Guide for Successful Searches

INTRODUCTION

Recruiting and hiring faculty and staff at Central Connecticut State University is one of our most important shared responsibilities. This guide has a variety of materials to help you conduct complete and competitive searches.

The search process is often the first interaction an individual has with our campus community. How the search process is managed provides a clear indication of how the campus lives its values.

Confidentiality is critical to the success of the search process. All individuals involved in the process are required to maintain and preserve confidentiality and will be expected to sign a statement committing to confidentiality (Appendix C). Confidentiality is required by law and some collective bargaining agreements. Confidentiality is also important from an applicant's perspective. Many individuals will not apply or continue in the process if they believe their candidacy may become public. This need for confidentiality will be reinforced again during the Charge to the Search Committee. Search Committee members are reminded that they are not allowed to share any information learned or obtained during the search process or upon its conclusion. The entire process is confidential including the names of applicants.

This guide serves as a set of resources and tools to help members of the Central Connecticut State University ("Central") community timely, efficiently, fairly, and legally engage in the process of hiring new faculty and staff. The following pages set forth the required procedures, practices, and recruiting forms to use in effectuating Central's commitment to these objectives and are to be undertaken for every search at all levels of the University.

DISCLAIMER

The information contained in this manual is subject to change based on revisions to collective bargaining agreements, statutes, and Connecticut State Colleges and Universities/Board of Regents policies. In the event of any conflict between the information contained herein and the provisions of any contract, statute, or policy, the terms and/or conditions of the contract, statute, or policy shall prevail. Revisions and/or updates will be made to the electronic version of this hiring manual, and the most up-to-date version will always be available on the Human Resources department website.

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DEFINITIONS

Classified Positions

Classified positions are those that are governed by the Connecticut Department of Administrative Services (DAS). Classified positions are typically paid an hourly rate and vacancies are posted on the State of Connecticut job openings website. These include positions within the following bargaining units: Administrative Clerical (NP-3), Administrative and Residual (P-5), Engineering, Scientific & Technical (P-4), Maintenance & Service (NP-2), and Protective Services (NP-5).

Unclassified Positions

Unclassified positions are those that are typically defined as executive, administrative, or professional and are paid on either an hourly or a salary basis. These include positions within the AAUP and SUOAF bargaining units, as well as management/confidential employees.

External/Affirmative Action Search

An external/affirmative action search is a search open to internal and external candidates designed to create a large pool of applicants for a vacancy. The hiring manager appoints a search chairperson and search committee to review applications, conduct interviews, and identify finalists from which the hiring manager will make a final recommendation to fill a vacancy.

Internal Posting

An internal posting is open only to candidates within the SUOAF bargaining unit. Internal candidates can apply, and the hiring manager conducts their own interviews to determine whether to select internal candidates for a position vacancy. All SUOAF positions must be posted internally for ten (10) business days before an external/affirmative action search can commence.

Special Appointment

A special appointment is an appointment to a position for a stated specified period of time. Special appointments may be made prior to conducting an external/affirmative action search due to urgency in filling a position. Special appointments may be made for AAUP (pursuant to collective bargaining agreement limitations) and are typically either for one semester or one academic year.

Temporary Appointment

A temporary appointment is an appointment to a position for a stated specified period of time. Temporary appointments may be made prior to conducting an external/affirmative action search due to urgency in filling a position. Temporary appointments may be made for SUOAF (pursuant to collective bargaining agreement limitations) and management/confidential positions.

Job Description

A job description is a formal account of an employee's responsibilities. Job descriptions exist for most positions. There are no job descriptions for 10-month AAUP faculty, but there are job descriptions for 12-month AAUP faculty positions.

Job Classification
A job classification is a category of positions that share similar, but increasing levels of duties, responsibilities, scope, and complexity. Classifications are overseen by the State Department of Administrative Services and apply to all "classified" positions.

Job Advertisement/Posting/Specification
A job advertisement/posting/specification is the tool used to solicit applicants for a vacancy. The job advertisement/posting/specification provides a summary of the position, including an overview of the job responsibilities, outlines the minimum qualifications for the position, and provides details on how to apply and who to contact if an applicant has questions regarding a vacant position.

HIRING/RECRUITMENT FORMS

Personnel Action Request Form
The hiring manager completes the personnel action request form to begin a hiring/recruitment process. To complete this form, the hiring manager must provide the position control number (PCN), the position/title and rank, the type of action requested, the banner index for the position, the salary range, and the proposed salary.

Special Appointment/Temporary Appointment Waiver
The Special Appointment/Temporary Appointment Waiver is a form hiring managers must complete for unclassified positions when an external/affirmative action search will not be conducted. This waiver is used in certain circumstances where it is not feasible to fill a position following a search. This is likely to occur in situations where there isn't sufficient time to conduct a search, where a candidate is needed immediately upon the position being vacated, where a search was conducted, but failed to yield a candidate for the position, where a position is grant-funded, or to relieve workload for an employee on an approved leave of absence. In these cases, AAUP positions can be filled by special appointment whereas SUOAF and Management/Confidential positions can be filled by temporary appointment. The collective bargaining agreements and/or University policies restrict the time by which the University can fill a position by special or temporary appointment and eventually an affirmative action search process is initiated to fill the position. When a special or temporary appointment is made, the hiring manager completes a personnel action request form and attaches the candidate's resume/curriculum vitae to secure the necessary approvals and must provide a written justification for the request of a waiver of recruitment. Once approval is obtained, the Hiring Manager is authorized to make conditional offers of employment to special or temporary appointments.

Search Recruitment Plan
The search recruitment plan must be completed for all external/affirmative action searches. The hiring manager will attach a copy of the proposed job advertisement/posting and will include a list of all recommendations for advertising the position (e.g., journals, websites, magazines, etc.) as well as the name and demographics for each proposed member of the search committee.

Application Review Report
Based upon the search committee's application review, the search committee chair will complete the application review report for all unclassified recruitments. The report will include the name of every applicant, an indication of whether the applicant meets the minimum qualifications including any or all preferred qualifications (if applicable). Indicate if the search committee intends to extend an interview to the applicant and provide a justification that specifies what minimum qualifications and any or all preferred qualifications the applicant met or did not meet. A member of the Human Resources Department will confirm the minimum qualifications are met for candidates identified for an interview. This form must be reviewed by the Office of Regulatory Affairs.

Authorization to Interview (This form is only used in classified recruitment)
A representative of the Human Resources Department will complete the Authorization to Interview form with a justification for each applicant as to whether the candidate meets the minimum qualifications and/or the preferred qualifications for the position and identifies the candidates selected for interview. This form must be reviewed by the Office of Regulatory Affairs.

Approval of Recommended Candidates (This form is only used in classified recruitment)
The search committee chair will provide the hiring manager with a list of unranked recommended candidates for the position. After conducting interviews, the hiring manager will complete the Approval of Recommended Candidates form listing the finalists for the position, including a summary of the search committee and hiring manager's assessment of the recommended candidates for the position. This form must be reviewed by the Office of Regulatory Affairs.

Pool Review Form
A representative of the Human Resources Department will complete the pool review form or attach a report, providing demographic data to Regulatory Affairs.

Finalist Approval Form/Screening Summary Report
The search committee chair will complete the finalist approval form listing the search committee's recommended finalists for the position, including a summary of the search committee's assessment of all applicants that received an invitation to interview for the position. This form must be reviewed by the Office of Regulatory Affairs.

Offeree Approval Form
The hiring manager will submit the offeree approval form identifying the recommended candidate(s) for the position. The hiring manager can recommend more than one candidate for the position in the event the preferred candidate declines an offer. The offeree approval form must include the proposed salary and start date and any special terms or conditions including travel/moving expenses, release time, etc.

ROAD MAP FOR HIRING AND SEARCH COMMITTEE DURING RECRUITMENT PROCESS FOR UNCLASSIFIED

ROAD MAP for Hiring Manager and Search Committee during Recruitment Process (Unclassified Positions)

STEP 1 — COMPLETE PERSONNEL ACTION REQUEST FORM

➢ The Hiring Manger is responsible for completing this form, securing all necessary approvals, and submitting to HR

➢ Form must include:
  o PCN #
  o Position/Title and Rank
  o Type of action
  o Banner Index
  o Proposed salary

➢ If appointment type is Special (AAUP) or Temporary (SUOAF / Management Confidential) must complete Search Waiver Request Form for approval

STEP 2 — DEVELOP SEARCH RECRUITMENT PLAN

➢ The Hiring Manager will create job posting/Ad as well as recommended locations for advertising

➢ Propose members of Search Committee:
  o Minimum of three (3)

➢ Submit form for approvals

STEP 3 — PREPARING FOR THE SEARCH

➢ Committee members complete training (Applications will not be released until all trainings are complete)

➢ Receive Charge

➢ Develop interview questions with Hiring Manager

STEP 4 — APPLICATION REVIEW

➢ Receive and review applications for minimum qualifications

➢ Identify candidates for interviews

➢ Document justifications for ALL applicants on Application Review Report

➢ Transmit Application Review Report to HR for verification of minimum qualifications for applicants recommended for interview

➢ Notify applicants not meeting minimal qualifications and/or not selected for initial interviews (See Appendix H for sample language)

STEP 5 — INTERVIEW PROCESS

➢ Screen and Interview candidates

➢ Prepare Screening Summary Report

➢ Notify candidates not moving forward (See Appendix H for sample language)

STEP 6 — IDENTIFICATION OF FINALISTS

➢ Search Chair submits Finalist Approval Form and Screening Summary Report for approval

➢ Hiring Manager interviews following approval

➢ Search Chair and/or Hiring Manager check references

➢ Hiring Manager submits Offeree Form to HR

➢ HR provides Union with an opportunity to receive information and other input regarding salary and notify the Union when such appointments are made (SUOAF Only)

STEP 7 — OFFER OF EMPLOYMENT

➢ HR notifies Hiring Manager to make conditional verbal offer

➢ Hiring Manager notifies HR of candidate's decision

➢ HR initiates background check and prepares Appointment Letter

➢ Notify finalists not selected for position (See Appendix H for sample language)

