IN ADDITION, ALL NEW EMPLOYEES MUST FILL OUT A BACKGROUND INVESTIGATION CONSENT FORM (FACULTY) AND THE CCSU EMPLOYMENT APPLICATION, WHICH CAN BE FOUND AT http://www.ccsu.edu/HumanResources/formsindex.html

NAME OF CANDIDATE	PROPOSED RANK

START DATE	END DATE	F/T SALARY	P/T SALARY	RACE/GENDER

W = White B = Black H = Hispanic O = Other U = Unknown

Special terms or conditions:

This form should be routed to Human Resources after all signatures are affixed. Human Resources will prepare the letter of appointment.

1	DEPARTMENT/UNIT HEAD	DATE	3. PROVOST/EXECUTIVE OFFICER	DATE
2.	DEAN/DIRECTOR	DATE		

APPENDIX G

University Assistant Appointment
Fiscal Year 2015 - 2016

Renewal _______ New Appointment_______

CCSU BANNER ID# |___|___|___|___|___|___|___|___|___|

Name: ____
Last First MI

Address: ____
Street

____
City State Zip Code

Telephone #: (_____) _____- ___________ _____________

Department: ______________________________ Supervisor: ______________________

Alternate: ____________________________________

Duties: ____

____

Please use either # 1 or 2	**1. If working full fiscal year**	**2. If working partial fiscal year**
Approver: |____|____|____|____|____|____|____|	Start Date 06/26/2015	Start Date ___/____/____
Position #: |____|____|____|____|____|____|	End Date 06/23/2016	End Date ____/____/____
Banner Index: |____|____|____|____|____|____|____|	Total Weeks: 52	Total Weeks: _________

Total Salary for 2015-16 Employment Period:

$_________ (rate/hour) x _________ (hours/week)* x __________ (total weeks) = $________________

*The number of hours assigned and worked by the University Assistant may not exceed an average of 19 hours per week for the term of the employment. Hours worked may not exceed 40 hours per pay week.

Recommended by ________________________________ (Supervisor) Date ___________
Print name / Signature

Approved by ____________________________________ (Dean, Director, etc.) Date ___________
Print name / Signature

Approved by ____________________________________ (Executive Officer) Date ___________
Print name / Signature

Approved by ____________________________________ (Grants-for ***ALL*** Grants) Date ___________
Print name / Signature

New appointments ONLY:
(To be filled in after appointment is approved) Date of Birth _____/______/______ Race ______ Sex M / F

For Human Resources Use Only

Citizen Y / N W-4 ____ CT W-4 ____ Ethics/Violence Prevention Policy _______

If No – VISA or PRA I-9 ______ BKGRD _______ Employee # _________

APPENDIX H-A

DUAL EMPLOYMENT FORM
For Multiple Teaching Assignments within CT State Higher Education

State of Connecticut Human Resources
Dual Employment Request Form
For Multiple Teaching Assignments within CT State Higher Education

Form #: CT-HR-25h
Creation Date: 02/2015

Instructions: This form is to be used only when the dual employment involves two or more assignments within either: (1) UConn (and its campuses); (2) the UConn Health Center, or (3) the Board of Regents (including State Universities, Community Colleges and/or Charter Oak State College). All assignments must be FLSA Exempt* and the principal duties of each assignment related to teaching, i.e., Faculty, Instructors or Lecturers. This form may also be used for Graduate Assistant assignments when the primary duty of all assignments is teaching. (Not all Graduate Assistant assignments are FLSA Exempt; therefore, a review of duties must be conducted.) A Form CT-HR-25 must be completed and submitted to the Department of Administrative Services for approval when these conditions are not met. (See General Letter 204 for procedure and specific requirements pertaining to Dual Employment.)

_______________________________ Name of Employee   _ _ _ _ _ _ Employee ID   __/__/____ Today's Date**

List the multiple assignment titles, work locations, dates of the assignment and work schedules (or indicate if teaching an online course) below by Core-CT Record Number. If there is no Record 0 (or other Record nos. are skipped) then leave that particular row blank.

