



# Administrative Procedure

Number: 314  
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**Subject:** SELECTION AND APPOINTMENT

1.0. PURPOSE:

To establish the policy and procedure related to the selection and appointment of candidates to all positions excluding academic, academic administrative and such other positions as may be designated by the President.

2.0. ORGANIZATIONS AFFECTED:

- 2.1. All organizational units of the University, excluding auxiliary organizations, Unit 3 (Faculty), and those administrative positions requiring formal consultation with the Academic Senate.
- 2.2. Important: This procedure, or portions thereof, may be superseded by an agreement between The California State University and an exclusive representative developed as a result of collective bargaining.

When referring to this procedure as it relates to actions affecting represented employees, consult the agreement that applies to employees within the represented unit.

3.0. REFERENCES:

- 3.1. State University Administrative Manual (SUAM), Sections 5120-5210, 5220-5280.
- 3.2. A detailed cross-reference is provided in the Faculty and Staff Relations publication, "Show It To Me In Writing."
- 3.3. Collective Bargaining Agreements, Subject: Appointment

Unit 1 Section 11.1 - 11.6  
Unit 2 Section 9.1 - 9.6  
Unit 4 Section 13.1 - 13.9  
Unit 5 Section 9.1 - 9.6  
Unit 6 Section 10.1 - 10.8  
Unit 7 Section 9.1 - 9.6  
Unit 8 Section 12.1 - 12.7  
Unit 9 Section 9.1 - 9.6

**Approved:**

**Date:**

4.0. POLICY:

All appointments shall be based solely upon ability and fitness for the position to be filled, without regard to race, religion, color, national origin, ancestry, age, handicap, veteran status, sex or sexual orientation of the applicant.

All employees are required to meet the minimum qualifications as outlined in the classification and qualification standards for the position. Selection criteria must be established and weighed prior to the administration of selection devices. The selection devices used must be job-related and administered equitably to each applicant.

No official offer may be extended until the required forms have been submitted. Offers of employment may be extended only by the appointing authority of the University.

5.0. DEFINITIONS:

- 5.1. Advisory Committee--A formal panel of approximately 3-5 members constituted expressly for the purpose of reviewing, interviewing, and recommending finalists to the person responsible for final selection.
- 5.2. Appointing Authority--President of the University, or designee. The designee for positions other than academic positions is the Director of Human Resource Management.
- 5.3. Appointment--Act of designating the individual selected to fill a position. The term includes a variety of actions: appointments; reappointments; promotions; reassignments; transfers; demotions; and reinstatements. Depending on the nature of the position or the length of the appointment, appointments are either probationary, temporary, or permanent.
- 5.4. Affirmative Action Compliance Report--Form AAO(18851:4)F957(8/85) to be completed by the employing department supervisor or committee for designated administrative and other positions. The form is reviewed by the Affirmative Action Program Director to determine that all affirmative action guidelines have been complied with in the recruitment and selection process.
- 5.5. Applicant Appraisal--Standard form HRM-007A-1 (6/85) completed by the department supervisor for each applicant interviewed listing specific reasons for selection based upon pre-determined criteria.

- 5.6. Staff Transaction Form--Standard form HRM-884A-1 (5/88) completed by the department and submitted to Human Resource Management to indicate selection of a candidate. This approved form constitutes Human Resource Management's authority to extend an offer of employment.
- 5.7. Staff Notification--Standard form HRM-885A-1,2&4 (6/85) completed by Human Resource Management and used to notify non-management candidates of their selection and conditions of employment. Letters are written to notify candidates hired under the auspices of the Management Personnel Plan (MPP).
- 5.8. Selection Devices--Refers to applications/resumes, skills tests, specialized tests, interviews, physical examinations, etc. used to select a qualified candidate for the position.