STEP 8 — ONBOARDING

➢ HR coordinates start date with candidate

➢ Orientation/onboarding scheduled

➢ Hiring Manager ensures readiness for candidate's arrival

ROAD MAP FOR HIRING AND SEARCH COMMITTEE DURING RECRUITMENT PROCESS FOR CLASSIFIED

ROAD MAP for Hiring Manager and Search Committee during Recruitment Process (Classified Positions)

STEP 1 — COMPLETE PERSONNEL ACTION REQUEST FORM
- The Hiring Manger is responsible for completing this form, securing all necessary approvals, and submitting to HR
- Form must include:
  - PCN #
  - Position/Title and Rank
  - Type of action
  - Banner Index
  - Proposed salary

STEP 2 — DEVELOP SEARCH RECRUITMENT PLAN
- DAS will create job posting/Ad which will be posted to JobAps. HR will forward the posting to the Hiring Manager
- Propose members of Search Committee:
  - Minimum of three (3)
- Submit form for approvals

STEP 3 — PREPARING FOR THE SEARCH
- Committee members complete training (Applications will not be released until all trainings are complete)
- Receive Charge
- Develop interview questions with Hiring Manager

STEP 4 — AUTHORIZATION TO INTERVIEW FORM
- Receive and review applications for minimum and/or preferred qualifications
- Identify candidates for interviews
- Document justifications for ALL applicants on Application Review Report

STEP 5 — INTERVIEW PROCESS
- Screen and Interview candidates
- Prepare Screening Summary Report

STEP 6 — IDENTIFICATION OF FINALISTS
- Hiring Manager interviews following approval
- Hiring Manager checks references
- Hiring Manager submits Approval of Recommended Candidates/Offeree

STEP 7 — OFFER OF EMPLOYMENT
- HR will clear the mandatory hire's list, notify DAS, and notifies Hiring Manager to make conditional verbal offer
- Hiring Manager notifies HR of candidate's decision
- HR initiates background check and contacts candidate to schedule pre-employment physical (if applicable) and prepares Appointment Letter

STEP 8 — ONBOARDING
- HR coordinates start date with candidate
- Orientation/onboarding scheduled
- Hiring Manager ensures readiness for candidate's arrival
- HR will notify all applicants not selected through JobAps

ROLES & RESPONSIBILITIES

Successful searches begin and end with each department, committee, or individual in the process understanding their respective roles and responsibilities. Each person plays a key role in the speed at which a successful search can be completed. Each role in the process is accountable for their own responsibilities and to move the process along, understanding that an efficient search provides a better candidate experience and a better hiring outcome. The roles and responsibilities are broad by design, as each hiring unit will perform them slightly different.

1. Human Resources

The Human Resources recruiting team will assist throughout the search process. They are the primary contact for anyone having questions about the process. Human Resources will collaborate and coordinate with other offices to ensure the process is running fairly, equitably, and efficiently. Human Resources manages the application system(s) and produces required data throughout the process. Human Resources interacts with the Department of Administrative Services ("DAS") as necessary for classified hires.

a. Preparing for the Search
i. Classified
- Assists Hiring Managers with workforce planning – anticipating and planning for vacancies
- Assist Hiring Managers and Search Committee Chair with all electronic forms that need to be submitted for signature throughout the process.

ii. Unclassified
- Assists Hiring Managers with proactive workforce planning – anticipating and planning for vacancies
- Assists Hiring Managers with reviewing, developing, and/or updating job descriptions, as applicable
- Assist Hiring Managers and Search Committee Chair with all electronic forms that need to be submitted for signature throughout the process.

b. The Search
i. Classified
- Receives Personnel Action Request Form as authorization to begin a search
- Begins Requisition Spreadsheet for DAS and contacts Hiring Manager for desired preferred criteria and work schedule
    - o 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; Human Resources will check such lists and offer the position to interested mandatory hires before a position is posted or advertised.

- If an employee with reemployment rights selects Central's position, they are 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.
  - Recruitment for competitive and non-competitive job classes is handled by the DAS HR Consultant through completion of a certified list. The job opening for competitive job classes includes the examination process. Therefore, job openings must be posted for a minimum of six (6) business days, absent any applicable collective bargaining language, and allow for an appeal process for an applicant deemed not qualified for the Job Opening. DAS handles the appeal process. Applicants have six (6) business days, per statute to appeal a "nonqualified" determination. DAS and an Independent HR Professional then have 15 days to make a final ruling. After the appeal process is complete, DAS creates a certified list and notifies Central. **Note: For all job classes, HR may only view applications once the list has been certified.**
  - For classified positions that do not require examination, the position may be posted Open to the Public, Statewide Only, or Agency Only, depending on the position type and the bargaining unit requirements
  - Classified positions may be filled through lateral transfer of candidates who currently hold status in the position being posted, including those employed at Central as well as other state agencies
- Receives posting from DAS and forwards to Hiring Manager to complete a Search Recruitment Plan
- Receives approved Search Recruitment Plan and advertises the position to State of Connecticut Job Openings webpage (JobAps)
  - Once position is advertised through JobAps, the posting will automatically filter through additional job advertisement websites, such as Indeed, Zip Recruiter, etc.
- Manages job posting dates and consult with the Hiring Manager to close or extend job postings
- Gathers all materials on applicants; ensures all applicants go through the required system (applicants outside the system(s) cannot be reviewed)
- Provides application materials to Search Committee
  - Human Resources conducts an initial screening of applications for classified positions and forwards applications of eligible, qualified candidates to the Search Committee
  - Human Resources completes the Authorization to Interview form and sends it to the Hiring Manager, Search Chair, and Regulatory Affairs.
  - Human Resources shares candidate application materials.
- Notifies the Search Committee to proceed with interviews once the pool is reviewed and approved
- Reviews and approves the Approval of Recommended Candidates form

- o Human Resources must canvass the layoff and reemployment lists one final time before an offer of employment can be made.
- Notifies Hiring Manager when to make a conditional verbal offer and shares details of the conditional offer
- Conducts necessary background checks (this <u>generally</u> occurs following verbal offer and is completed prior to a formal written offer) and schedules pre-employment physical/drug screenings when applicable:
- Communicates with Hiring Manager regarding next steps for a completed search and onboarding
- Transmits offer letter to Chief Human Resources Officer for signing/mailing
- Communicates to all applicants not selected for hire via JobAps.

ii. *Unclassified*
- Receives Personnel Action Request Form as authorization to begin a search
- Notifies Hiring Manager that a search may proceed
- Posts internal SUOAF positions before authorizing an external search (if a SUOAF position is not filled through the internal process, the hiring process will proceed with the submission of a Search Recruitment Plan)
- Manages job postings, dates and communicates with the Hiring Manager to close or extend job postings
- Gathers all materials on applicants; ensures all applicants go through the required system (applicants outside the system(s) will not be reviewed)
- Provides application materials to Search Committee
- Verifies minimum qualifications of applicants to be interviewed based upon search committee's review as indicated on the application review report
- Notifies the Search Committee to proceed with interviews once the pool is reviewed and approved
- Reviews and approves the Offeree Approval Form
- If the position is a SUOAF position, Human Resources will consult with SUOAF regarding the appointment, prior service credit, and corresponding salary in accordance with Section 12.1 of the SUOAF contract
- Notifies Hiring Manager when to make a conditional verbal offer and shares details of the conditional offer
- Conducts necessary background checks (this <u>generally</u> occurs following verbal offer and is completed prior to a formal written offer)
- Communicates with Hiring Manager regarding next steps for a completed search and onboarding
- Transmits appointment letter to President's Office for signing.

c. *Forms Human Resources needs to review and/or approve*
- Personnel Action Request Form
- Special Appointment/Temporary Appointment Waiver
- Search Recruitment Plan
  - o Human Resources will review prior to the approval process

- Application Review Report (unclassified) or Authorization to Interview Form (classified)
- Pool Review Form
- Approval of Recommended Candidates Form (classified)
- Finalist Approval Form
- Offeree Approval Form
- Screening Summary Report.

2. Regulatory Affairs

Regulatory Affairs is responsible for ensuring that the search has complied with applicable laws, regulations, policies, and procedures.

a. *Preparing for the Search*
- Reviews and approves the Search Recruitment Plan, including the job advertisement/posting/specification
- Reviews and approves the proposed search committee membership
- Arranges training, as appropriate, for search committee members
- Meets with the Search Committee to deliver the Charge (Note: that the Charge can be delivered prior to approval of the Search Recruitment Plan at the request of the Search Chair provided the members of the Search Committee are identified)

b. *The Search*
- Evaluates Pool Review Form
- Reviews Finalist Approval Form, including the Screening Summary Report

c. *Forms Regulatory Affairs Needs to Review and/or Approve*
- Search Recruitment Plan
- Pool Review Form or Authorization to Interview
- Finalist Approval Form/Screening Summary Report or Approval of Recommended Candidates
- Offeree Approval Form.

3. Hiring Manager

The Hiring Manager oversees all activities of the relevant unit. The Hiring Manager can delegate search-related activities to another individual to oversee and lead the process for a specific recruitment.