Core-CT Record #	Institution/Department	Job Title	Course	Start and End Date of Assignment (6 mos. max.)
0				
1				
2				
3				
4				
5				

Core-CT Record #	Course Schedule	Online ✓	Friday	Saturday	Sunday	Monday	Tuesday	Wednesday	Thursday
0	Start Time:								
	End Time:								
1	Start Time:								
	End Time:								
2	Start Time:								
	End Time:								
3	Start Time:								
	End Time:								
4	Start Time:								
	End Time:								
5	Start Time:								
	End Time:								

EMPLOYEE ACKNOWLEDGEMENT

The employee must read and sign the following acknowledgement:

I understand this multiple employment assignment is approved until ___________________ **(maximum six months)** and is contingent upon no change in assigned work schedules, job duties, job titles, in any of the assignments. There is no time conflict between assignments or duplication of hours worked in any of the assignments on this form. I further understand I must inform the institution of any change and that such change will require a new Form CT-HR-25h. I understand the result of any change in information presented on this Form CT-HR-25h **may** be cause for termination of assignments prior to the aforementioned date.

I acknowledge I am not a party to a Personal Services Agreement (PSA) with any state higher education institution or state agency and will not accept a PSA during the term of the multiple assignments contained on this form.

I understand I am ineligible for overtime as all assignments listed are FLSA Exempt.

I have reviewed the State Ethics Policy and certify no conflicts of interest exist.

____

Print Employee's Name | Employee's Signature | Date

EMPLOYING INSTITUTIONS' CERTIFICATION

Signature below certifies all conditions under C.G.S. Sec. 5-208a are met. A fully executed copy of Form CT-HR-25h must be retained by all signing institutions for DAS post-audit purposes.

I certify that the assignments specified above are FLSA Exempt, the primary duty of the assignment(s) is related to teaching, and that the hours worked in all assignments have been reviewed to preclude duplicate payment. If for any reason there is a change in the hours and/or days of work indicated, or if there is a change in the employee's job class, a new Form CT-HR-25h with the required information will be completed promptly and retained for post-audit. I further certify no conflict(s) of interest exists between the assignments listed.

Recommend Approval

___ Yes ___No 0.____
Institution | Signature of Agency Head/HR Designee | Official Job Title | Date

___ Yes ___No 1.____
Institution | Signature of Agency Head/HR Designee | Official Job Title | Date

___ Yes ___No 2.____
Institution | Signature of Agency Head/HR Designee | Official Job Title | Date

___ Yes ___No 3.____
Institution | Signature of Agency Head/HR Designee | Official Job Title | Date

___ Yes ___No 4.____
Institution | Signature of Agency Head/HR Designee | Official Job Title | Date

___ Yes ___No 5.____
Institution | Signature of Agency Head/HR Designee | Official Job Title | Date

*The U.S. Department of Labor FLSA Regulations is the authority on eligibility for overtime when an employee is dually employed.
**The Form CT-HR-25h must be completed before the employee begins multiple assignments.

APPENDIX H-B

DUAL EMPLOYMENT FORM

State of Connecticut Human Resources

Dual Employment Request Form

Form #: CT-HR-25 (formerly PER-DE-1)
Rev. Date: 5/2014

Instructions: The Secondary Agency initiates a Dual Employment Request when hiring a current State of CT employee into a Secondary assignment. The Secondary Agency retains a copy of the form in a suspense file and forwards the original form to the Primary Agency. (See General Letter 204 for procedure and specific requirements pertaining to Dual Employment*.)

