

Guide to Faculty Searches

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CALU

California University of Pennsylvania
Building Character. Building Careers.

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Glossary

Applicant – a person who has submitted an application for employment with the University through PeopleAdmin

Department Head/Dean – in PeopleAdmin, the term used for the **Dean** (also see: *Faculty Only Dept. Head/Dean*)

Diversity Leader Roster – will contain the names of diversity leaders who have been trained in diversity issues related to conducting an equitable search process. Faculty search committee chairs can select from this list to satisfy the requirement of having an EEO representative on the search committee. The links to the “Diversity Leader Roster” and online “Faculty Search Diversity Leader Training” are located on the Academic Affairs “Faculty Search Information” page.

Evaluation/Rating Form – written criteria used to objectively assess applicants during three phases of the search process: (1) Initial Screening of Applicant Qualifications, (2) Phone Interviews, and (3) On-Campus Interviews; created by the search committee. Forms must be pre-approved by **The Office of Social Equity** and the Faculty Search Coordinator prior to any use (samples in Appendices 1.F, 1.G, 1.H)

Department Chair – in PeopleAdmin, term used for the **Department Chair**

Finalists –three to five applicants recommended for hire by the President from the list of interviewed applicants who have been recommended by the department-level faculty search committee, a majority of the regular full-time department faculty, and recommended by the **Dean** (Academic or Student Affairs)

Hiring Form for Tenure-Track Faculty – form initiated by the department, approved by the **Dean** (Academic or Student Affairs), forwarded to the appropriate Vice President (Academic or Student Affairs), and used to generate the President’s appointment letter, (Appendix 1.N)

Search Chair – in PeopleAdmin, term used for the tenured faculty member who serves as chair of a search committee

Job Description – written explanation of the required elements in a posting; must be uploaded into PeopleAdmin on the Documents tab for approval and must match the description of the posting in PeopleAdmin; may be used by departments for marketing/recruiting purposes once approved

Master Ad – advertisement submitted to *The Chronicle of Higher Education* that details open positions and specific requirements (sample in Appendix 1.D)

PeopleAdmin – online system used by Cal U to advertise positions, receive applications, review applications, and recommend applicants for hire

Recruitment Resource List– list maintained by the **Office of Social Equity** Office that indicates possible places for position advertisement and other resources available for recruitment purposes (Appendix 2.A)

Release of Information Authorization Form – form used to initiate the mandatory background check on applicants being considered for recommendation to the President

Search Procedures, Operations, Task (SPOT) Briefing – conducted by the Faculty Search Coordinator with contributions from the Vice Presidents (Academic and Student Affairs), **Social Equity**, Marketing, and Purchasing and attended by **Search Chair, Deans** (Academic and Student Affairs), and **Department Chairs** to review search policies, procedures, operations, and tasks

Temporary Faculty Pool – a pool of applicants available for hire for specific disciplines on a temporary basis

Underrepresented Groups – women and persons of color (Black, Hispanic, American Indian or Alaskan Native, and Asian or Pacific Islander)

Veterans’ Preference Law – preference given to applicants in the finalist recommendation pool due to prior military service; if an applicant is a veteran and selected as a finalist in the search, the veteran must be offered the position (Appendix 2.E)

Introduction

The hiring of excellent faculty is a crucial element in determining the overall direction of California University of Pennsylvania. This guide provides introductory information and step-by-step instructions for those individuals responsible for tenure-track and temporary faculty searches. Adherence to the procedures set forth in this guide will help to assure fair, competent, and consistent searches to help the University to find the best possible applicants.

Current faculty and administration undertaking the responsibility of recruiting new faculty realize that California University of Pennsylvania is committed to justice, fairness and equal opportunity for all. In all hiring practices, the principle of equal employment opportunity is of primary importance. *Under no circumstances will the University tolerate employment decisions based upon the unlawful consideration of an applicant's race, color, religion, national origin, sex, age, sexual orientation, marital status, disability or veteran status.*

California University of Pennsylvania pursues an affirmative action plan in order to attract qualified minorities, females, individuals with disabilities, disabled veterans and veterans. The University supports and recognizes the transfer of educational benefits to dependent spouses and children of veterans as documented in the Post 911 GI Bill signed into law June 20, 2008.

Vigorous national recruitment efforts will be employed to secure a large pool of qualified applicants for tenure-track faculty searches. These efforts are the responsibility of the search committee and academic departments, as well as the Faculty Search Coordinator and the Office of **Social Equity**. Such an approach ensures the opportunity to review the academic quality of numerous applicants and serves to heighten the diversity of our academic community.

Should a doubt arise as to the proper course of action required during the hiring process or when a situation occurs that appears to necessitate a modification of any of the procedures set forth within this guide, **Search Chair**, search committees, **Department Chairs**, and administrators are urged to consult with these individuals:

- For general search items, contact Faculty Search Coordinator, Dr. Len Colelli at extension 4302
- For Social Equity-related items, contact Director of **Social Equity**, Dr. John Burnett at extension 4014
- For PeopleAdmin items, contact Interim Director of **Human Resources**, Eric Guiser at extension 5434

This guide is in compliance with federal and state laws and the APSCUF-PASSHE Collective Bargaining Agreement dated July 1, 2015 to June 30, 2018.