It is important to note that for unclassified recruitments the Hiring Manager can and should proactively start a search once an employee announces a resignation or retirement with the goal of hiring a replacement to start simultaneously, assuming the Hiring Manager assessed the continued need for the position.

a. *Preparing for the Search*

- The Hiring Manager maintains updated job descriptions for all positions and collaborates with Human Resources to revise or create new job descriptions as needed (Note: some job descriptions require Union approval before they can be created/revised).
- Manages workforce – anticipates hiring needs; does not wait until last minute to do an expedited search
- Ensures the President approved the position through the budget process
- Obtains authorization for search by submitting the Personnel Action Request Form
- Provides notification, in writing, to internal SUOAF candidates of application status for any internal search (**Note:** this must be done prior to any external SUOAF posting)
- Prepares the Search Recruitment Plan with the job posting for advertising and engages in other outreach efforts
- Proposes Search Committee Chair and members based on experience and/or knowledge of the position being filled
  - For most positions, a minimum of three members for a Search Committee is appropriate. For positions that have a campus-wide impact, such as an Executive position, having a larger committee so that the university community is represented is often appropriate. For AAUP searches, departments often seek volunteers to serve on search committees, but in some cases, departments will have elections to determine search committee membership. If department bylaws do not specify the process for selecting search committee members, this responsibility shall fall to the hiring manager. For SUOAF searches, Article 11.3 of the SUOAF 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." Human Resources will contact the Central SUOAF President for the name of the SUOAF representative to serve on the Search Committee.
- Ensures appropriate training for the Search Committee by Regulatory Affairs
- Reviews and ensures the Search Process Checklist is followed (Appendix A).

b. *The Search*

- Maintains confidentiality of all information in the search process
- Assembles the Search Committee
  - Ensures Regulatory Affairs delivers charge and provides additional training, as appropriate
  - Reviews expectations and timelines
  - Reviews job posting/advertisement/specification
  - Reviews the need for active recruiting by all search committee members such as networking with peers outside of the University to promote applicants to apply.

- May assist the Search Committee with the development of interview questions and/or rubric for evaluation of qualifications
- Meets regularly with Search Committee Chair to monitor progress and timelines
- Assists Search Committee with reference checks
- Interviews Finalists recommended by the Search Committee
- Completes Offeree Approval Form
- Obtains approval from Human Resources on offer components to facilitate verbal conditional offer to recommended candidate
  - If the proposed salary must be adjusted, the Hiring Manager should seek approval 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.
- Collaborates with Human Resources to finalize written appointment letter.
- Communicates to all finalists not selected for the position, (see Appendix H for sample language).

c. *Forms the Hiring Manager Needs to Review and/or Approve*
- Personnel Action Request Form
- Special Appointment/Temporary Appointment Waiver (if applicable)
- Confidentiality Form
- Search Recruitment Plan
- Offeree Approval Form.

4. Search Chair

The Search Chair is responsible for facilitating the search process through committee organization, engaging in candidate evaluation, and maintaining compliance with hiring procedures. The Search Chair should understand industry terms and qualifications necessary for successful candidates in the position.

a. *Preparing for the Search*
- Completes training as determined by Regulatory Affairs.
- Attends the Charge meeting.

b. *The Search*
- Maintains confidentiality of all information in the search process
- Recruits candidates to the position utilizing professional networks
- Encourages active recruitment by other members of the search committee and the broader community such as networking with peers outside of the University and promoting opening at conferences
- Facilitates the work of the Search Committee – schedules meetings and keeps the Hiring Manager apprised of progress
- May assist Hiring Manager in creation of job advertisement (for unclassified searches only)

- Assists Hiring Manager and Search Committee in drafting job-related, open-ended interview questions
- Assists Hiring Manager and Search Committee in drafting rubric or set of standards for evaluation of qualifications that are objective and measurable (Note: the rubric must only include all the minimum qualifications for the position and any preferred qualifications as advertised)
- Completes and submits the Application Review Report
- Arranges candidate interviews
- Once the Application Review Report has been approved, communication to all candidates not deemed minimally qualified should be sent via e-mail as soon as possible (see Appendix H for sample language)
- Ensures committee discussions are respectful
- Directs applicants needing reasonable accommodations to Human Resources for assistance
- Keeps applicants informed of status of search
- Keeps the search process moving in a timely manner
- Completes the Finalist Approval form
- Completes the Screening Summary Report, providing justifications for the Committee's decisions and recommendations
- Once the Screening Summary Report has been approved, communication to all candidates not selected as finalists should be sent via e-mail as soon as possible (see Appendix H for sample language)
- Maintains master file containing all of the application materials for a minimum of three (3) years in accordance with State of Connecticut Records Retention Guidelines.

c. *Forms the Search Chair Needs to Review and/or Approve*
- Confidentiality Form
- Application Review Report (unclassified) or Authorization to Interview (classified)
- Screening Summary Report
- Finalist Approval Form (unclassified) or Approval of Recommended Candidates (classified).

5. Search Committee Members

The Search Committee and its members are responsible for identifying the best qualified candidates to recommend to the Hiring Manager. The Search Committee must be available to attend the Charge meeting and have time held on their calendar to conduct interviews. Search Committee members should work together to ensure that candidate review and recommendation is based on job related criteria as stated in the job posting/advertisement. Individually, each Search Committee member must demonstrate personal commitment to supporting the University's goal of creating a climate of success for all.

a. *Preparing for the Search*

- Completes training, as appropriate
- Attends the Charge meeting
- Assists in developing interview questions and rubric to evaluate candidates.

b. *The Search*

- Maintains confidentiality of all information in the search process
- Recruits candidates to the position utilizing professional networks
- Attends committee meetings and supports the work of the committee
- Evaluates all applicants for minimum qualifications and/or preferred qualifications
- Evaluates candidates fairly, giving equal time and consideration to all.

c. *Forms the Search Committee Needs to Review and/or Approve*

- Confidentiality Form

JOB DESCRIPTIONS/CLASSIFICATIONS AND JOB POSTINGS/SPECIFICATIONS

Prior to submitting any Personnel Action Request Form, the Hiring Manager will review the overall organization to ensure the position is appropriate. The position should be within the proper classification, fiscal/budgetary considerations, and comply with collective bargaining requirements.

1. Job Descriptions/Classifications

a. Elements of an Effective Job Description

i. Position Summary

The position summary should provide a high-level overview of why the position exists and briefly identify the most important priorities of the position. This is an opportunity to highlight any features or duties of the position.

ii. Position Responsibilities

The position responsibilities should speak to the unique responsibilities, scope, and challenges of the position. It provides an opportunity to highlight specific skills and competencies needed to be successful in the role.

iii. Knowledge/Skills/Abilities

This section describes the general bodies of work performed by the position, including the essential duties in general terms so that they can be flexible and eliminate the need to update job descriptions as frequently. Essential duties/bodies of work might include "fiscal duties," "supervision," "planning and budgeting."

iv. Work Environment

Describes general working conditions (office, in person/remote, physical requirements, travel expectations, etc.).

v. Minimum Qualifications

Minimum requirements should only include "must haves" such as technical experience, base-level education, and certifications.

b. AAUP

Faculty/AAUP members **do not** have formal job descriptions (except for 12 month faculty positions). In faculty searches, the qualifications for the position are outlined in the job posting. Job postings should include some detail of the types of courses the successful candidate will teach and should also include appropriate degree and years of experience requirement as outlined in the collective bargaining agreement.

Faculty also need to beware of overly narrow, vague, or indefensible requirements, whether "minimum" or "preferred." For example, is a specific PhD in "Accounting" required, or will "business related field" be sufficient.

c. *SUOAF and Management/Confidential*

A job description is an internal document that provides detailed and specific information about the job function, duties assigned, responsibilities, and minimum requirements of an individual position. It is used for SUOAF and Management Confidential positions. Through the search process, the job description is summarized by the hiring manager into a job advertisement to market the position to the public.

Updating and creating job descriptions for SUOAF or Management Confidential is technically not part of the search process. However, the foundation for an effective search lies in the job description as this defines how applicants must be evaluated. The minimum qualifications reflected in the job description, along with the preferred qualifications, should be used as the criteria in the selection process.

Beware of overly narrow or indefensible requirements, whether "minimum" or "preferred." Consider whether five years of experience is truly more impressive than four. Similarly, is an MBA really required, or might a solid liberal arts degree with finance-related experience be acceptable?

d. *Classified*

Classified service job classifications are controlled and maintained by the Department of Administrative Services for the State of Connecticut. Classified bargaining units include Protective Services, Administrative Clerical, Maintenance and Service, and Administrative and Residual. All job classes can be found on the State of Connecticut job openings webpage: https://www.jobapscloud.com/CT/auditor/ClassSpecs.asp

2. Job Postings/Specifications

a. *Elements of an Effective Job Posting*

- Describe the specific position in the position profile section. Use language that will appeal to a broad range of potential applicants.
- Describe the department. This can be done in expansive terms that include how the department operates and contributes to the University's mission.
- Describe the university. This is an opportunity to introduce potential applicants to Central. Human Resources can assist with this information.
- Strive for consistency in positions across the department, school, or university as applicable. Similar positions should be treated similarly.
- State the minimum qualifications for the position in accordance with the collective bargaining agreement related to the level of the anticipated appointment. Post the minimum qualifications to give the most flexibility in hiring.

- State the <u>preferred qualifications</u> for the position including qualities and areas of expertise that help distinguish among qualified candidates. In doing so, be careful not to create unnecessary barriers in the recruiting process.
- Describe the <u>materials</u> you want applicants to submit for review—and make sure these align with your assessment criteria. Depending on the specific field or subfield, as well as the academic rank of the position, examples may include: a letter of interest; a full CV; a dissertation or thesis abstract; a sample of scholarship or creative activity; a statement of teaching philosophy and/or evidence of teaching effectiveness (e.g., a specified number of student or peer evaluations); a statement of a specified number of letters of recommendation or a specified number of names and contact information for potential references. When requesting materials, consider whether they are all required "at the time of application." For an AAUP faculty position, it may be appropriate to ask for additional application materials prior to an interview.
- Whenever possible, to give search committees more flexibility, the job posting 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" and provides the ability for the President of the University to waive the listed qualifications.
- List the <u>deadline</u>, which in most circumstances will be a fixed date.

b. *Job Specifications*

Classified service job specifications are controlled and maintained by the Department of Administrative Services ("DAS") for the State of Connecticut. DAS will provide Human Resources with the official job specification. Human Resources will forward the job specification to the hiring manager to incorporate into the Search Recruitment Plan. **Only certain areas of classified job specifications may be modified by the hiring agency, such as the Introduction and Preferred Qualifications.** All classified job specifications can be found on the State of Connecticut job openings webpage: https://www.jobapscloud.com/CT/auditor/ClassSpecs.asp

A Job Specification is an official document describing the job classification's essential functions. Class specifications are written to be broad and be used for multiple titles. DAS maintains a list of job classes in the Online Employment Center.

i. *Elements of a Job Classification that May be Modified*

Introduction – this section should provide a high-level overview of why the position exists and briefly identify the most important priorities of the position. This is an opportunity to highlight any features or duties of the position. It is important to use this section to describe the specific position, the university, and appeal to a broad range of potential applicants.

