



## **Hiring Full Time, Part Time and Hourly Staff Procedure**

---

**Issued: December, 2007**

**Implemented: March, 2008**

### **PURPOSE**

It is the philosophy of San Francisco State University (SFSU) to post/advertise for vacant positions within the University and in external labor markets as widely and for as much time as is practical to obtain a pool of qualified applicants in a manner that consistent with the California Education Code, Title 5, state, and federal guidelines and in accordance with funding specifications. SFSU makes special efforts to ensure that the recruitment process facilitates equal employment opportunities, upward mobility and reasonable accommodations for qualified individuals with disabilities as defined in the Americans with Disabilities Act (ADA). It is the policy of SFSU in filling vacant positions in CSEA bargaining units 2, 5, 7, 9 to fill such vacancies from among qualified SFSU employee applicants holding positions within CSEA bargaining units 2, 5, 7, 9. For positions that are funded by a non-recurring grant or contract, hired through the Office of Research and Sponsored Programs (ORSP), posting/advertising processes are waived where the candidate is specified by name in the grant proposal or contract documents.

### **SCOPE**

This procedure applies to all positions for hourly and salaried staff covered by collective bargaining agreements and does not apply to faculty, unit 3 positions or classifications excluded from collective bargaining representation, e.g., Student Assistants/Work Study, Special Consultants, or Research Fellows, etc. Where this procedure is in conflict with the Collective Bargaining Agreements reached pursuant to Chapter 12 (commencing with Section 3560) of Division 4 of Title I of the Government Code, the Collective Bargaining Agreements shall take precedence.

### **DEFINITIONS**

#### **Short Term Appointments**

Short term appointments (up to 180 calendar days) do not require formal recruitment procedures. Such an appointment may be filled from the temporary short-term applicant pool maintained by Human Resources or by a personal referral. A short term appointment may be made initially for up to 90 days and may be extended, not to exceed 180 calendar days. Appointments of less than 30 days must be paid at an hourly rate. For positions that result in appointments of more than 180 days, formal recruiting procedures should be initiated during the short term appointment and recruitment should be completed within the 180 day time frame in order to avoid position vacancy gaps. (See posting procedures below.)

To initiate a short term appointment, submit an E-TRAC Staff Employee Hire on-line and forward a completed and signed Position Description, Work Schedule, the employee's application/resume and employee's hiring documentation ("sign-in packet") to Human Resources. Principal Investigators (PI's) should contact the ORSP Personnel Specialist. PI's must submit a Position Description and Work Schedule as well as the ORSP Position Requisition form. Normally, Short Term Hire appointment documents must be received in Human Resources or by the ORSP Personnel Specialist. Employees in

short term appointments are not eligible to participate in Health/Dental/Vision Benefit Plans; however, they do participate in the Part-time, Seasonal & Temporary (PST) retirement plan in lieu of social security and will accrue vacation leave, sick leave, Personal Holiday and may be eligible for Compensatory Time Off/Overtime Pay. The accrual rate is prorated for an employee in an hourly or less than full-time appointment.

### **Long Term Temporary (hourly or salaried) Appointments**

Positions lasting more than 180 days, except for temporary reassignments, shall be posted a minimum of 14 calendar days with the exception of grants/contracts when an individual is specified by name in the grant proposal. All grants and contracts appointments are temporary, e.g., there is a beginning date and end date for the appointment. The time base may change on a monthly basis as long as the employee is given at least 21 days notice of the change. Temporary appointments may be ended prior to the stated end date, normally with a two-week notice in consultation with and prior approval of Human Resources. The PI shall submit a recommendation to end the appointment to the ORSP Personnel Manager with sufficient time to review and process a letter to the employee.

The decision to appoint on an hourly or salaried basis is dependent upon the consistency of work. If the work is intermittent where the assignments will vary in terms of the hours necessary to complete the job, then an hourly appointment is appropriate; however, if the work will continue without interruption for a period of several months, then a salaried position is more appropriate.