6.0. RESPONSIBILITIES:

6.1. Human Resource Management will:

- 6.1.1. Refer all the applications of candidates to the employing department supervisor, or when implemented, a selection advisory committee.
- 6.1.2. Review applications of candidates selected for interview to determine if applicants meet the minimum qualifications.
- 6.1.3. Provide department supervisors or committee members with the applications and Applicant Appraisal Forms HRM-007A-1 (6/85) for candidates to be interviewed for staff positions.
- 6.1.4. Administer the appropriate skills tests to top candidates.
- 6.1.5. Review completed Applicant Appraisal Forms HRM-007A-1 (6/85) to determine the validity of the selection process.
- 6.1.6. Interview finalists recommended by departments to ensure that they meet the minimum qualifications.
- 6.1.7. Prepare an Advanced Step Appointment Form HRM-008A (7/84), when appropriate.

6.1.8. Extend an official offer of employment to the selected applicant and explain conditions of employment. Advise new employees to report to the Office of Human Resource Management on the first day of work to complete processing.

6.1.9. Notify candidates of the results of the selection process.

6.2. Employing Department Supervisor or Advisory Committee will:

6.2.1. Determine the selection criteria for positions.

6.2.2. Screen applications for positions based on the applicants' qualifications to perform the duties of the position.

6.2.3. Based on pre-determined selection criteria, select for face to face and/or telephone interview, the best qualified candidates.

6.2.4. Provide Human Resource Management with applications of candidates selected for interview to ensure that applicants meet minimum qualifications.

6.2.5. Develop questions to be asked of all candidates interviewed.

6.2.6. Coordinate interview schedules with applicants and provide Human Resource Management with a copy of the schedule.

6.2.7. Complete the Applicant Appraisal Form HRM-007A-1 (6/85) or Affirmative Action Compliance Report AAO(1885-1:4)F957(8/85) comparing and contrasting applicants interviewed.

6.2.8. Upon selection of a successful candidate, complete the Staff Transaction Form HRM-884A-1 (5/88) requesting appointment and route the form to the fiscal dean or administrative officer for review and signature.

6.2.9. Consult with the fiscal authority and Human Resource Management to determine appropriate salary.

6.2.10. Submit the approved Staff Transaction Form HRM-884A-1 (5/88), the completed Applicant Appraisals HRM-007A-1 (6/85) or Affirmative Action Compliance Report AAO(1885-1:4)F957 (8/85), and all applications to Human Resource Management.

6.2.11. For positions requiring an Affirmative Action Compliance Report AAO(1885-1:4)F957 (8/85) and for which an advisory committee is not used, perform the selection functions of the advisory committee.

6.3. Fiscal Deans and/or Vice Presidents will review and approve all Staff Transaction Forms HRM-884A-1 (5/88), Advanced Step Appointments HRM-008A (7/84), and Affirmative Action Compliance Reports AAO(1885-1:4)F957 (8/85) as appropriate for their areas of responsibility.

7.0. PROCEDURES:

7.1. All applicants for vacant positions will complete the Application for Employment HRM-002A/B (9/88), or the Promotion/Transfer Application, HRM-101A (8/84).

7.2. Human Resource Management will evaluate applications of candidates selected for interview to determine if applicants meet the minimum qualifications for the position using the Classification and Qualification Standards and the Employment and Promotional Opportunity Announcement.

7.3. Selection Procedures:

7.3.1. Human Resource Management will forward all applications to the department supervisor or advisory committee.

7.3.2. The department supervisor will screen the applications based on qualifications to perform the duties of the position and select the candidates best qualified for interviews based on the selection criteria.

7.3.3. Human Resource Management will review applications of candidates selected for interview to determine if applicants meet the minimum qualifications. Candidates whose qualifications are questionable will be interviewed by Human Resource Management to determine inclusion in the interviewing pool.

7.3.4. The department supervisor or advisory committee will schedule interviews for the qualified candidates and forward a copy of the interview schedule to Human Resource Management for review.