What's In It For You – this section is used to state specific benefits offered with the position that may entice applicants to apply.

Position Highlights – this section provides an overview of the specific duties, work schedule, type of position (Full-time/Part-time), and location. May be used to describe general working conditions (office, in person/remote, physical requirements, travel expectations, etc.).

Preferred Qualifications – this section lists criteria and/or experience that the "ideal candidate" for the position would possess, including qualities and areas of expertise that help distinguish them among qualified candidates. It is considered best practice to provide Human Resources with at least 3-5 preferred qualifications to help narrow the applicant pool. Be mindful not to create unnecessary barriers or inequitable recruiting practices.

3. Do's and Don'ts for job descriptions, job postings, and job specifications

a. DO:
- Review a job description before starting the recruitment process to make sure the duties and responsibilities reflect the current needs of the department
- Limit requirements to the "must haves" and basic education needed on day one
- Use education and experience equivalencies to provide alternative options for potential candidates to meet the qualifications
- Highlight the value of the position and impact to the department and University
- Use conversational language that is appealing to a broad audience and less technical to the extent possible
- Review for exclusive and potentially offensive language or content
- Use advertisements and job postings as marketing tools
- Remember: education is a privilege – requiring more education than is minimally needed can deter qualified applicants from and limit the scope of your pool
- Include specific instructions on how to apply; make it clear to applicants what they need to include in a cover letter or letter of interest

b. DON'T
- Write a job description or job posting/specification solely based on the "ideal" candidate or level of expertise of the previous incumbent
- Add "advanced degrees" as a requirement unless necessary for success in the role
- Use inflated job titles or descriptions of job content that make the position seem more "senior" or "high-level" than is true
- Use "jargon" and language specific to only internal applicants
- Use any gender-specific terms or pronouns
- Use subjective phrases such as "rock star," "world-class," or "outgoing"

- Use subjective, coded or assumptive language such as "some," "recent," "enough," "adequate," or "strong"

- Use subjective, coded or assumptive language such as "some," "recent," "enough," "adequate," or "strong"

DEVELOPING A RECRUITMENT & ADVERTISING PLAN

Developing a recruitment and advertising plan is a critical element in the search process. It is the method by which the University will market the position with the goal of generating a qualified pool of applicants. This requires significant energy and attention to reach those looking for new opportunities and attracting the attention of outstanding candidates who may not currently be in the market.

1. Active Recruitment

Active recruiting is one of the ways to increase the number and quality of applicants in the pool. Consider these active recruiting activities:

- Ask current department members and others outside the department to identify and encourage potential applicants to apply
- Identify relevant professional or community organizations to share the advertisement
- Identify where people in this discipline/profession congregate (professional meetings, conferences, lecture series, etc.) and send a representative to recruit or contact others who may be going to do the same
- Identify departments at other universities in this discipline/profession and contact them for any referrals or nominations
- Identify graduate schools that are matriculating individuals in the discipline or profession and ask them for any referrals or nominations
- Identify the names of individuals who are publishing interesting research, giving strong presentations nationally, etc.
- Identify placement offices at other universities and ask for the best way to share the recruitment with them.

2. Advertising

a. Classified

Human Resources will automatically post every classified position to JobAps as required by the Department of Administrative Services.

b. Unclassified

Human Resources will automatically post every unclassified position on Higheredjobs.com, The EDU Ledger, and the Chronicle of Higher Ed's website. Consider the following additional advertising opportunities:

- Additional discipline specific publications
- Job boards through organizations which you may be affiliated
- Job boards through organizations aligned with the position
- Identify professional associations related to the discipline/profession
- Identify journals read by people in the discipline/profession

- Identify websites with job boards that are visited by people in the discipline/profession.

Note that some of these boards require departmental payment or membership for posting. It is important to work with Human Resources to determine if additional posting in these places is advantageous. Any postings requiring additional payment shall be the department/division's responsibility and will not be funded by Human Resources.

3. Creating the Search Committee

One of the best recruiting resources is the search committee. Search committee members ideally are persons from a cross section of the University community, possibly including outside resources familiar with Central, that have the knowledge, skills, and abilities to assess candidates fairly and objectively; are familiar with industry terms; have demonstrated ability to apply critical thinking skills balancing the needs of the position and the potential long-term contributions of recruitment candidates to the position.

When selecting members of a search committee, the hiring manager should discuss a proposed timeline to ensure committee members will have availability within their schedule to perform their responsibilities as a member of the search committee to conduct interviews and identify candidates in a timely manner.

a. Specific Requirements for Search Committees

i. Classified Supervisory Vacancies
The search committee must be comprised of a minimum of three individuals of which one must have supervisory experience. Note: The hiring manager shall not serve on the search committee but will conduct their own interview of referred final candidates. Union representation is not required but is recommended for consideration. Prohibited: No employee who is to be supervised by the vacancy shall serve as search committee chair.

ii. Classified Non-Supervisory Vacancies
The search committee must be comprised of a minimum of three individuals. Union representation is not required.

iii. AAUP External Recruitments
The search committee must be comprised of a minimum of three individuals. The search committee may be limited to members of the respective department, school, college, or designee who shall consult with department or division members. Representation from campus-wide offices such as Student Affairs, Student Conduct, Student Wellness Center, Information Technology is recommended for consideration.

iv. SUOAF External Recruitments
The Search Committee must be comprised of a minimum of three individuals, which must include one (1) member chosen by the Central SUOAF Chapter

President. Union representation is required. Human Resources shall consult with Central SUOAF Chapter President for selection of SUOAF representative. No employee who is to be supervised by the vacancy shall serve on the search committee unless said employee serves as a union representative.

v. ***Management/Confidential External Recruitment***
The search committee must be comprised of a minimum of three individuals. The Hiring Manager shall not serve on the search committee but rather, shall conduct their own interview of the Search Committee's recommended candidates.

The search committee for Senior Management and Executive Level Recruitments shall be comprised of a cross section of the University community. Membership should include representation from Central unions and may include a representative from the Central student body. External representation may also be considered. External search firms may be utilized as appropriate.

For vacancies that have campus-wide impact, the search committee shall be comprised of a cross section of the University community.

THE SEARCH

The search process involves Human Resources, Regulatory Affairs, the Hiring Manager, the Search Chair, and the Search Committee. This section details the role of the Search Committee.

1. Application Review

a. *Classified*

Once the posting closes, the Department of Administrative Services will determine candidates who have been deemed minimally qualified and notify Human Resources to begin reviewing applications to select finalists for interview. Human Resources will begin reviewing applications for non-competitive recruitments once the posting has closed. For competitive recruitments, Human Resources will review applications once the Department of Administrative Services has completed the appeal process and certified the list of applicants (this process generally takes six (6) business days). Human Resources will complete the Authorization to Interview form that identifies candidates who have been selected for interview based on specific and objective job-related reasons. Once the Authorization to Interview form is approved, Human Resources will send the applicants information to the Search Committee so they may contact all finalists selected for an interview.

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 they cannot be objective about a candidate, they should recuse themselves from deliberations regarding that candidate.

b. *Unclassified*

Once the posting closes and the Charge has been received, the Search Committee must begin the process of reviewing the applications to determine which applicants meet the minimum qualifications and who will be invited for an interview. All members of the Search Committee must participate in the application review.

The Search Committee should use an evaluation rubric (see Appendix D for an example) for evaluation of qualifications. The Search Committee must use criteria based on the qualifications in the position that are objective and measurable to screen the applications.

Committee members review *all* application materials, including resumes, CVs, cover letters, and any required documents (e.g., portfolios). Committee members should be careful to consider only the application materials submitted by the candidates. Even if committee members are familiar with a candidate, consideration should be given only to materials submitted.

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 they cannot be

objective about a candidate, they should excuse themselves from deliberations regarding that candidate.

After review, often independently, the Search Committee will meet to come to consensus regarding the applicants who will be invited for an interview. Determinations on applicants must be documented by the Search Chair on the Application Review Report. The Search Committee must use criteria based on the minimum and any or all of the preferred qualifications as stated in the job posting. The Search Committee will select candidates to interview and indicate such on the Application Review Report. <u>Human Resources will approve and verify that applicants meet the minimum qualifications for the position before the search committee schedules interviews</u>.

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 <u>not</u> count toward the minimum qualifications for a professional position. An exception might be made in such fields as information technology and/or for relevant internship experience; however, exceptions must be approved by Human Resources. Similarly, if language regarding comparable standards was included in a job posting and the Search Committee seeks to qualify a candidate based upon comparable standards, this should be noted on the Application Review Report.

2. Interview

The goals of the interview are to: (1) gather information, (2) present a realistic description of the position, (3) ensure that all applicants have been treated fairly, (4) highlight the advantages of working at Central, and (5) create a record to justify the recommendations or hiring decision. Initial interviews can be conducted virtually (typically via TEAMS or Zoom), but it is important to have candidates visit and interview at the campus, in person, before a formal offer is made unless there are extenuating circumstances, and the Search Committee receives approval from Human Resources to only conduct virtual interviews.

Keep in mind that while you are assessing the candidate, they are assessing the position, you, and the University. Ideally, the candidate should walk away feeling fairly treated, adequately informed about the position, clear about the next steps, and holding a positive image of Central.

a. *Travel Reimbursement (AAUP, SUOAF, and Management/Confidential only)*
Remember to provide candidates with information about reimbursement for travel expenses associated with the interview process, if applicable. Per Connecticut State University Board of Trustees Policy Resolution #08-34, all offers to candidates to pay full or partial travel expenses shall be approved by the University President or designee. Central may reimburse candidates who are deemed to be a finalist for any unclassified position, to cover full or partial travel expenses within available funds.