IMPORTANT

- A fully executed Form CT-HR-25 must be on file prior to an employee commencing employment in a Secondary assignment.
- Effective 07/01/2013, any dual employment arrangement that results in the necessity to pay overtime shall be approved in advance by the Commissioner of Administrative Services in accordance with CGS §5-208a as amended by Public Act 13-247.
- Once approved, both agencies must keep a copy of the fully executed Form CT-HR-25 on file.
- The Secondary Agency must initiate an extension via this form every six (6) calendar months when an assignment exceeds six (6) months or when the assignment or the semester changes, whichever occurs first.

Section One: Secondary Agency completes this section

Today's Date: __ __ / __ __ / __ __ __ __

Assignment Anticipated to Begin: __ __ / __ __ / __ __ __ __ & End: __ __ / __ __ / __ __ __ __ (not to exceed 6 months)

Secondary Agency/College/University*: ______________________________ Facility, if any: ______________________

Name of Employee under consideration for Secondary Assignment: ____

Employee ID of Employee under consideration for Secondary Assignment: __ __ __ __ __ __

City/State of Secondary Agency/Facility	City/State of Primary Agency/Facility or Telecommuting Location, if applicable	This information is required to determine the feasibility of an employee travelling from/to the Primary Assignment or when a Telecommuting Arrangement exists.

Official Title of Secondary Position: ________________________ Duties to be performed in Secondary Position: __________
____
____

Is there a potential for a Conflict of Interest? *(You must consult your Ethics Liaison; the dual employment assignment MUST NOT be approved when a conflict of interest exists.)*

____Yes ______No

Determine the potential for Overtime**: FLSA Status of Secondary Position:
_____ Exempt (No Overtime) _____ Non-Exempt (Overtime-eligible)

Work Schedule: Indicate the scheduled days the employee is expected to work and the start/end times for each day. Specify all hours for teaching, grading and preparation work for part-time Lecturer positions.

Day of Week	Mondays	Tuesdays	Wednesdays	Thursdays	Fridays	Saturdays	Sundays
Time In:							
Time Out:							

* For the purpose of Dual Employment, the term "agency" means any state entity in the Executive Branch, including colleges and universities. General Letter 204 also applies to the Legislative and Judicial Branches of government when one of the assignments involves an employee who is employed with (or anticipated to become an employee of) the Executive Branch.

** The US Department of Labor FLSA Regulations is the authority on eligibility for overtime when an employee is dually employed.

Section Two: Secondary Agency retains a copy of the form and routes to the Primary Agency AND any other employing State Agency.

Form CT-HR-25 sent to:

Current Employing Agency/Agencies (include Facility, if appropriate):
1.) ______________________ Emailed to: ______________________ Date: ________
2.) ______________________ Emailed to: ______________________ Date: ________

Notes: This form must be completed and fully executed by each agency when an employee is ACTIVELY employed by one or more state agencies. Following completion of a Secondary Assignment, the employee's record is to be terminated in CoreCT.

Section Three: Person at Secondary Agency who initiated the Dual Employment Request completes this section.

Name	Official Job Title	Email Address/Phone (include area code)

Section Four: If Primary Agency determines the Secondary assignment may be CONSIDERED then the Primary Agency completes, retains a copy, and returns form to the Secondary Agency for determination of FLSA implications (Overtime).

Official Title of Employee (Primary job): ______________________ Major Duties performed in Primary Position: ________

Is there a potential for a Conflict of Interest? *(You must consult your Ethics Liaison; the dual employment assignment MUST NOT be approved when a conflict of interest exists.)*

____Yes ____No

Determine the potential for Overtime**: FLSA Status of Secondary Position:
_____ Exempt (No Overtime) _____ Non-Exempt (Overtime-eligible)

City/State of Primary Agency/Facility or Telecommuting Location, if applicable	City/State of Secondary Agency/Facility	This information is required to determine the feasibility of an employee travelling from/to the Primary Assignment or when a Telecommuting Arrangement exists.

Work Schedule (Indicate the scheduled the employee is expected to be available for work and start/end times for each day):

Day of Week	Mondays	Tuesdays	Wednesdays	Thursdays	Fridays	Saturdays	Sundays
Time In:							
Time Out:							

All hours for actual teaching and preparation hours are to be shown above.