### **Research Fellow (Postdoctoral) Appointments**

Research Fellow (Postdoctoral) appointments are not governed by collective bargaining and do not require formal recruiting procedures. The Research Fellow classification is used in two ways: 1) to appoint faculty during intersession periods on sponsored project accounts and 2) to appoint postdoctoral researchers. Two different account codes are used to distinguish between appointing fellows who are postdoctoral researchers (601300) and appointing faculty during intersession periods (601825). The 2007 salary range for Postdoctoral appointments is \$27,180 to \$183,048 with most fellows receiving between \$28,000 and \$55,000 per year. Refer to Research Fellow Guidelines P114 on SFSU HR's website:

[http://www.sfsu.edu/~hrwww/emp\\_relations/hr\\_Directives/P114.html](http://www.sfsu.edu/~hrwww/emp_relations/hr_Directives/P114.html)

### **Reassignment (or lateral transfer)**

Formal recruitment procedures are not implemented for a reassignment within the same department under the same supervisor' e.g. temporary or permanent in the same classification. For the purposes of research projects, reassignment "lateral transfer" pertains to an employee appointed on one grant, then assigned to another grant when the first ends, usually with the same PI as supervisor and with similar job responsibilities.

## **ROLES AND RESPONSIBILITIES**

### **Office of Research and Sponsored Programs**

- **Personnel Specialist (Specialist)**
  - Assists the PI through the hiring process and the rules associated with the Collective Bargaining Agreements.
  - Assists the PI to accurately complete the required HR forms and reviews the documentation for appropriate job responsibilities and compensation level.

- Determines if the position needs to be posted, coordinates the receipt and circulates the applications and resumes with Human Resources.
  - Assists the PI with any questions he/she may have about the interviewing process.
  - Reviews the job description content for accuracy prior to posting if the PI decides to post the position on a non-SFSU job board.
  - Assists the new employee with the New Hire Packet if the position does not need to be posted.
  - Processes the ETRAC information in HRMS to initiate the actual appointment and prepares appointment letters for non-posted positions.
- **Grants Administrator (GA)**
    - Confirms that there are available funds in the account to cover the new position and notifies the Personnel Specialist.
    - Confirms that the appointment is within the current budget period.
- **ORSP Personnel Manager**
    - Reviews the posting and hiring documentation for compliance with the University's Collective Bargaining Agreements before it is sent to Human Resources.
    - Approves the SFSU hiring documentation and approves the ETRAC request in HRMS.

#### **Human Resources**

- **Human Resources Department (HR)**
  - Reviews all hiring documentation for compliance with the Collective Bargaining Agreement, makes the job offer to the candidate, and reviews justifications for salary rates above the mid point of the classification salary range.
  - Posts the job on the SFSU website. Logs and maintains applicant databases.
  - Assists new employees to complete the New Hire Packet.
  - Initiates appointment letters for all posted positions.
  - Provides a New Employee Orientation covering Human Resource procedures and employee benefit plans.

#### **Academic Department or Responsible Unit**

- **Principal Investigator (PI)**
  - Informs ORSP Personnel of any intention to hire for a grant-funded position.
  - Completes the Position Description Form, the Position Requisition Form, and the Work Schedule for the new position.
  - Posts the position on any job websites in addition to the SFSU HR website.
  - Interviews and selects candidates in accordance with the guidelines of the Collective Bargaining Agreements and completes the Staff Recommendation Form.
  - Writes a justification for the higher compensation if the PI chooses to pay a candidate above the mid-point of the salary range for the classification.

## **PROCEDURE**

### **A. Planning the staff recruitment process**

1. The formal recruitment process takes a minimum of six to eight weeks to complete and can take longer, depending on the applicant pool and other factors.
2. The process begins with identifying/defining the essential functions, knowledge, skills, abilities and other qualifications required to perform the essential functions. The Position Description (HR #320A) is then prepared/updated by the PI. The appropriate classification is determined/verified in consultation with the ORSP Personnel Specialist.

### **B. Initiating Recruitment – Posting/Advertising**

1. Components of recruitment and advertising include:
  - a. Primary purpose of the position
  - b. Major responsibilities
  - c. Essential knowledge and skills
  - d. Required experience
  - e. Interpersonal skills, nature of work environment and work relationships
2. The Position Recruitment Authorization, Position Description, Work Schedule (HR #101), a recruitment Authorization for posting and a Purchase Requisition (for advertisement in newspaper or journal) is submitted to Human Resources by Monday at noon for posting in the SF State Careers the following week.
3. Each job announcement within the SF State Careers system contains a closing date, which shall be at least 14 calendar days until a reasonable number of qualified candidates apply.
  - a. The PI may extend posting on a week-to-week basis by calling or e-mailing the ORSP Personnel Specialist by noon on Thursday, the week prior to the closing date; otherwise, the posting will be automatically withdrawn from the SF State Careers system after the minimum 14-day posting requirement has been met.
  - b. For special recruiting, a flyer may be placed in the SF State Careers system for hard-to-fill, unique positions.
  - c. The PI can choose to place an announcement in an on-line recruiting service such as Craig's List.com, Monster.com, Bay Area Techies.com or Dice.com concurrent with posting in the SF State Careers listing.
  - d. The PI can choose to advertise in national academic journals where advertising will reach candidates with applicable research skills in chemistry, biology, psychology or other technical fields.
4. All applications/resumes must be processed by Human Resources prior to being considered by the hiring department. Applicants are not considered candidates for a position without having their application/resume first processed by Human Resources.