Reimbursement is limited to travel, lodging, and candidate meals. More information can be found on the website at the following link:
https://www.ccsu.edu/fiscalaffairs/moving-expenses

b. *Best Practices*

Interviews are the primary method utilized to select finalists and the offeree. A well-developed interview process can reveal a great deal about a candidate. A well-prepared Search Committee and Hiring Manager can significantly improve the interview process and the outcome. This is by nature a subjective process and there will be differences perceived between interviewers. The best interviews take this into account through pre-planning and preparation to help bring as much objectivity as possible.

Three pre-planning measures can significantly improve the interview evaluation process:

1. Consult with the Hiring Manager to learn key information on how to effectively evaluate candidates. The Hiring Manager can assist the Search Committee in developing interview questions and can guide the Search Committee in understanding how to evaluate candidate responses related to qualifications and experience.

2. Interviews should consist of questions designed to elicit information about the candidate's ability to perform the essential functions of the position and allow the candidate to demonstrate their knowledges, skills, and abilities. Use the job description or job posting to develop open-ended interview questions ensuring each candidate is asked the same questions. This ensures fairness and provides a consistent basis for evaluating and comparing candidates. Follow-up questions are allowed to help clarify responses, if necessary. Follow-up questions cannot be used to advantage or disadvantage any candidate. See the following list of Sample Interview Questions in Appendix E. The search committee should decide in advance of the interviews whether the search chair will ask all of the interview questions or if members of the search committee will take turns asking questions.

3. Design a methodology for evaluating candidate responses to questions. While formats may differ to evaluate candidates, two sample rubrics are provided for consideration in Appendix F. Regardless of the method utilized, the same format must be used for each candidate.

Committee members may take notes on the rubric. Comments should be concise and indicate specific strengths and weaknesses of the candidate.

c. *Interviewing Tips*

i. *Establish Rapport* – a warm greeting and a suitable introduction using both names and titles will help establish rapport and help create a pleasant atmosphere. Small talk

can help relax both the interviewers and the applicant.

ii. ***Keep Control of the Interview*** – If the applicant digresses too far or becomes long-winded, bring them back on course by rephrasing the original question or asking a new question.

iii. ***Use Your Best Listening Skills*** – Give nonverbal signals of listening, such as head nodding, making eye contact, and leaning forward. Avoid facial expressions, gestures, or words that are unduly sympathetic or disapproving. Watch and listen for tone, gestures, and facial expressions.

iv. ***Types of Questions*** – All candidates must be asked the same questions, which should be concise and require a detailed response. Avoid questions that can be answered with "yes" or "no." Avoid multiple questions within one question. Do not ask leading questions that bias a candidate's answer or seem to show your preference for an answer. Sample interview questions are in Appendix E.

v. ***Follow-up Questions*** – You may need to ask follow-up questions to gain clarification on a candidate's response to an interview question. Ask for a specific example from the applicant's past to elaborate on an answer.

vi. ***Take Notes*** – You do not have to write every word and should attempt to maintain as much eye contact as possible. Remember that everything you write is discoverable so make sure it remains job-related. A sample First Interview form is provided in Appendix F.

vii. ***Personal Information*** – Applicants may volunteer personal information. This does not give you permission to consider it or ask follow-up questions. Disregard the information throughout the entire selection process.

viii. ***Share Next Steps*** – Close the interview by providing information about when the candidate will hear next, and what the next steps will be. Candidates need to hear that their time, energy, and engagement is important in the search process and keeping them apprised is one way to help them remain engaged.

ix. ***Recording of Interviews*** **–** the recording of interviews, auditory and/or visual, should not occur unless advanced approval is granted by Human Resources.

x. ***Discuss Strengths and Weaknesses with the Committee –*** Don't wait! Add in time after each interview to discuss the candidate and create a summary, which is required for subsequent justification.

d. *Prohibited Inquiries and Questions*
Be mindful of the following prohibited types of inquiries or questions:

i. *Personal Questions of Any Type are Prohibited.*

ii. *Internet Searches, Social Media, and Use of Unofficial References* – No member of the search committee may conduct internet searches (e.g., using Google), review an applicant's social media profiles, or seek out "unofficial" references to obtain additional information about an applicant, before the evaluation of application materials and interviews. Under no circumstances may an applicant be asked to unlock or provide access to their private social media accounts.

iii. *Protected Class Statuses* - No interviewer shall inquire about, engage, or otherwise seek the following personal attributes of any applicant: age, citizenship, credit or other financial status, immigration status, gender, marital status, medical history including genetics and the need for medical leave, sexual orientation, religion, race, ethnicity, nationality or creed.

iv. *Disability Status* - No search committee member shall inquire about, engage, or otherwise seek information about whether any applicant is a person with a disability or the nature of any obvious disability, if known. Candidates may only be asked whether they are able to perform all essential job duties as articulated in the job posting or job description with or without accommodation.

v. *Pregnancy Status* – No search committee member shall inquire about, engage, or otherwise seek information whether an applicant is pregnant, plans to become pregnant, has a spouse or significant other who is pregnant, need for any employment accommodation or status of any children, including the need for time off and or childcare arrangements.

vi. *Arrest and Conviction Records* – Connecticut law prohibits search committees from asking or seeking information related to any applicant's arrest or conviction records, including military discharge records. (Note: If information about other law or policy violations surface in the process, e.g., Title IX, contact Human Resources about whether that information is appropriate to consider in the process.)

Not only are the above prohibited areas of inquiry, but they are also illegal bases for decision-making or selection. Take caution to ensure these protected categories do not enter into your analysis of candidates.

Note: Some of this information may be considered during the background check process, but never during the interview.

3. Reference Checks
Checking references and verifying credentials is a critical step in the screening process and must be completed prior to a final candidate being identified. Every effort should be

made to check at least three references, however, two references <u>must</u> be completed for a candidate to proceed, with documented proof of attempts to contact a third reference It is strongly recommended that one of the references be the candidate's current or last known supervisor.

The Search Chair and/or designee(s) shall perform reference checks on anticipated finalists. The hiring manager can also assist with the reference checks of finalists. The same person/people should perform reference checks for all candidates.

Reference checks can:

- Verify information the candidate has provided
- Offer additional information on a candidate's skills, performance, knowledge, and work history from a source other than the candidate helping you assess the candidate's potential for success

During Interviews - Remind candidates that you will be checking their references if they are a top candidate. If a candidate requests that their current supervisor not be contacted, you may still proceed with checking their other references and may extend an offer contingent upon a reference from their current supervisor.

When Checking References - It is critical to treat all candidates similarly, whether internal or external applicants. Reference inquiries should:

- Focus on knowledge, skills, and abilities required for your specific vacancy
- Conduct all reference checks consistently, using the same questions for all candidates and references
- Speak with references by telephone, to ask for clarification and follow up, if necessary
- If a reference is reluctant to provide information, ask if there is a more relevant individual to speak with
- At minimum, attempt to verify dates of employment, position held, and if they would rehire the candidate into their former position if applicable

Information learned in the reference check can and should be used in the overall evaluation of candidates. Sample reference check questions can be found in Appendix G.

Specific Skills/Experience - Reference checks should address both general performance areas common to most jobs as well as questions addressing specific duties of the position. Such questions might cover one or more of the following areas:

- Technical knowledge or skills applicable to this type of work (e.g. software, hardware, operating systems, etc.)
- Experience in the applicable professional field
- Clerical skills/experience
- Lead/supervisory experience

- Fiscal management (e.g. budget/bookkeeping)
- Program/project development
- Writing
- Interpreting and applying rules and regulations

4. Offer
a. *Classified*

Once a candidate has been identified, the Hiring Manager will submit the Approval of Recommended Candidates form to Human Resources. Following a review of the Approval of Recommended Candidates form, Human Resources will review the list of mandatory candidates. If there is no mandatory candidate, the Hiring Manager can proceed with a conditional verbal offer.

Offers of employment are contingent upon successful completion of a background check. Internal Central candidates are not required to undergo a new background check. Classified positions in the NP-2 and NP-5 collective bargaining agreement are also required to undergo pre-employment physical examinations and drug testing.

Human Resources will prepare the written offer of employment, including the specific details of the offer, for the Chief Human Resources Officer to sign.

b. *Unclassified*

Once a candidate has been identified, the Hiring Manager will submit the Offeree Approval form to Human Resources. The Offeree Approval form should include the proposed salary, proposed start date, and any other special considerations such as moving expenses or release time for AAUP faculty or recognition of prior years' SUOAF experience at another university towards continuing appointment for SUOAF.

Following a review of the Offeree Approval form, Human Resources will notify the Hiring Manager when to make a conditional verbal offer. Should a negotiation occur regarding any details of the conditional offer, the Hiring Manager should obtain approval from Human Resources and revise the Offeree Approval form to reflect the agreed upon terms for the offer.

Offers of employment are contingent upon successful completion of a background check. Typically, Connecticut State Colleges and Universities ("CSCU") employees who apply for and are offered a transfer or promotional opportunity to a different CSCU institution will not undergo a new background check unless Central is unable to verify the prior background investigation, or the employee is transferring or being promoted into a management/confidential position. Similarly, internal Central candidates are not required to undergo a new background check unless the internal candidate is transferring or being promoted into a management/confidential position.

Human Resources will prepare the written offer of employment, including the specific details of the offer, for the President to sign.

Request for reimbursement for moving expenses are made by the 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. In accordance with policy, the President may offer partial reimbursement for out-of-state moving expenses for AAUP, SUOAF, and Management/Confidential employees. Reimbursements are not processed unless the President has authorized it in advance.

If reimbursement for moving expenses has been authorized, the employee must complete and sign an Employee Voucher. The employee 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: (1) transportation/storage, and (2) travel and lodging. 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 as 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; and
- 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 the employee drives their 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. Qualified moving expense reimbursements will be subject to any withholding taxes in accordance with IRS regulations.

i. *International Hires – H-1B Visa Process*

H-1B temporary workers are professionals in specialty occupations who are eligible to work in the United States for a maximum of six years. While on H-1B status, employees may not receive compensation from another employer unless a petition has been filed and approved on their behalf by that employer.