Form CT-HR-25 sent via Email to: ______________________ Date: ________

Section Five: Secondary Agency completes and routes to the Primary Agency AND any other employing State Agency.

The Secondary Agency must verify the following information before commencing a Dual Employment arrangement.
In order for a dual employment assignment to be approved, the Secondary agency must confirm all of the following are true:

_____ Employee is not on a Personal Services Agreement (PSA) with any state agency including other branches of State Government, Universities and Colleges.

_____ Comparison of hours has been conducted and no duplication of work hours exists. Note: Employees may not use accrued or earned leave time in one agency to travel to or work during the same period of time for another agency.

_____ Description of duties provided by Primary agency has been reviewed.

Findings following review:

_____ Similarity of duties exist; communication with Primary agency has occurred

_____ No similarity of duties exist

_____ Ethics Liaison has determined no conflict of interest exists.

_____ **Primary position FLSA:**
Anticipated # of Hours per Week: _____
_____ Exempt
_____ Non-Exempt

_____ **Secondary position FLSA:**
Anticipated # of Hours per Week: _____
_____ Exempt
_____ Non-Exempt

FLSA Status must ALWAYS be considered. **DAS approval is required when either position is Non-Exempt.** This chart is intended to serve as a guide when determining whether the employee is eligible for Overtime payment:

If the FLSA Status of Primary Job is:	And the FLSA Status of Secondary Job is:	Then the following Applies:
Exempt	Exempt	No Overtime (DAS approval is not required)
Non-Exempt	Non-Exempt	DAS approval is required
Exempt	Non-Exempt	DAS approval is required
Non-Exempt	Exempt	DAS approval is required

If both jobs are Exempt, Secondary Agency completes and routes to Primary Agency

I certify that the duties specified above are outside the responsibility of the agency of principal employment and that the hours worked at the Secondary agency are documented accurately and have been reviewed to preclude duplicate payment. If for any reason there is a change in the hours and/or days of work as indicated, or if there is a change in the employee's job class, a new Form CT-HR-25 with the required information will be submitted promptly to the Primary agency. I further certify no conflicts of interest exist between services performed.

Recommend Approval: ___ **Yes** ___ **No**

Signature of Agency Head/HR Designee   Official Job Title   Date

If both jobs are Exempt, Primary Agency completes, retains a copy and routes to Secondary Agency

I certify that the duties specified above are outside the responsibility of the agency of principal employment and that the hours worked at the Primary agency are documented accurately and have been reviewed to preclude duplicate payment. If for any reason there is a change in the hours and/or days of work as indicated, or if there is a change in the employee's job class, a new Form CT-HR-25 with the required information will be submitted promptly to the Secondary agency. I further certify no conflicts of interest exist between services performed.

Recommend Approval: ___ **Yes** ___ **No**

Signature of Agency Head/HR Designee   Official Job Title   Date

Stop here when both jobs are Exempt. DAS approval is NOT required.

Continue when either job is Non-Exempt. DAS approval is required.

(DAS approval is also required when the request involves an employee already serving in more than one assignment.)

Secondary Agency completes and routes to Primary Agency

Determine the Overtime Rate of Pay: In accordance with FLSA Regulations, when each position has a different rate of pay and when all hours over 40 in a week are subject to Overtime, the Overtime Rate is to be based on the "weighted average" of both rates of pay. This means the average weekly gross pay of both positions divided by the number of hours worked (in both positions).

a. (Hours paid at Primary x hourly rate) + (hours paid at Secondary x hourly rate)
b. Divide total pay by total hours paid to get weighted average hourly rate
c. Divide the weighted average hourly rate by 2 (or multiply it by .5) to derive the amount that must be applied to hours worked over 40 per week
- Reasoning: FLSA requires the payment of overtime at time and one half for hours worked over 40 in a week. The hours over 40 have already been paid as straight time by the respective agency; now we must calculate and add the additional "half" to the straight time already paid for those hours over 40, using the weighted average rate

d. Multiply the figure from 'c' above (which is one-half of the weighted average rate) by the number of hours over 40. This is the amount of overtime pay owed the employee for the week