This guide is divided into three parts:

- Part 1 Academic Affairs Guidelines
- Part 2 **Social Equity** Guidelines
- Part 3 PeopleAdmin **Search Chairs** Guide

Throughout this guide, color coding is used so readers can quickly identify every entry that mentions the **Search Chair**, **Dean** (Academic or Student Affairs), **Department Chair**, **Social Equity**, and **Human Resources**.

Part 1 – Academic/Student Affairs Guidelines

Part 1 includes guidelines for conducting faculty searches from the perspective of Academic Affairs. The information is organized to be linear in fashion, following the search process from pre-search procedures through hiring and successfully concluding a search. For questions about any information in Part 1 of this guide, please contact the Faculty Search Coordinator.

Pre-Search Procedures

Department Search Procedures

Department Chairs should work with their department faculty to review and verify (or establish if not currently available) policies and procedures for conducting faculty searches. Departmental policies and procedures should be documented to help reduce misunderstandings and to provide evidence in the event of any challenge to a search process. The policies and procedures must include a requirement for the regular full-time department faculty to vote to recommend qualified applicants for possible hire.

Determining Faculty Vacancies

1. Faculty Vacancies

All faculty vacancies must be approved by the President. Departments may request approval of a faculty vacancy when the curriculum requires additional or replacement faculty.

2. Department Annual Report

Each spring **Department Chairs** may request consideration for replacement or additional faculty as part of the department annual report. **Department Chairs** will consult with their faculty and **Dean** (Academic or Student Affairs) about the justification for a faculty vacancy and the required position qualifications.

3. Position Qualifications

The qualifications for the faculty position must be developed in consultation with the department faculty and the **Dean** (Academic or Student Affairs) and/or Vice President (Academic or Student Affairs), with consideration for the particular needs of the department (academic, diversity, future growth) and the broad needs of the University.

Forming the Department Search Committee

1. Search Committee

Before the end of each spring semester, departments establish search committees and **Search Chairs** (i.e., search committee chairs) for the upcoming year. Guidelines:

- a. The search committee should include an odd number of faculty members. The **Search Chair** *must* be tenured. If more than one search is anticipated, the search committee may be subdivided.
- b. Search committee members *must* commit to participating in all phases of the search process and the **Search Chair** *must* attend the SPOT Briefing.
- c. The **Department Chair** may not serve on the department search committee and shall abstain from participating in any meetings or deliberations or influencing the committee in any way.

2. Multiple Department/Program Search

If a search is anticipated to serve more than one department or program, the cooperating departments or programs will each identify at least one representative to serve on the search committee.

3. Faculty Search Diversity Leader

The search committee *must* include faculty from the Faculty Search Diversity Leader Roster. The faculty has been trained on diversity issues related to conducting an equitable search process. As diversity advocates, they are EO representatives committed to ensuring that the search committees on which they serve adhere to the basic principles of equal opportunity in hiring practices. The roster is available through Academic Affairs (Faculty Search Information) and Social Equity websites.

Confidentiality

Maintenance of confidentiality is absolutely essential during the entire search process. Search committee members have an obligation to the university and to each other to protect the freest expression of opinion in deliberations without fear that comments will be shared with others outside the committee. Especially in discussing applicants, every remark must be taken as privileged. Committee deliberations and decisions are to be held in strict confidence until public disclosure is necessary for on-campus interviews and final recommendations. Disclosure must only be on a need-to-know basis.

Describing Position Qualifications

1. **PeopleAdmin**

Cal U uses an online system, PeopleAdmin, to describe vacancies, advertise positions, receive and review applications, and recommend applicants for hire. See Part 3 of this guide for more detailed instruction on how to use the various features available in PeopleAdmin.

PeopleAdmin Training

Human Resources conducts PeopleAdmin training. Everyone involved in the search process is encouraged to use the available online step-by-step training videos. To access training:

- a. Visit www.peopleadmin.com and select LOGIN
- b. Log in with the specific Search Committee user name and password
- c. Select KNOWLEDGE from the left headers
- d. Select PRODUCT dropdown from the three highlighted headers
- e. Scroll Down the dropdown and select VERSION 5.8
- f. Select 5.8 TRAINING VIDEOS from the list of Articles (11th article listed)
- g. Select the appropriate training module under APPLICANT TRACKING. Do not select anything under the other sections, they don't apply to us (Position Management, Performance Management, Reporting Database)
- h. When finished, log out.

A copy of the *PeopleAdmin Search Chair's User's Guide* is included in Part 3 of this document. A PDF of the *User's Guide* is available on the PeopleAdmin website.

If required, **Human Resources** may provide a department clerical person with working access to PeopleAdmin. The clerk may perform secretarial duties, but the **Search Chair** is still responsible for all processes completed in PeopleAdmin during the various phases of the search procedures.

2. **Creating a Posting**

Given permission from the **Dean** (Academic or Student Affairs), a **Search Chair** (or **Department Chair**) may create a posting in PeopleAdmin. All required posting elements must be entered, and the posting *must* meet University personnel and affirmative action description guidelines. The Faculty Search Coordinator will provide **Search Chair** with a listing of standard terminology required in each posting.

3. **Terminal Degree**

A terminal degree is required for all tenure-track hiring. There are two hiring conditions that will dictate the language to be used in the *Minimum of Training/Education* section of the PeopleAdmin posting and advertisements for positions:

- a. When a terminal degree is required at the time of application, use:
Ph.D. required at the time of application
- b. When a terminal degree can be obtained after application but prior to hiring, use:
Ph.D. required, but applicants in the final stage of completing the terminal degree who will have earned the degree prior to the start date may apply.