At Central, full-time AAUP instructional faculty (at any rank) and SUOAF administrative faculty at the Administrator V level or higher are eligible for H-1B visa sponsorship. However, the H-1B process cannot begin until Human Resources (HR) completes its initial procedures, which include:

1. A background investigation.
2. A signed appointment letter by both the President and the new hire.

Once these steps are completed, the Office of International Student and Scholar Services (ISSS) will collaborate with the new hire and their Department Chair/Dean to review the individual's current immigration status and assess the feasibility of filing a petition for H-1B Specialty Occupations status.

This process, which requires approval from multiple university offices and federal agencies, typically takes between 90 to 240 days (about 8 months) to complete. In most cases, the new hire cannot begin employment until the U.S. Citizenship and Immigration Service (USCIS) has approved the H-1B status.

If H-1B sponsorship is needed, a copy of the signed appointment letter must be forwarded to the Office of International Student and Scholar Services.

There are two main steps involved in applying for initial H-1B status, transferring H-1B status, or extending H-1B status:

1. **Labor Condition Application (LCA)**: The first step involves applying for Labor Condition Certification through the U.S. Department of Labor, which typically takes about 10 business days for approval.
2. **H-1B Petition**: Once the LCA is approved, the second step involves applying for H-1B status through the Department of Homeland Security. This process can take between 3 to 8 months.

Please note that no H-1B application will be processed without the completion of the "Deemed Export Control" form in its entirety.

The Office of International Student and Scholar Services should be contacted for any questions or further information.

Employment Based green Card petitions (EB1) are not processed for employees at the point of hire.

5. Background Check

Generally, the background check follows the verbal offer. The written offer will indicate that the offer is contingent upon successful completion of the background check. Pre-employment background checks include the following:

- Criminal background check
- Social Security Number verification
- Sexual offender database search
- Prior employment verification
- Education verification

Candidates for some positions may be required to undergo additional checks, including one or more of the following:

- Motor vehicle record check
- Professional references
- State/Federal civil litigation, liens, judgments
- Credit verification
- Corporate filing and status search
- Media search
- Professional licensing

An applicant may be disqualified due to one or more of the following:

- Failure to pass the criminal, social security, or sex offender check/verification
- Inconsistencies between the information on the candidate's employment application or resume and the information received from the background investigation
- Omissions by the candidate of significant information

6. Orientation and Onboarding

The onboarding process of a new employee includes the new employee orientation with Human Resources as well as a plan to fully integrate this new employee into the University. The goal is for the new employee to learn about the University's structure, culture, vision, mission, and values.

All new employees will meet with Human Resources either before or on their first day of work to complete the necessary onboarding paperwork.

Managers, supervisors, and colleagues are expected to provide training and mentoring to all new employees within their departments/work units. There should be a plan to introduce a new employee to the members of their department/work unit and the work they will be doing. Additionally, the new employee should receive a tour of the office/building to which they are assigned, an orientation to the office (e.g., location of supplies, how to use office equipment, etc.), discussion of office protocols, review of telephone and email, and a review of building safety/security procedures.

Academic department chairs should provide all new faculty members with a copy of the Faculty Senate Promotion & Tenure Policy as well as their individual department guidelines for promotion and tenure. Formal mentoring programs for new faculty are required in accordance with the Faculty Senate Promotion & Tenure Policy.

The onboarding process is an investment of time and is critical to the long-term success of the employee and the department/work unit. Furthermore, it is important to remember that onboarding encompasses more than the first day of work. A thoughtful, extended onboarding and check-in period over the course of the employee's first year will lead to

the greatest long-term success. See Appendix I for a sample onboarding checklist for use by hiring managers.

Appendix A
Unclassified Search Process Checklist

Complete (date)	Responsible Party/Office	Form	Function
	Hiring Manager	Personnel Action Request Form	Request authorization to fill position • Must include: PCN, position title, rank, type of action requested, Banner index and salary range For SUOAF and Management/Confidential -- create/review and update job description as appropriate
	HR		Hiring Manager informed when Personnel Action Request Form is approved and authorized to proceed with search SUOAF positions will be posted internally before external search is authorized
	Hiring Manager	Search Recruitment Plan	Develop recruitment plan, including job advertisement/posting; determine advertising sources and outreach efforts Propose Search Committee members (for SUOAF positions, one member of the search committee must be appointed by the SUOAF Union)
	Regulatory Affairs		Review of recruitment plan and Search Committee composition Regulatory Affairs arranges any required training and issues Search Charge
	HR		Position advertised in accordance with recruitment plan and Hiring Manager is notified
	Hiring Manager/Search Chair		Ensure Search Committee completes any required training **Arrange for a Search Committee meeting to:** • Review expectations and timelines; • Review needs for active recruiting by all Search Committee members; • Ensure Regulatory Affairs meets with the committee to deliver Charge
	Search Committee		Develop interview questions, in conjunction with hiring manager Develop method for evaluating applications, interviews and responses, in conjunction with hiring manager

	Regulatory Affairs		Notify HR that training and Search Charge has been delivered to the Search Committee
	HR		Applications provided to Search Committee upon closing of posting period and verification from Regulatory Affairs of completion of training and delivery of Charge
	Search Committee	Application Review Report	Search Committee reviews pool of applicants for minimum qualifications, identifies candidates for interviews, documents justification on Application Review Report, and transmits to HR
	HR	Pool Review Form	Verification of minimum qualifications of candidates selected for interview by HR as well as compiling of demographic data on search, and transmittal of Pool Review Form to Regulatory Affairs
	Regulatory Affairs	Pool Review Form	Reviews Pool Review Form to ensure regulatory compliance
	HR		Notifies Hiring Manager and Search Committee to proceed with interviews
	Search Chair		Notifies candidates not meeting minimal qualifications and candidates not selected for interview (see Appendix H, sample communications)
	Search Committee		Screens and interviews candidates Search Chair prepares the Screening Summary Report
	Search Committee	Finalist Approval Form and Screening Summary Report	Search Chair completes form to recommend finalists, attaches Screening Summary Report, and submits to Regulatory Affairs for approval
	Regulatory Affairs	Finalist Approval Form and Screening Summary Report	Regulatory Affairs reviews list of recommended, unranked finalists and notifies HR and Hiring Manager upon approval

	Search Chair		Notifies candidates interviewed but not selected for second round interview that they are no longer under consideration for the position (see Appendix H, sample communications)
	Hiring Manager		Interviews finalists recommended by the Search Committee; seek additional finalists from Search Committee, if needed Conducts reference checks on finalists Notifies Search Chair when to communicate to candidates not selected as a candidate for the position
	Search Chair		Notifies finalist candidates who were not selected for the position (see Appendix H, sample communications).
	Hiring Manager	Offeree Approval Form	Hiring Manager prepares Offeree Approval Form and submits to HR
	HR		Reviews and approves hire and notifies Hiring Manager; facilitates Hiring Manager making verbal conditional offer HR must seek SUOAF input regarding proposed salary before conditional offer can be made to a candidate
	Hiring Manager		Once conditional offer has been accepted by candidate, hiring manager communicates to other finalists that were not selected, (see Appendix H, sample communications)
	HR		Background check conducted and appointment letter generated
	President		Makes written offer to candidate in appointment letter
	HR		Schedules New Employee Orientation and provides appointment letter to candidate

Appendix B
Classified Search Process Checklist

Complete (date)	Responsible Party/Office	Form	Function
	Hiring Manager	Personnel Action Request Form	Request authorization to fill position • Must include: PCN, position title, rank, type of action requested, Banner index, and salary range
	HR		HR will contact Hiring Manager to obtain at least 3-5 preferred qualifications, the work schedule/shift, and any additional information relevant to the position that they would like to include in the posting introduction. HR will begin posting requisition spreadsheet and check for mandatory hires. DAS will provide HR with job posting which will then be forwarded to Hiring Manager.
	Hiring Manager	Search Recruitment Plan	Develop recruitment plan and attach job advertisement/posting; determine advertising sources and outreach efforts Propose Search Committee members
	Regulatory Affairs		Review of recruitment plan and Search Committee composition Regulatory Affairs arranges any required training and issues Search Charge
	HR		Position advertised in accordance with recruitment plan and Hiring Manager is notified
	Hiring Manager/Search Chair		Ensure Search Committee completes any required training **Arrange for a Search Committee meeting to:** • Review expectations and timelines; • Review needs for active recruiting by all Search Committee members; • Ensure Regulatory Affairs meets with the committee to deliver Charge

	Search Committee		Develop interview questions, in conjunction with hiring manager Develop method for evaluating applications, interviews and responses, in conjunction with hiring manager
	HR	Authorization to Interview form and Pool Review Form	Upon closing of posting period and verification from Regulatory Affairs of completion of training and delivery of Charge, HR reviews eligible applications provided by DAS, verifies minimum qualifications, and completes Authorization to Interview form for Regulatory Affairs to approve and attaches demographic data on search for Pool Review Form
	Regulatory Affairs		Reviews applicant pool to ensure regulatory compliance
	HR		Upon approval of Authorization to Interview form, HR shares applications with Search Committee and notifies Hiring Manager and Search Committee to proceed with interviews.
	Search Committee	Screening Summary Report	Screens and interviews candidates Search Chair prepares the Screening Summary Report
	Hiring Manager		Interviews finalists recommended by the Search Committee; seek additional finalists from Search Committee, if needed Conducts reference checks on finalists Notifies Search Chair when to communicate to candidates not selected to move forward in the process
	Search Chair		Notifies finalist candidates who were not selected to move forward to hiring manager (see Appendix H, sample communications).
	Hiring Manager	Approval of Recommended Candidates Form and Offeree Approval Form	Hiring Manager prepares Approval of Recommended Candidates Form and Offeree Approval form
	HR		Checks for mandatory hires; facilitates Hiring Manager making verbal conditional offer

	Hiring Manager		Notifies HR whether candidate accepted the verbal conditional offer
	HR		Background check conducted and appointment letter generated *NP2 and NP5 pre-employment physical's scheduled* Sends notices to all applicants that were not selected for hire via JobAps
	CHRO		Makes written offer to candidate in appointment letter
	HR		Schedules New Employee Orientation and provides appointment letter to candidate

Appendix C
Confidentiality Form

As a member of a search committee, you will be participating in one or more steps of the interview process. It is Central Connecticut State University's policy and practice not to engage in any form of discriminatory practice relating to screening and hiring applicants and by serving on a search committee, you agree to adhere to these policies.