### **C. Developing Job-related interview questions**

1. PI's/other hiring committee members shall develop a list of job-related interview questions (pertaining to the candidate's education, experience, skills, as well as work values, style and approach to work and work relationships) to be asked of all interviewed candidates to ensure equal consideration.

- a. Questions unrelated to the position should not be asked including queries about age, religion, disability, race, color, sex, sexual orientation, national origin, marital status and financial status.
- b. Indirect questions that might elicit information unrelated to the position should not be asked such as dates of educational attendance, a photo, question about general physical condition, family members and friends, or about an arrest or conviction.
- c. If an applicant indicates a conviction on the application, notify Human Resources.

#### **D. Interviewing candidates**

1. A minimum of three candidates should be interviewed, whenever possible. Many research projects, particularly in highly technical fields may have a small applicant pool or only one qualified applicant.
2. Recruiting is more effective when interviews are conducted by at least two people, although the PI may choose to conduct the interviews alone.
3. The PI prepares a written rating of each candidate based on the interview questions. All internal candidates (current employees of SFSU) must be interviewed in person. Confidentiality in the interview process is required.

#### **E. Conducting reference checks**

1. Reference checks are conducted by the PI on the recommended number one and number two candidates. There should be two areas of questions asked in the preference process:
  - a. The qualifications of the candidate, e.g., prior positions and dates of employment, duties performed, skills demonstrated, level of performance, degree of initiative and judgment, etc.
  - b. How the candidate acts in interpersonal relationships, e.g., problem-solver team-player, etc.
2. Questions about the effectiveness of the candidate's dealing with peers, superiors and students are appropriate. In addition, it is acceptable to verify the academic degrees and other achievements indicated on the resume/application.
3. Information should be recorded from the reference checks.

#### **F. Recommending a candidate**

1. The PI recommends a candidate for selection by completing an Employment Recommendation Form (#171) indicating the candidates interviewed, comments, reasons for selection (called 9.3 justification) and non-selection, desired salary and start date, and forward to the ORSP Personnel Specialist.
2. All recruiting materials including the original application/resume for all candidates, interview questions, rating sheets and reference notes must be forwarded to Human Resources at the conclusion of the search process.
3. In accordance with CSU and University policy, PI's should not hire close relatives, make recommendations or in any way participate in decisions about any human resource matter that may directly affect the selection, appointment, tenure, compensation, promotion, termination, other employment status or interest of a close relative (spouse or domestic partner, mother, father, daughter, son, sister, brother, sibling).

## **G. Making a job offer**

1. Human Resources arranges for a physical/placement examination if required as a condition of employment.
2. Human Resources shall make the formal job offer. Often the job offer is a negotiation process requiring communication between Human Resources, the ORSP Personnel Specialist and the PI particularly regarding salary and other terms and conditions of appointment.
3. Once the job offer has concluded, ORSP and Human Resources schedule an appointment with the new employee for the University Orientation Program and completion of hiring documents including the completion of the I-9 immigration process and countersignature of the appointment letter.
4. Human Resources initiates a letter of appointment for all posted positions.
5. Human Resources sends each applicant a notification concerning the selection of a candidate at the conclusion of recruitment.

## **RELATED DOCUMENTS**

- [San Francisco State University Human Resources](#) (to review position vacancies for recruitment and access University Human Resource Guidelines, especially Hiring, Nepotism, Conflict of Interest, Administrator MPP recruiting, Special Consultant/Independent Contractor, Classification, Research Fellow Guidelines P114)
- [Position Recruitment Authorization](#)
- [Position Description \(HR #320A\)](#)
- [Work Schedule \(HR #101\)](#)
- [SF Careers at SFSU](#)
- [Employment Recommendation \(HR #171\)](#)