NOTE: In a. & b., *Ph.D.* may be replaced with the appropriate terminal degree (or degree equivalence) for the discipline. Departments' special requests related to the terminal degree should be made to the **Dean** (Academic or Student Affairs).

4. **Screening Questions**

PeopleAdmin allows for posting-specific screening questions that can be used to qualify/disqualify individuals at the time of application. Also, points may be assigned to certain answers to closed-ended questions in the application to help rank applicants. For the system to work properly, applicants must answer truthfully and not make entry errors when completing the online application in PeopleAdmin. **Search Chair** and search committees should use these features only after careful consideration of the potential impact on the quality of the applicant pool. For more information, please consult the *PeopleAdmin Search Chair's User's Guide* (included in Part 3 of this guide).

5. **Position Qualifications**

The position qualifications are to be developed in consultation with the department faculty, search committee members, **Search Chair**, **Department Chair**, **Dean** (Academic or Student Affairs) and/or Vice President (Academic or Student Affairs), with consideration for the particular needs of the department (academic, diversity, future growth) and the broad needs of the University. PeopleAdmin requires specification of the *Job Summary/Basic Function, Required Skills, Knowledge & Abilities*, and *Minimum of Training/Education*. Departments' special requests related to any qualifications should be made to the **Dean** (Academic or Student Affairs) early in the process.

6. **Rank, Step and Salary**

PeopleAdmin postings do not specify hiring rank, step, or salary. The President determines the rank, step, and salary. The required language to be used in PeopleAdmin and on the Job Description:

This is a tenure-track faculty appointment. Rank and salary are competitive and commensurate with academic preparation and experience. An excellent fringe benefits package is included.

7. **References**

For the online application in PeopleAdmin, applicants are required to submit the names, addresses, phone numbers and email addresses of at least three professionally-related references. At the conclusion of the Phase 2 Phone/Skype interviews, the **Search Chairs** will send digital reference hyperlinks to solicit standardized reference checks for Phase 3 candidates.

8. **Space Utilization Request**

In PeopleAdmin, the **Department Chair** will identify the proposed office location and attach a Space Utilization Request. Once a search is approved, the **Department Chair** submits the Space Utilization Request form to the **Dean** (Academic or Student Affairs) for approval following the normal procedure **outside** of PeopleAdmin.

9. **Advertising and Recruiting**

In PeopleAdmin the **Search Chair** enters advertising requests that show proactive recruitment by the search committee and department that target discipline-specific resources in an effort to yield a national pool of highly-qualified applicants including underrepresented groups. The Office of **Social Equity** maintains a recruitment resource list (Appendix 2.A) that outlines required and potential recruitment resources. Departments are not limited to this list, which is for information purposes only.

10. **Administrative Diversity Recruitment Plan**

Outside PeopleAdmin the **Search Chair** prepares the Administrative Diversity Recruitment Plan (Appendix 2.D) and submits it to the Office of **Social Equity**. The Administrative Diversity Recruitment plan is a requirement of the Office of **Social Equity**.

11. **Job Description**

After the position is approved, the **Search Chair** must attach a Job Description (Appendix 1.A) and Ad Copy (Appendix 1.C) to the posting in the Documents section of PeopleAdmin. The Faculty Search Coordinator will provide **Search Chairs** with a template of the Job Description and Ad Copy. Required terminology is included on the template and may not be altered.

Securing Approvals

1. **SPOT Briefing**

Each fall semester, the Faculty Search Coordinator conducts a SPOT (Search Procedures, Operations, and Tasks) Briefing. **Department Chairs** and **Search Chairs** should both participate. The Office of **Social Equity** discusses fair and equitable search procedures and emphasizes the University's commitment to diversity.

NOTE: The SPOT training will be scheduled during the “Common Hour” and searches will not move forward when the **Search Chair** has not participated in the SPOT Briefing.

2. Initiating the Approval Process

The **Department Chair** or **Search Chair** should work with the Faculty Search Coordinator to secure approval of the posting before forwarding in PeopleAdmin for further approvals.

3. Department Chair & Dean Approvals

Once approval is secured from the Faculty Search Coordinator, the **Search Chair** forwards the posting in PeopleAdmin to the **Department Chair**. The **Department Chair** reviews the posting, approves, and forwards the posting in the PeopleAdmin term for the **Dean**.

4. Approvals After the Dean

Required approvals in PeopleAdmin after the **Dean** include: VP (Academic or Student Affairs), Comptroller, Budget Officer, and President. After all approvals, the VP (Academic or Student Affairs) notifies **Social Equity**, the Faculty Search Coordinator, and the **Deans** (Academic or Student Affairs) of approved searches. The **Deans** (Academic or Student Affairs) notify **Department Chairs**.

5. Opening & Closing Postings

Human Resources releases approved postings to the web so searches may begin. Applicants will find postings on the Cal U Employment web page. After the deadline for application submission (typically no longer than 30 days after posting) postings are closed to new applications in PeopleAdmin.