As a member of the search committee your participation in this process will also require your maintaining **strict confidentiality** regarding all applicant information. No applicant information can be shared during or after the search is complete, either verbally or electronically, outside of the search process.

If you know an applicant or know someone who works with or for the applicant, please:

- Disclose this to the Hiring Manager
- Do not make any inquiries on your own about the applicant

Your signature attests to your intention to adhere to the above statements. Please return this form via email to Human Resources at hrrecruitment@ccsu.edu

Thank you for your participation in this process.

Print Your Name: _____

Print Your Email Address: _____

_____   _____
Signature   Date

Appendix D
Sample Evaluation Rubric

		PREFERRED QUALIFICATIONS						TOTAL	WRITTEN EVALUATIONS (if applicable)	Interview (Yes or No)
		Qual 1	Qual 2	Qual 3	Qual 4	Qual 5	Qual 6			
Last Name	First Name	Yes /No	Yes /No	Yes /No	Yes /No	Yes /No	Yes /No		For evaluations: Provide an objective summary evaluating the candidate based on criteria supported from the advertisement or posting	
									Per the Search Committee, application materials revealed that candidate…	
									Per the Search Committee, application materials revealed that candidate…	
									Per the Search Committee, application materials revealed that candidate…	
									Per the Search Committee, application materials revealed that candidate…	
									Per the Search Committee, application materials revealed that candidate…	

Appendix E
Sample Interview Questions

Use the job description or job advertisement/posting as a guide when developing the basic set of interview questions. Questions should be related to the work described and the knowledge, skills, abilities, and/or characteristics required to be effective in the role.

The sample questions below are not comprehensive but may be used as a guide to design appropriate questions for the position.

General Leadership Values & Expectations
Integrity
- Describe a time when your integrity was questioned. What did you do?
- Describe a time you were asked to do something that was against your better judgment. How did you handle it?
- Describe an ethical dilemma that you have encountered.
- Describe a time when you committed to something but were unable to keep the commitment.
- Discuss a time when you went above and beyond for somebody else at no gain for you.
- What would you do if someone asked you to do something unethical? How would you handle it?
- Describe a time when you made a mistake at work. How did you deal with the situation and what was the outcome?

Adaptation
- Describe the most difficult transition you have experienced. How did you make the adjustment?
- Describe two of your direct reports who are most dissimilar. How have you managed/led each one?
- Describe a project you were working on in which the specifications changed. What did you do?
- Describe a situation in which you had to adjust quickly to a change in organizational, department, or team priorities. How did the change affect you?
- Describe how you would develop a relationship with a manager who had a vastly different work style and schedule.
- Can you provide an example of how you adapted to a new change in legislation, policy, or business practice?

Determination
- Describe a time when you seized an opportunity and ran with it.
- Describe a time when you had to meet a scheduled deadline while your work was being continually disrupted. What caused you the most difficulty and why?
- Describe a team project in which things were not moving along as well as you had hoped. What did you do?
- Describe your most challenging work assignment to date.
- What drives you to go to work each day?
- Discuss the steps you take when faced with a difficult problem.

- What has been one of your biggest disappointments at work? How did you overcome it?
- What do you do when others resist or reject your ideas or actions?

Enthusiasm and Engagement
- What interests you most about this position?
- Tell me about a colleague you really admired and why.
- Have you ever been in a situation where there was "negative energy" among coworkers? What did you do about it?
- Talk about a time when you were intensely motivated at work.
- What are you doing when you're most productive in your job?

Exploration
- How do you encourage creative thinking within your current organization?
- Discuss a job that you had that required you to gain a new skillset. How did you approach this learning opportunity?
- Provide a time during your previous employment when, unsolicited, you suggested a better way to perform a process.
- Describe a time when you were able to demonstrate initiative.

Communication
- How do you encourage differing opinions and thoughts?
- How do you create welcoming relationships with students and colleagues?

Compassion
- When was the last time you acted as a mentor?
- Describe the last time you jumped in to help someone in need.
- Describe a scenario when you had to demonstrate empathy and listening skills to solve a problem.
- How do you react when faced with a student or colleague who is upset?
- Provide an example of a time when your compassionate attitude caused a student or colleague to stay positive and calm.
- Discuss a time when you were under extreme pressure and remained calm, compassionate, and focused.

Job Skills
Task Orientation
- Provide an example of the type of work you did on a day-to-day basis that required accuracy?
- Are you strongest in the areas of accuracy or speed? Why?
- In some positions it is quite easy to make errors. What do you do to control errors?
- Provide an example of the deadlines that needed to be met in your last job. How did you make sure things got done?
- Provide an example of a time when you thought you had completed a task, but you missed a detail. What happened?
- Provide an example of the most detail-oriented positions you have had.
- Describe a situation where you had to multitask. How did you handle it?
- How do you keep track of duties that must get done concurrently?
- What would your supervisor say about your abilities to complete tasks as assigned?
- Do you prefer working alone, or with others?
- Would you rather be closely supervised and given good direction, or work out the solutions for yourself?

Handling Complex Problems
- Provide an example of the last major project you worked on. What was your role and what were the issues and the outcome?
- Describe how you think through a difficult problem.
- Have you ever had to motivate top management to follow a decision you made? Please describe the situation and your process.
- Describe a project you worked on that stalled for some reason; what you did to put it back on track?
- What types of problems do you solve on a day-to-day basis?
- Did you make any changes in your previous position you felt particularly proud of?
- Describe an example of a complex problem or issue you have faced. How did you solve the problem?

Learning Orientation
- Describe an individual area of opportunity. How did you identify? How have you improved?
- Describe a time when you had to educate yourself about a topic to make a presentation or complete a new task.
- What skills have you gained from previous work experience?
- What has been the most difficult job-related skill that you have had to learn?
- How do you stay current with new developments in your profession?
- Describe an effort you undertook to proactively identify your own developmental needs and areas of opportunities.
- Describe a time when you were provided difficult feedback from a supervisor; what did you learn?
- Have you ever been in a situation where you thought you needed to adjust or modify your behavior? How did you know?

Communication
- What feedback have you received regarding your communication style?
- What did you do in your last position to ensure information was distributed appropriately?
- How do you ensure you are communicating clearly with your leaders, peers, and subordinates?
- How would you go about explaining a complex idea/problem to a student/colleague/staff member who was already frustrated?
- How would you overcome difficulty with a non-communicative supervisor?
- How can you tell whether your message has been clearly received?
- Describe a time when a miscommunication caused an issue for you.
- Describe a time you had to communicate under difficult circumstances with an external or internal stakeholder.
- How do you ensure that your team is aware of the strategic direction and vision of the organization?
- Describe a time when you communicated something unpleasant or difficult to your supervisor.

Leadership
- How would you describe your leadership style?
- What values are most important to you as a leader?

- How would you handle it if your team resisted a new policy or idea you introduced?
- What value should a leader possess?
- Give us an example of a great leader; why did you pick that person?
- How do you balance the needs of your leadership with the needs of your reports?
- How do you ensure your employees are being developed to their fullest?
- A new policy is to be implemented university wide. You do not agree with this policy. How do you discuss this policy with your staff?

Management
- How do you describe your management style?
- How do you monitor the performance of your employees?
- Provide an example of a time you had to build consensus.
- How do you recognize the achievement of others?
- How frequently do you provide feedback and development to your staff?
- How have you resolved disciplinary problems in previous positions?
- Describe a time when an employee thought they were ready to be promoted and you disagreed. What did you do?
- Describe a time when your coaching of an employee was effective because of the constructive feedback you provided.
- Describe your least effective direct report. What were his or her strengths and areas of improvement (weaknesses)? What did you do to improve his or her performance?

Teamwork
- How would you approach a colleague struggling or overwhelmed with their workload?
- How will you create opportunities to collaborate with units beyond your own?
- How did you collaborate in your previous institution across disciplines or units?
- Describe the most successful team you have been a part of and your contributions to that team.
- Describe a dysfunctional team you have been a part of, and in retrospect, how would you change your contributions to that team?
- Building rapport is sometimes a challenging thing to do. Describe a time when you were able to build rapport with someone at work, even under difficult circumstances.
- What is the role you play as a member of a team?
- Discuss a time you worked on a cross-functional team. How did you manage challenges as they arose?
- What makes a team effective? How does an effective team make an impact on the organization?

Creativity/Innovation
- How would you create an environment that promotes ideas/innovation from team members?
- What are the benefits of fostering creativity in an organization?
- What are the roadblocks to innovation?
- How would you harness the power of your team's creativity to create sustainable change?

Interview Questions for Faculty
- Tell us a little more about your professional experiences, particularly those not mentioned in your application materials.
- Describe your teaching style.

- Describe your teaching philosophy.
- What technology applications have you utilized in the classroom?
- How do you engage students, particularly in a course for non-majors?
- Share your ideas about professional development.
- In your opinion, how should the workload of a faculty member be split and into what areas?
- What changes have you brought to the teaching of _____?
- How would you go about being an advocate and resource for the use of technology in the teaching and learning process?
- What courses have you created or proposed in the past five years?
- What do you think are the most important attributes of a good instructor?
- Where would this position fit into your career development goals?
- How do you define good teaching?
- What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?
- How do you feel your teaching style can serve our student population?
- In what professional development activities have you been involved over the past few years?
- What pedagogical changes do you see on the horizon in your discipline?
- How would your background and experiences strengthen this academic department?
- How do you adjust your style to the less motivated or under-prepared student?
- Have you involved your students in your research?
- What are your current research interests?
- What are the most recent book and article that you have read?
- What can you bring to the department that is uniquely yours?
- What kind of techniques have you found, to be effective?
- How well do you interact with your colleagues and what attribute do you bring to the department that will make a positive difference in this department or college?
- How do you define success in the classroom? How do you measure that success?
- Describe the most recent difficult situation you encountered in a class and how you handled it?
- What are one or two of your proudest professional accomplishments?