Example: $\dfrac{(40 \text{ hours} \times \$20/\text{hour}) + (20 \text{ hours} \times \$10/\text{hour})}{60} = \$16.67$

$16.67 / 2 = $8.335 (or $16.67 x .5 = $8.335)
$8.335 x 20 = $166.70 (This is the Overtime amount owed for the week.)

The base rate of pay for Overtime shall be: $ __ __ . __ __ per hour^

_____ Overtime payment to be paid by Primary Agency

_____ Overtime payment to be paid by Secondary Agency

_____ Overtime payment to be paid by both agencies – by selecting this option, both/all agencies agree to communicate with the other whenever there is a variation to the schedules provided in Sections One and Two. Both agencies are also agreeing to pay the Overtime incurred as a result of working in the assignment associated with the specific agency. For example, any hours for which the employee is to be paid as a result of working in the Primary job will be paid by the Primary agency in accordance with the Time and Labor rules affiliated with that assignment; all hours worked over 40 as a result of work performed in the Secondary assignment will be paid by the Secondary agency.

SPECIAL NOTE: This Overtime rate reflects the employee worked the exact number of hours indicated on the Form CT-HR-25 and presumes all hours were actual hours worked in a week. *If an employee works more hours or takes accrued time off during the week, the resulting rate will vary. As such, the actual Overtime rate must be re-calculated every time the employee works a different number of hours in a week.*

^ - The employer and employee must agree that overtime hours will be compensated at one and one-half times the regular rate for the overtime work performed, and this agreement must be arrived at before the performance of the overtime work. **An employee's signature is to be obtained by the Secondary agency after DAS approval has been received.**

Section Six: Secondary Agency and/or Primary Agency complete(s). Form is returned to Secondary Agency.

Check one:

_____ **Primary agency will be responsible for overtime payment**
OR
_____ **Secondary agency will be responsible for overtime payment**
OR
_____ **Primary and Secondary agencies will be responsible for overtime payment as follows:**

____

____

Approval recommended by Primary agency:

__ **Yes** __ **No** ____
Fiscal Director of Primary Agency – Agency/College/University — Date

__ **Yes** __ **No** ____
Agency Head/Designee of Primary Agency – Agency/College/University — Date

Approval recommended by Secondary agency:

__ **Yes** __ **No** ____
Fiscal Director of Secondary Agency – Agency/College/University — Date

__ **Yes** __ **No** ____
Agency Head/Designee of Secondary Agency – Agency/College/University — Date

DAS MUST APPROVE BEFORE THE EMPLOYEE BEGINS WORKING IN THE SECOND POSITION.

Section Seven: Secondary Agency routes to DAS Statewide Human Resources Management

Certification from DAS is required if the dual employment arrangement results in the necessity to pay Overtime. DAS has reviewed this dual employment request and all materials required in accordance with General Letter 204. Based on the information provided by the Secondary and Primary Agencies, this request is:

_____ Approved _____ Denied Comments: ______________________________

Signed: ______________________________ Date: ________
DAS Statewide HR Management Director/ Designee

Section Eight: DAS HR Liaison provides the Secondary and Primary Agencies with a copy of the fully executed form.

Form CT-HR-25 sent from ______________________________ to Primary and Secondary Agencies, as indicated below.
(DAS Statewide HR Management staff)

Primary & Secondary Agency Contact:

1.) ______________________________ Email: ______________________________ Date: ________

2.) ______________________________ Email: ______________________________ Date: ________

3.) ______________________________ Email: ______________________________ Date: ________

The Form CT-HR-25 must be available on request during post-audit by the Department of Administrative Services – Statewide Human Resources Management.