6. Search Timeline

The Faculty Search Coordinator establishes a search timeline (Appendix 1.O) that outlines tasks with due dates. The timeline is shared with **Search Chairs**, **Department Chairs**, and **Deans** (Academic and Student Affairs)

Documentation

Documentation by the **Search Chair** of all communication and actions in the search process is required. A system should be established to collect and catalog all materials (paper and electronic), mail and email. Paper documents should be date stamped. All evaluation/rating forms (paper and electronic) used by members of the search committee should be maintained.

***All documentation collected during a search process must be submitted to Social Equity after the search.**

Search Procedures

Advertising Approved Positions

1. Advertising

A variety of advertising and marketing methods should be employed to ensure the best pool of highly-qualified applicants. In addition to the advertising information described below, the **Department Chair**, **Search Chair**, and department faculty are encouraged to distribute approved information about posted faculty positions to individuals, associations, and organizations within their discipline. See Recruitment Resource List in Appendix 2.A (Required, On-line, Minority, Female, Disabled, and Veteran’s outreach links included).

2. Chronicle

The Faculty Search Coordinator runs a master ad (Appendix 1.D) in *The Chronicle of Higher Education* and notifies **Deans** (Academic and Student Affairs), **Department Chairs**, and **Search Chairs** of the publication date.

3. Recruiting for Diversity

The Office of **Social Equity** conducts diversity-focused advertising and recruitment efforts for all searches. The Faculty Search Coordinator forwards the master ad to the Office of **Social Equity** for these efforts. The Office of **Social Equity** advertises in publications focused on underrepresented and minority populations and notifies the Faculty Search Coordinator as to where and when ads are placed. The Office of **Social Equity** **secures** copies of ads after publication and notifies **Search Chairs** of the placement of additional advertisements.

4. Advertising in the Discipline – Purchasing Procedures

Using the approved Job Description and/or Ad Copy in PeopleAdmin, each **Search Chair** prepares discipline-specific targeted ads (whether in print, on web pages, or in other electronic media).

Search Chairs must work with their **Department Chairs** and department clerical staff to prepare an SAP purchase requisition for each discipline-specific targeted advertisement. **Search Chairs** should plan for the publication of discipline-specific ads to align with the posting of the position on the Cal U web page and the publication of the Cal U master ad in *The Chronicle of Higher Education*. Allow at least four weeks for processing of each purchase requisition prior to the desired publication date.

The department will prepare purchase requisition for ads in SAP. The **Deans** (Academic and Student Affairs) will review and approve the proposed ads and email approvals to the **Search Chair** and the Faculty Search Coordinator. After a discipline-specific ad is printed or posted, the **Search Chair** will send paper copies to Purchasing and the Office of **Social Equity** and maintain a copy of the ad in the search file.

Avoiding Illegal Discrimination and Bias

During all phases of a search, everyone involved must be certain not to allow any bias or illegal discrimination to influence the evaluation of applicants or credentials. Equal Employment Opportunity and state laws and regulations prohibit discrimination against applicants on the basis of age, race, color, religion, sex, sexual orientation, disability or national origin. Any criteria used to review an applicant must be designed to help establish the applicant's qualifications for the position.

Forms for Phase 1, 2, 3

The review of applicants is organized into three phases:

- Phase 1: Initial Review/Screening of Applicant Qualifications
- Phase 2: Phone Interviews
- Phase 3: On-Campus Interviews

Only forms in PeopleAdmin (see Appendices 1.F-1.H and 1.J-1.M) are to be used during the review of applicants. The forms must be pre-approved prior to use and only the criteria and questions included on these forms may be used during the review process. Searches that use other forms or rating systems that are not part of the approved forms may be cancelled for violating search policies and procedures. The procedures for preparing and using each form are described below.

Managing Internal Applicants (see Appendix 1.E)

Phase 1: Initial Review/Screening of Applicant Qualifications

1. **Receiving Applications**

Applications received in PeopleAdmin are not immediately visible to the **Search Chair**. **Human Resources** must release each application by changing the status to “Under Review by the Search Chair” and forwarding the applications electronically through PeopleAdmin to the **Search Chair**.

2. The **Search Chair** initiates the search review process in PeopleAdmin by changing the status of the applicants to “Under Review by Committee”, activating the Guest User account (with a password), modifying the Phase 1, 2, & 3 evaluation/rating forms, and notifying the search committee members that applications are ready for review.

3. **Phase 1 Form**

All search committees evaluate the credentials of applicants using a standard *Phase 1: Initial Review/Screening of Applicant Qualifications* form (Appendix 1.F). The *Phase 1* form is customizable. The Qualifications listed *must* include the terminal degree (or alternative status approved by the Provost and President) and *must* be aligned with the position description in PeopleAdmin and the Job Description.

4. **Securing Approval & Initial Screening**

The *Phase 1* form *must* be approved prior to use. Two approvals are required: Faculty Search Coordinator and **Social Equity**. Once the *Phase 1* form is drafted with the Qualifications inserted that match the position description, the **Search Chair** emails the form to the Faculty Search Coordinator and to **Social Equity** for review and approval. The Faculty Search Coordinator and **Social Equity** will each notify the **Search Chair** and each other when the *Phase 1* form is approved for use by the search committee for reviewing/screening applicant qualifications.

5. **Initial Review/Screening**

Once the *Phase 1* form is approved for use, the initial review/screening of applicants by the **Search Chair** and the members of the search committee determines whether each Applicant meets the minimum qualifications (Yes or No) as outlined in the position description.