Appendix F
Sample Candidate Evaluation

CANDIDATE EVALUATION: FIRST INTERVIEW		
Candidate Name:	**Name of Interviewer:**	
Position Title:	**Date & Time:**	
CANDIDATE EVALUATION		
<u>Criteria</u>		<u>Comments</u>
The candidate was prepared for the interview. *(Punctual, asked questions, researched position, provided examples, etc.)*		
The candidate's previous experience is relevant to the essential job duties and responsibilities. *(Provides examples of previous experience with specific details to demonstrate knowledge)*		
The candidate demonstrated interpersonal skills. *(Provide examples of conflict resolution, teamwork, collaboration, project coordination etc.)*		
The candidate demonstrated effective verbal and written communication skills. *(Discuss experience with writing for various audiences and in various formats such as email, memo, social media, etc.)*		

The candidate demonstrated adaptability skills. *(Discussed experience working with moving deadlines or in ambiguity)*		
Other		
INTERVIEW SUMMARY		
Strengths/Weaknesses		**Comments**

CANDIDATE EVALUATION: FIRST INTERVIEW		
Candidate Name:	**Name of Interviewer:**	
Position Title:	**Date & Time:**	
CANDIDATE EVALUATION		
Question		**Comments**
Question #1		
Question #2		
Question #3		
Question #4		

Question #5		
Question #6		
Other		
INTERVIEW SUMMARY		
Strengths/Weaknesses		**Comments**

Appendix G
Sample Reference Check Questions

1. When did NAME work for your institution/organization/company?
2. Could you confirm starting and ending employment dates?
3. When did NAME leave?
4. Why did NAME leave the company?
5. What was her/his position? Can you describe the job responsibilities?
6. Is NAME eligible to be rehired by your institution/organization/company?
7. Would you hire NAME for this position?
8. Did you evaluate NAME's performance? Can you speak to his/her strong and weak points? What was noted as needing improvement during this performance review?
9. What were the areas of concern you had with NAME's job performance?
10. Were there ever any concerns with NAME's attendance or promptness in reporting to work?
11. Did NAME supervise others? If I spoke to those individuals, how do you think they would describe NAME's leadership style?
12. Can you describe a time when NAME experienced a conflict with another member of your team? How was it resolved?
13. Can you describe NAME's experience working as a member of and/or as a leader of a team?
14. What did students say about NAME's willingness to provide coaching and guidance?
15. How would you describe NAME's writing skills? What types of communications did NAME write (formal/informal, expository/persuasive, memos, letters, project implementation plans, position papers, analysis/reports, etc.)?
16. From your perspective how well "connected" is NAME and how does s/he form strategic relationships with others?
17. Describe NAME's ability to communicate, coach and work with others.
18. Describe NAME's flexibility and ability to when presented with new ideas or assignments?
19. How did NAME keep current with changing trends in your industry/discipline?
20. How would you describe NAME's skills working with quantitative data (is good with numbers, detecting trends/relationships, overall picture as well as details)?
21. How would you describe NAME's:
    a. work ethic?
    b. commitment to the job and organization?
22. How would you describe NAME's communications style with:
    a. Students
    b. Graduate Students
    c. Staff Colleagues
    d. Academic Colleagues
    e. Clients
    f. Peers
    g. Supervisors
23. What were NAME's greatest professional contributions to your organization?
24. Would you rehire NAME today?
25. Is there anything else you think I should know about NAME's skills, abilities or job performance?

Appendix H
Sample Communications

It is important to communicate clearly and concisely with unsuccessful applicants and to do so in a timely manner. This follow-up communication allows applicants to know the status of the search and may alleviate frustration, disappointment, or confusion. Using the sample communications provided below allow for clear and consistent messaging to each applicant. Prompt communication throughout a search process regarding an applicant's status builds a positive reputation for Central Connecticut State University and may help attract potential employees in the future.

Types of communication correspondence:
- **Not qualified and Minimally qualified applicant**: The applicant is rejected because they did not have the necessary qualifications or are less qualified than desired.
- **Qualified applicant** that makes it to first or second 2nd round of interviews with the committee but is not selected as a finalist.
- **Finalists** who meet with the hiring manager but are not recommended for the position.

You can use one of the following sample communications as-is or revise it further to create original templates. If writing a traditional letter, include a formal header (first and last name, address, contact information, etc.); if writing an email, put the job title or position as the subject line of the email.

Regardless of the manner of communication, the correspondence should typically contain the following basic details:

> Central Connecticut State University
> Candidate name
> Job title or position
> Date of application or interview
> Reason for rejection

Sample communication for Hiring Manager to send to internal SUOAF applicants not selected for an interview during an internal posting:

Thank you for your interest in the internal SUOAF posting for the INSERT POSITION TITLE position. Currently, we have decided to proceed with the external search process. You are welcome to apply through this external search process when the position is posted on the CCSU Human Resources Site located here: https://www.ccsu.edu/hr/job-opportunities

Sample communication for Hiring Manager to send to internal SUOAF applicants who were interviewed but not selected during an internal posting:

I want to thank you for your interest in [position] at Central Connecticut State University, as well as the time you devoted to the interview process.

Currently, we have decided to proceed with the external search process. You are welcome to apply through this external search process when the position is posted on the CCSU Human Resources Site located here: https://www.ccsu.edu/hr/job-opportunities

Thank you again for taking the time to apply for this opportunity. We wish you all the best with your career pursuits.

Sample communication for Search Committee Chair to send to unqualified and/or minimally qualified applicants:

Thank you for your interest in the [position]. The Search Committee has concluded their review of applicants for this position. We regret to inform you that your application is no longer under consideration.

Thank-you again for taking the time to apply for this opportunity. We wish you all the best with your career pursuits.

Sample communication for Search Committee Chair to send to qualified applicants that make it to first or second round interviews with the search committee:

On behalf of the members of the search committee, we would like to thank you for your interest in the [position] at Central Connecticut State University. The interview process allowed us to gain valuable understanding of your skills and experience. After careful consideration we have decided to move forward with other candidates whose experience and skills more closely align with the needs of the position.

Thank you again for taking the time to apply for this opportunity. We wish you all the best with your career pursuits.

Sample communication from Hiring Manager to send to finalists that are <u>not</u> selected for the position:

I want to thank you for your interest in [position] at Central Connecticut State University. I thank you for the significant time and effort invested in the application and interview process.

Unfortunately, I am writing to advise you that another candidate was selected as their qualifications best matched the department's current needs.

Thank you again for taking the time to apply for this opportunity. We wish you all the best with your career pursuits.

Sample communication from Search Committee Chair to applicants following a failed search:

I am writing to provide an update regarding your application for the [position] at Central Connecticut State University.

We appreciate the time you invested in this application process. However, Central Connecticut State will not be filling this vacancy at this time.

This position may be posted again in the future. You are invited to re-apply if you would like to be considered if/when the position is re-posted.

Thank you again for your interest in joining our community.

Appendix I
Sample Onboarding Checklist

HIRING MANAGER CHECKLIST FOR NEW HIRES

USE THIS CHECKLIST TO ENSURE A SUCCESSFUL START FOR NEW EMPLOYEES

Before the First Day

Pre-arrival onboarding sets expectations for the first day and provides necessary information before starting. It helps put new employees at ease and makes the first day run smoothly.

- ☐ Email new hire to check in and ensure the employee is ready for the Human Resources Orientation/Onboarding.

- ☐ Prepare and provide an itinerary for the first day and week.

- ☐ Set up e-mail and request equipment – computer, telephone, office supplies etc.

- ☐ Secure and prepare workstation/office.

- ☐ Send a new employee announcement to other employees on the team.

- ☐ Prepare contact information for important university departments as well as for co-workers in the department – who the employee can ask questions etc.

First Day

The new employee will start their first day with Human Resources. After completing the onboarding paperwork in Human Resources, the hiring manager will welcome the new employee to the department, introduce them to the team, review departmental policies, and provide an introduction to the work/tasks to be assigned.

- ☐ Welcome the new employee and show them their workstation/office.

- ☐ Provide a tour of the office/building/facility (show where to find restrooms, elevator, stairs, exit, etc.)

- ☐ Plan a team lunch or other informal introduction.

☐   Introduce them to a member of the department who can act as a resource and/or mentor.

☐   Confirm that they receive building access card/key (if applicable).

☐   Introduce them to the office computer network (shared files and drives).

First Week

The first week should build off of the first day, helping the new employee become more familiar with their new workplace, colleagues and specific duties. It also eases them into the department and gets others involved in helping them learn their new role.

☐   Inquire how the first week went and make time to listen to any questions.

☐   Verify computer, network systems, printer, e-mail, telephone, voicemail. etc. are working.

☐   Review work expectations (including job description) and process for reporting time in Core-CT.

☐   Check in to see if all applicable trainings (Ethics, Title IX, Sexual Harassment training, etc.) are complete.

☐   Review work expectations and process for requesting sick leave, sick family and other leaves that might be applicable.

☐   Schedule a weekly one-on-one with the new employee for check-ins.

Important reminder for hiring managers regarding new SUOAF employees:

It is the hiring manager's responsibility to remember the notice provisions regarding renewal of appointments as outlined in Article 14 of the SUOAF-AFSCME collective bargaining agreement. It is recommended that hiring managers place a reminder in their calendar at least four (4) months prior to the expiration of an initial appointment, seven (7) months prior to the expiration of a second year appointment, and thirteen (13) months prior to the expiration of any appointment thereafter that is prior to the employee achieving continuing appointment so that any concerns regarding the employee can be discussed with Human Resources and a decision can be made regarding renewal/non-renewal of appointment.