Addendum to Form CT-HR-25

Effective July 1, 2013, Section 5-208a of the Connecticut General Statutes reads:

No state employee shall be compensated for services rendered to more than one state agency during a biweekly pay period unless the appointing authority of each agency or such authority's designee certifies that the duties performed are outside the responsibility of the agency of principal employment, that the hours worked at each agency are documented and reviewed to preclude duplicate payment and that no conflicts of interest exist between services performed. No state employee who holds multiple job assignments within the same state agency shall be compensated for services rendered to such agency during a biweekly pay period unless the appointing authority of such agency or his designee certifies that the duties performed are not in conflict with the employee's primary responsibility to the agency, that the hours worked on each assignment are documented and reviewed to preclude duplicate payment, and that there is no conflict of interest between the services performed. Any dual employment arrangement that results in the necessity to pay overtime shall be approved in advance by the Commissioner of Administrative Services.

The employee must read and complete the following section after DAS approval is received and before working in the assignment:

I understand this dual employment assignment is approved until ____________________ (maximum six months) and is contingent upon no change in assigned work schedule, job duties, job title, or rate of pay in either position. I further understand my obligation to inform both agencies and that any such change will require a new Form CT-HR-25 and may result in a termination of assignment prior to the aforementioned date.

I understand I may be paid an (estimated) overtime rate of __________ in accordance with the above procedure. I further understand overtime while working in a dual employment assignment is based on hours actually worked.

I have reviewed the State Ethics Policy and certify no conflicts of interest exist.

Print Employee's Name Employee's Signature Date

APPENDIX I

Student Worker Pay Rates and Job Classifications

		Hourly Rate
Class I	Position requiring no work experience or some experience and/or training sufficient to work at semi-skilled jobs not requiring supervisory responsibility; routine tasks such as desk receptionists or jobs of short duration such as assisting at special events.	$ 9.60 $10.55 $11.52
Class II	Position requires proven skills and/or technical knowledge with capability of assuming extra responsibilities such as supervision of others, data entry, or activity supervisor.	$10.56 $12.00 $13.44
Class III	Advanced position requiring skills and knowledge acquired through prior employment or class training in the appropriate area (minimum of two years). This class usually requires supervisory responsibilities or the ability to work independently on projects requiring specialized skills.	$12.48 $13.76 $15.04 $16.32

Students who participate in off campus employment programs such as work study and community services may be compensated utilizing any of the pay rates noted above.

- Effective Dates:
  - If the pay increase form is submitted with original appointment documents the increase will be effective upon the student's new appointment.
  - If the pay increase form is not submitted in the manner described above, the increase will be effective the next available pay period for processing.
- *No* retroactive adjustments are made for a previously paid payroll.
- Return form to the Business Services, Marcus White Annex 006. An effective and prompt review of requests for adjustments is dependent upon accurate and complete justification forms. Please be sure to provide all requested information to facilitate prompt action on your request.
- Any increase in wage rates will affect your student help budget. We encourage you to assess the impact on your budget to ensure that funds are not over-expended.

Rev. Effective 12/25/2015

APPENDIX J

STUDENT WORKER
PAY INCREASE JUSTIFICATION

Student's Name: ____

Last First MI

CCSU ID Number: ___ ___ ___ ___ ___ ___ ___ ___

Position Code: __ __ __ __ __ Proposed Pay Rate: $_______ / hour

Date employed as a Student Worker in your department: ______/______/_______

Student Worker class of pay requested: I II III *
(Circle One)

Summary of tasks and duties assigned to the Student Worker:

*For classification requests to Class III, please provide a statement verifying that the Student Worker has had **two** years of training or experience relevant to the Student Worker position to be held:

_______________________________________ _______________________________

Supervisor's Printed Name Supervisor's Signature

_______________________________________ ___________ ______________

Department Extension Date

Student Payroll Services Department Use Only

______________________________ ___________________

Authorized Approval Date