6. **Qualified Ratings**

The *Phase 1: Initial Review/Screening of Applicant Qualifications* form (Appendix 1.F) provides four possible ratings of applicants' qualifications:

- a. Not Qualified – applicant does not meet minimum qualifications
- b. Minimally Qualified – applicant meets the minimum qualifications
- c. Highly Qualified – applicant meets some minimum qualifications, exceeds others
- d. Outstanding – exceeds all minimum qualifications

For each applicant, the search committee members should provide detailed comments regarding the applicant's strengths and weaknesses.

NOTE: all notes and rating forms created during all phases of the search process must be maintained.

7. **Committee Rating**

The **Search Chair** and search committee compile one *Phase 1: Initial Review/Screening of Applicant Qualifications* data form that includes the committee's rating for every applicant.

Applicants rated "Not Qualified" are eliminated from further consideration. Depending upon the quality and number of remaining applicants the search committee requests permission to move to *Phase 2: Phone Interviews*. **Social Equity** may recommend expanding the phone interview pool if cutoff scores are close and the next applicant is a member of a protected class.

8. **Phase 2 Permission**

The **Search Chair** emails the compiled *Phase 1* form to the Faculty Search Coordinator and to **Social Equity** and requests permission to move to *Phase 2: Phone Interviews*. The Faculty Search Coordinator and **Social Equity** will each notify the **Search Chair** when permission is granted to move to *Phase 2: Phone Interviews*.

9. **Applicant Status Change in PeopleAdmin**

After approval to move to *Phase 2*, the **Search Chair** changes the status of applicants not selected for phone interviews to Not Selected for Interview-Send Email Immediately and indicates the reason for rejection using the drop down menu in PeopleAdmin. The **Search Chair** also changes the status of applicants recommended for Phase2 interviews to Selected for Phone Interview.

Phase 2: Skype/Phone Interviews

NOTE: It is recommended that phone interviews be conducted using SKYPE or similar video communication technology.

1. **Phase 2 Form**

Search committees collect phone interview results on the *Phase 2: Phone Interview* form (Appendix 1.G), which is customizable. Questions must conform to *Questions Relating to National Origin and Citizenship* (Appendix 2.B) and *Additional Guidance on Interview Questions* (Appendix 2.C).

2. **Securing Approval**
The Phone Interview Questions and rating system on the *Phase 2* form must be approved prior to use. Two approvals are required: Faculty Search Coordinator and **Social Equity**. Once the Phone Interview Questions and rating system on the *Phase 2* form are drafted, the **Search Chair** emails the form to the Faculty Search Coordinator and to **Social Equity** for review and approval. The Faculty Search Coordinator and **Social Equity** will each notify the **Search Chair** and each other when the *Phase 2* form is approved for use by the search committee for phone interviews of approved applicants.

3. **Phone Interviews**
Once the *Phase 2* form is approved for use, phone interviews may be conducted by the **Search Chair** and the search committee. The **Search Chair** schedules phone interviews. Guidelines:
 - a. The applicant should be made aware of who will be participating in the interview. All committee members should be present for all interviews.
 - b. Use the *Phase 2* form as a guide to conduct interviews to ensure that core matters are covered with all applicants and to provide for a consistent record of applicants' responses.
 - c. The duration of each applicant's interview should be consistent.
 - d. Recording phone interviews is prohibited.

NOTE: all notes and rating forms created during all phases of the search process must be maintained and forwarded to **Social Equity** at the conclusion of the search.

4. **Rating Phone Interviews**
On the *Phase 2: Phone Interview* form (Appendix 1.G), the members of the search committee rate each applicant's answers to the phone interview questions and enter comments.

5. **Committee Rating**
The **Search Chair** and search committee compile one *Phase 2* form that includes the committee's rating for every applicant. Search committees are advised to plan on-campus interviews that will secure three qualified applicants to recommend for hiring consideration.

6. **Phase 3 Permission**
The **Search Chair** emails the compiled *Phase 2* form to the Faculty Search Coordinator and to **Social Equity** and requests permission to move to *Phase 3: On-Campus Interviews*. The Faculty Search Coordinator and **Social Equity** will each notify the **Search Chair** when permission is granted to move to *Phase 3: On-Campus Interviews*.

7. **Applicant Status Change in PeopleAdmin**
Once approved for *Phase 3: On-Campus Interviews*, the **Search Chair** changes the status of applicants Not Selected for on-campus interviews to Phone Interviewed-Not Selected in PeopleAdmin and selects a reason from the drop-down menu. The **Search Chair** also changes the status applicants recommended for a campus interview to Campus Interview Approved once approval to proceed is provided by the **Dean** (Academic or Student Affairs).

Phase 3: On-Campus Interviews

1. **Phase 3 Form**
Search committees collect on-campus interview results on the *Phase 3: On-Campus Interviews* form (Appendix 1.H), which is customizable. Questions should conform to Questions Relating to National Origin and Citizenship (Appendix 2.B) and Additional Guidance on Interview Questions (Appendix 2.C).

2. **Securing Approval**
The Interview Questions and rating system on the *Phase 3* form must be approved prior to use. Two approvals are required: Faculty Search Coordinator and **Social Equity**. The **Search Chair** sends the draft *Phase 3* form to the Faculty Search Coordinator emails the form to the Faculty Search Coordinator and to **Social Equity** for review and approval. The Faculty Search Coordinator and **Social Equity** will each notify the **Search Chair** and each other when the *Phase 3* form is approved for use by the search committee for on-campus interviews of the approved applicants.