7.3.5. Human Resource Management will so notify applicants not selected for interview.

- 7.3.6. Human Resource Management will administer the appropriate skills tests to the top candidates.
- 7.3.7. The department supervisor will interview and complete the Applicant Appraisal Form(s) HRM-007A-1 (6/85).
- 7.3.8. The department supervisor will consult with the fiscal authority and Human Resource Management regarding appropriate salary step.
- 7.3.9. The department supervisor will complete the Staff Transaction Form HRM-884A-1 (5/88) to request appointment of the final candidate and route the form and, if appropriate, the Advanced Step Appointment HRM-008A (7/84), to the fiscal dean or administrative officer for review and signature approval.
- 7.3.10. The department supervisor will forward the approved Staff Transaction Form HRM-884A-1 (5/88), Applicant Appraisal Forms HRM-007A-1 (6/85), Advanced Step Appointment HRM-008A (7/84), and all applications to Human Resource Management.

7.4. Selection Procedures for Designated Classifications:

- 7.4.1. The department supervisor, in consultation with the Director of Human Resource Management, or designee, and with the Affirmative Action Program Director, will:
  - a. Determine if an advisory committee will be used.
  - b. If an advisory committee will be used, determine its composition. The following representation will be considered: users of the services, persons in similar positions in an outside agency or other university; department representatives in a lateral or higher level capacity; and faculty members or other appropriate persons who can offer expertise.
  - c. The supervisor of the position shall not be a member of the committee.
  - d. Consideration shall be given to the ethnic and sexual composition of the committee.

7.4.2. The Advisory Committee will:

- a. Select a Chairperson.
- b. In consultation with the supervisor and Affirmative Action Program Director, recommend the selection criteria.
- c. Review all applications to determine the candidates to be interviewed by the committee.
- d. Provide Human Resource Management with applications of candidates selected for face to face and/or telephone interviews to ensure that applicants meet minimum qualifications.
- e. Provide Human Resource Management and Affirmative Action with a list of the questions to be asked during the interview.
- f. Schedule interviews and advise Human Resource Management, when necessary, to coordinate travel arrangements.
- g. Conduct the interviews, and reach consensus on the top candidates.
- h. Recommend a minimum of approximately 3-5 candidates to the supervisor. These will not be in rank order.

7.4.3. The Chairperson of the Committee will:

- a. Ensure that the Affirmative Action Compliance Report AAO(1885-1:4)F957 (8/85) is completed. Each member of the panel will indicate concurrence by signing the report. If any member of the panel does not concur, a dissenting report may be submitted.
- b. Submit the report to the supervisor.

7.4.4. The Supervisor will:

- a. Interview the finalists and arrange a meeting with the Director of Human Resource Management, or designee.

- b. Prepare a memorandum indicating reasons for selecting the final candidate which will become an addendum to the Compliance Report
  - c. Complete the Staff Transaction Form HRM-884A-1 (5/88) and secure the signature of the fiscal dean and/or Vice President on both the Staff Transaction Form HRM-884A-1 (5/88) and the Compliance Report when appropriate.
  - d. Submit the approved Staff Transaction Form HRM-884A-1 (5/88), Compliance Report, and any supporting documents to Human Resource Management.
- 7.4.5. Human Resource Management and the Affirmative Action Program Director will review to ensure that all procedural requirements have been met before an offer of employment is made.
- 7.4.6. In the event an advisory committee is not used, the supervisor will be responsible for the procedural steps assigned to the committee.
- 7.4.7. Exception: If arrangements are made for out-of-area candidates to meet with campus representatives other than the advisory committee and/or department supervisor, the following conditions will apply:
- a. All applicants interviewed will be treated in a like manner.
  - b. An agenda of their scheduled visit will be provided in advance to Human Resource Management.
  - c. The Director of Human Resource Management, or designee, will be included to explain the benefit package.
- 7.5. Selection Procedures for Positions Covered by Collective Bargaining Agreements for Units: 4 (Academic Support), 6 (Skilled Crafts), and 8 (Public Safety):
- 7.5.1. The department supervisor, using an advisory committee or other appropriate consultative procedures, will follow the procedures outlined above through the point of selecting a candidate for the position.



- 7.5.2. Positions in Bargaining Unit 4: When utilizing a search or interview committee to fill a position, at least one (1) bargaining unit member shall be included on the committee.
- 7.5.3. Positions in Bargaining Unit 6: When an interview panel is utilized and the Union recommends one (1) unit member from the craft being recruited, such unit member shall serve on the panel.
- 7.5.4. Positions in Bargaining Unit 8: An interview board composed of at least three (3) individuals appointed by the President shall be convened for the purpose of screening applications and/or interviewing candidates. The majority of the interview board shall be composed of individuals not employed in the Department of Public Safety.

7.6. Human Resource Management will:

- 7.6.1. Transmit the Affirmative Action Compliance Report AAO(1885-1:4)F957 (8/85) to the Affirmative Action Program Director for approval.
- 7.6.2. Interview the selected candidate; discuss the conditions of employment and rate of pay; extend a formal offer of employment; and arrange a start date.
- 7.6.3. Complete the Staff Transaction Form HRM-884A-1 (5/88), indicating the conditions of employment. The department head does not have the authority to extend offers of employment.
- 7.6.4. Advise the new employee to bring proof of their identity and legal right to work in the United States when they report to Human Resource Management on the first day of service to complete personnel processing.
- 7.6.5. After the selected candidate has accepted, notify unsuccessful finalists that the position has been filled.
- 7.6.6. Prepare and distribute the letter of appointment or the Staff Notification.

8.0. APPENDICES:

- 8.1. Application for Employment, (General) HRM-002A (9/88).
- 8.2. Application for Employment, (Professional) HRM-002B (9/88)
- 8.3. Promotion/Transfer Application, HRM-101A (8/84).
- 8.4. Applicant Appraisal, HRM-007A-1 (6/85).
- 8.5. Affirmative Action Compliance Report, AAO(1885-1:4)F957 (8/85).
- 8.6. Staff Transaction Form, HRM-884A-1 (5/88).
- 8.7. Staff Notification, HRM-885A-1, 2, & 4 (6/85).
- 8.8. Advance Step Appointment, HRM-008A (7/84)
- 8.9. Classifications Requiring Affirmative Action Compliance Procedures.

CLASSIFICATIONS REQUIRING AFFIRMATIVE ACTION COMPLIANCE PROCEDURES

Accountant II  
Accounting Officer I, II  
Administrative Operations Analyst II, III  
Administrative Program Specialist

Affirmative Action Program Director  
Associate Director of Institutional Studies  
Associate Director of Library

Business Manager

Chief Engineer

Data Processing Manager  
Data Processing Supervisor III  
Dean of Educational Services and Summer Session  
Dean of Instruction  
Dean of Students  
Director of Athletics  
Director of Institutional Studies  
Director of Plant Operations  
Director of Public Safety  
Director of Student Health Services

Extended Education Specialist

Financial Manager

Instructional Computing Consultant IV

Manager, Data Processing Services

Payroll Supervisor III  
Personnel Management Specialist  
Personnel Officer  
Physician II, III  
Procurement and Support Services Officer II, III  
Public Affairs Officer  
Public Safety Investigator  
Public Safety Officer

Registered Nurse IV

Special Assistant to the President/Vice President

Staff Assistant to the President/Vice President

Staff Systems Analyst

Student Services Professional Management

Supervising Custodian

Supervising Instructional Computing Consultant III

Supervising Media Production Specialist III

Supervising Programmer

Supervising Public Safety Officer I, II

Supervising Staff Systems Analyst

Supervising Student Services Professional

Supervising Systems Analyst

Supervising Television Engineer

Supervisor of Building Trades

Supervisor of Grounds and Landscape Services

Supervisor of Instructional Support

Technical Equipment Supervisor

Telecommunication