3. Scheduling On-Campus Interviews

Once the *Phase 3* form is approved, on-campus interviews may be scheduled by the **Search Chair**. Typically, each on-campus interview covers an entire day. The **Search Chair** *must* schedule meetings between each applicant and the appropriate VP (or designee), **Dean** (Academic or Student Affairs), and **Department Chair**.

NOTE: *Recording the on-campus interview is prohibited.*

4. Reference Checks, Transcripts, Release, Driver's License

When scheduling on-campus interviews, the **Search Chair** notifies each applicant that reference checks will be conducted *prior* to the campus interview. The **Search Chair** also notifies each applicant that during their visit, they will be required to sign a release form authorizing the mandatory background check and if hired, official transcripts for all degrees earned or in-process must be forwarded to the President's Office.

- a. It is usually a courtesy to inform applicants that reference checks will be made. If references are checked for one applicant, they must be checked for all. It is a courtesy, but not a requirement, that applicants be informed if *off-the-application* references may also be contacted.
- b. Acceptable reference questionnaires include questions that determine work style, whether the applicant is seen as a team player, is committed to the institution, takes initiative, etc., will inquire about the knowledge, skills, and abilities identified as important in the position description, and will also ask how long the reference has known the applicant, the nature of their relationship, and how well the reference feels that the applicant will be able to fulfill the responsibilities of the position.
- c. The background release form and two additional background check application forms are required to be completed for each candidate at the conclusion of their respective interviews. These forms may be obtained from Academic Affairs (Daphne Livingstone).

5. Travel & Hotel Procedures

The **Search Chair**, **Department Chair**, and department secretary follow the *Procedures for Interview Applicant Reimbursement* (Appendix 1.I) when arranging for each applicant's campus interview.

Travel Expenses for Applicants

Cal U will reimburse reasonable travel expenses for on-campus interviews, including coach class airfare and meals. The **Search Chair** works with the **Department Chair** to develop and submit for approval a budget to the **Deans** (Academic or Student Affairs) for all expenses related to the faculty search process. **Search Chairs** are encouraged to take advantage of discount fares and other cost-saving opportunities.

Hotel Reservations

Search Chairs notify department secretaries to make hotel reservations for Phase 3 candidates with the department cost center. Cal U lodges applicants at the **Hampton Inn** in the California Technology Park, which offers direct billing to the University. If the Hampton is full, the **Bentleyville Best Western Garden Inn** is used. It is expected that hotel reservations for candidate searches will not exceed one night. Special exceptions for an additional night must be approved by the **Dean**. The department will be reimbursed for approved hotel costs at the end of the search process.

In the event of a cancellation, the **Search Chair** is to notify the department secretary immediately and provide a new date, if applicable. **NOTE:** Failure of the department to notify the hotel of a cancelled reservation within the time frame specified by the hotel will result in a non-reimbursement of the charge to the department's cost center for the amount billed the university by the hotel. For cancellations after hours, the **Search Chair** may cancel the reservation and forward the cancellation number to Academic Affairs during the next working day.

Search Chairs must inform applicants that they are responsible for all miscellaneous hotel expenses.

International Applicants

Travel arrangements for on-campus interviews of international applicants must be pre-approved by the University President. **Search Chairs** must submit requests with detailed cost estimates to the Faculty Search Coordinator. The Faculty Search Coordinator will request presidential approval and notify **Search Chairs** of decisions.

Transporting Applicants To and From Campus

Applicants within 300 miles of campus should drive (if possible) and will be reimbursed for mileage. It is preferred that a member of the search committee provides escort services between airport, hotel, and campus via a University vehicle. When a vehicle is not available, the faculty escort will be reimbursed mileage for use of a personal vehicle. If escorting an applicant is not an option due to class schedules, consideration will be given to the rental of an economy class vehicle, to be approved by the Dean (Academic or Student Affairs). Rentals must be pre-approved by the **Dean** and arranged by the department secretary through Enterprise with the Enterprise institutional discount code. The code can be provided by the Search Coordinator or the Provost's Office. Rentals not approved or reserved with the Enterprise institutional discount code will be charged to the department cost center.

Requesting Reimbursements

At the completion of the applicant's visit, **Search Chairs** and department secretaries follow the procedures to request reimbursements to applicants (Appendix 1.I).

6. Department Review

The **Search Chair** works with the **Department Chair** to coordinate the department faculty review of applicants' dossiers and to schedule a departmental meeting to answer questions. Department faculty members must be provided with sufficient time and consistent guidelines for reviewing applicants' files. All files are in PeopleAdmin. Faculty may use a Guest User login.

7. Conducting On-Campus Interviews

The search committee conducts interviews and evaluates applicants using the pre-approved questions on the *Phase 3: On-Campus Interviews* form. Guidelines:

- a. The on-campus interview is an opportunity to learn about the professional and personal makeup of the applicants, to ascertain the applicants' views on substantive issues relative to the position, to observe the applicants' ability to perform the tasks related to the position, and to get a sense of *fit*. *Fit* does **NOT** mean *who is most like us*, which could be discriminatory and may also propagate status-quo cultures which inhibit innovation and student success. The on-campus interview is the best opportunity to determine the applicants' potential contributions to the university's mission, goals, and strategic directions.
- b. Use the *Phase 3* form as a guide or protocol to direct the interview. This assures that important core matters are covered with all applicants and provides for a consistent, easy-to-use recording of applicant responses.
- c. The Phase 3 form is initially submitted for approval once the form has been populated with interview questions and again, when scoring on the form has been completed (summarized) at the conclusion of all interviews.
- d. The duration of each applicant's interview should be consistent. The applicant should be made aware, in advance, of the agenda and requirements for the entire day. All committee members should be present for all interviews.

8. Teaching Demonstration

During the on-campus visit, each applicant should perform a teaching or clinical demonstration so the search committee, other faculty, administrators, and students in the department have an opportunity to observe the applicants' teaching: See: (Appendix 1.J, 1.K, and 1.L). An *On-Campus Presentation Form for Non-Committee Members* (Appendix 1.M) could be used to secure input during on-campus interviews. This form is not rated and is only for general input. The **Dean** (Academic or Student Affairs) and VP should be invited to attend the teaching (or clinical for Student Affairs) demonstration.

9. Meal Functions

On-campus interviews typically last an entire work day, so the search committee should plan to take each applicant to lunch. The **Search Chair** should work with the department secretary to prepare a purchase requisition for each lunch far enough in advance to ensure approval prior to the meal. The purchase requisition is charged against the Department's cost center and covers the meal for two people: the **Search Chair** (or one other search committee member if the **Search Chair** is unable to participate) and the applicant. For lunch on campus, the cost on the purchase requisition would be the Gold Rush lunch cost. For off campus, a cost estimate can be used for the purchase requisition with the **Search Chair** (or other search committee member) paying and getting reimbursed. Under normal conditions, breakfast and evening meal search meetings are not included in the search process, but special requests

may be made to the **Dean**. Additional meals (not approved by the **Dean**) will not be reimbursed to the department cost center.

10. **Background Checks**

Background checks should be initiated during on-campus interviews. It takes two-four weeks to run the checks. The signed background check release forms (applications) are obtained from the “Forms” section of the “Faculty Search Information” website and should be submitted to the Provost’s Office (Daphne Livingstone) for processing. If adverse information is discovered through a background check, or if an applicant refused to fill out a release form, the University reserves the right to withdraw consideration of that applicant and will move on to the next applicant recommended by the department.

After the On-Campus Interviews

1. **Social Media**

California University of Pennsylvania discourages the practice of checking on applicants using Facebook, Google, or other social networking media. Social media sites could be posted by others or tampered with. Using a social site as part of the search process could violate principles of affirmative action if certain identifying information is gained. However, if social media sites are used, please note the following:

- a. Social media sites may be used for recruiting, but cannot be the only or primary source. They should not be used to look for or screen applicants.
- b. Checking social media sites is not a substitute for conducting reference checks or background checks, both of which are required for faculty searches. Search committees must be consistent in their use of social media for all applicants.
- c. Before a social media site is checked for information about applicants, they must be notified so they have the opportunity to remove identifying information about race, religion, color, age, national origin, sex, sexual orientation, gender identity, or disability. If a social media site provides information that leads to concerns about a decision to hire, the applicant must be notified and asked to explain. Since information on social media sites could be posted by others or tampered with, it is important to talk with the applicant about concerns.
- d. Do not post any information on an applicant’s social media site. Comments made in the context of an official role at the University could later become an issue if there are grievances or litigation about employment and performance.

2. **Reviewing Applicants**

After the on-campus interviews, the search committee deliberates and identifies the applicants to submit for department faculty approval. Unless candidate pools are small (less than 15 applicants), it is recommended that at least three names are forwarded for department consideration.

3. **Rating Applicants**

Using the *Phase 3: On-Campus Interview* form (Appendix 1.H), the members of the search committee rate each applicant’s answers to the on-campus interview questions and enter comments.

4. **Committee Rating**

The **Search Chair** and search committee compile the *Phase 3: On-Campus Interview* form. It is recommended that at least three names are forwarded for department consideration.

- All notes and rating forms created during all phases of the search process must be retained and forwarded to **Social Equity** at the conclusion of the search process.

Recommending the Applicants

1. **Department Vote**

The majority of the regular full-time faculty of the department must vote approval of applicants to be recommended for further consideration. Applicants who are not approved by the majority of the department faculty may not be forwarded by the department.

2. **Vote Documentation**

After the department vote, the **Search Chair** documents the vote and makes recommendations to the **Department Chair** in a memo including strengths and weaknesses all Phase 3 candidates.

- If fewer than three names are approved, please provide a logical justification in the memo. If applicable, include an explanation why additional candidates (further down the Phase 2 ranking) could not be reconsidered for campus interview.

The **Department Chair** sends the **Dean** (Academic or Student Affairs) the results of the department vote indicating which finalists may be consider for hire. This can be an email or department memo, but must be sent before the process continues.

3. **Applicant Status Change in PeopleAdmin & Ranking**

After the department vote, the **Search Chair** updates applicants' status in PeopleAdmin to "*Interviewed–Not Selected*" or "*Recommend for Hire*"; as appropriate and forwards the posting to **Social Equity** through PeopleAdmin.

4. **Social Equity Review**

The Office of **Social Equity** reviews the recommended and rejected applicants and reports any irregularities to the Faculty Search Coordinator, **Dean** (Academic or Student Affairs), VP (Academic or Student), and President. The Office of **Social Equity** forwards approved applicant recommendations to the **Department Chair** via PeopleAdmin.

5. **Department Chair Recommendation**

The **Department Chair** forwards the department-approved applicants to the **Dean** (Academic or Student Affairs) with his/her independent recommendation.

6. **Recommendations to Vice President** (as President's designee)

Department Chairs and **Deans** (Academic and Student Affairs) *must* each forward a memo on university letterhead with their independent recommendations for hire (along with the outcome of the department faculty vote) to the VP (Academic and Student Affairs). At this time, special considerations (e.g. leadership in program accreditation and/or program-level assessment) may be recommended for the appointment letter.

7. **Finalists Pool & Veteran's Preference**

Once the VP (Academic or Student Affairs) approves the applicants recommended by the **Department Chair** and **Dean** (Academic or Student Affairs) and the majority of the regular full-time department faculty, the *finalist pool* is established. At this point, veteran's preference comes into play, if applicable, and any veteran in the finalist pool must be offered the position when hiring is approved.

8. **Appointment Approval**

The President notifies the VP (Academic or Student Affairs) if there is to be an appointment and determines the proposed rank and salary range for the offer. Subject to a cleared background check, the **Dean** (Academic or Student Affairs) makes a tentative offer and negotiates rank and salary with the finalist. The President makes the **official offer** to the finalist by appointment letter. The President (or designee) confirms appointments with **Social Equity** for affirmative action purposes.

9. **Changing Status in PeopleAdmin**

Search Chair changes the status, in PeopleAdmin, of the hired person to "Hired" and the others to the "Interviewed Not Selected" category. PeopleAdmin will send out the auto email.

10. **Immigration Services**

The **Dean** (Academic or Student Affairs) reviews potential needs for immigration services and alerts **Human Resources** and the Faculty Search Coordinator (e.g. Academic Immigration Coordinator) with any new faculty employment eligibility needs.

11. **Personnel File**

The Provost's Office sends vitas of hired tenure-track faculty to the President's office and the **Dean** reminds the finalist to forward official (sealed) transcripts for all academic degrees (and degrees in progress) to the President's Office for inclusion in the faculty member's personnel file.

Post-Search Procedures

Concluding a Search (Hire, Cancel, Fail)

1. **Canceled or Failed Search**

Searches may conclude by cancelling or failing for a number of possible reasons. If at any point in the process a search is to be cancelled, the **Search Chair** will change the status of all active applicants in PeopleAdmin to inactive and select the appropriate reasons. The Faculty Search Coordinator will notify the Office of **Social Equity**, which will upload the Affirmative Action form. The Faculty Search Coordinator will then cancel the posting in PeopleAdmin.

2. **Hiring & Schedule Forms**

In a successful search, after an individual has been approved by the President for hire, the department prepares and submits a *Hiring Form for Tenure-Track Faculty* (Appendix 1.N) and a *Change to Published Schedule* form (from the Registrar) for each section the new faculty member will teach in the upcoming semester.

3. **Email Letters to Applicants**

For all searches, whether cancelled, failed, or successful in hiring an applicant the Faculty Search Coordinator will notify **Human Resources** so that the rejected applicant can be sent an email. PeopleAdmin will automatically email the rejected applicants. See Part 3 for more details on emails to applicants.

4. **Documentation**

The **Search Chair** collects any and all documentation from search committee members and other participants in the search process. The **Search Chair** forwards to the Office of **Social Equity** the complete search file for all applicants. This documentation should include all rating sheets used by search committee members throughout the process.

5. **Feedback to Applicant**

In the case that an unsuccessful applicant requests feedback on the search process the university position is that “we do not provide that type of feedback”, as such feedback could be used by the applicant for legal action.

Procedures for Temporary Faculty Pool

The temporary faculty pool operates on a two-year cycle. Every two years, the current pool is closed and a new pool is established. The process for developing a temporary pool is as follows:

1. **Department Chairs** identify their projected needs for temporary faculty over the next two years and make their recommendations to their respective **Deans** (Academic and Student Affairs). The temporary pool must also provide consideration for potential unexpected needs, including future faculty leaves of absence or departures not currently planned.
2. The **Department Chair** or the **Search Chair** prepares the job description for the posting and emails the content to the Faculty Search Coordinator and **Social Equity**. Once approvals are secured, the **Department Chair or Search Chair** enters the approved position description into PeopleAdmin. The Faculty Search Coordinator works with marketing to place ads in local/regional newspapers announcing the search for temporary faculty.
3. Typically, **Department Chairs** serve as **Search Chairs** for the department and review applicants for the temporary faculty pool in PeopleAdmin. However, departments determine how they will operate to develop their temporary faculty pools, and other department faculty members may serve as **Search Chairs** for the temporary faculty pool process.
4. As with searches for tenure-track faculty, **Department Chairs** should work with their department faculty to review, verify (or establish if not currently available), and *document* policies and procedures for conducting temporary faculty pool searches. Especially important are procedures to

be followed during summer months when new applications may be received when departments have hiring needs for the upcoming fall semester.

- a. Applications to the temporary faculty pool should be processed in a timely manner. As a professional courtesy. All applications should be processed to determine if applicants are qualified. Applicants who are not qualified should be rated “Not Qualified” in PeopleAdmin.
- 5 The majority of the regular full-time faculty of the department must vote approval of applicants to be recommended for the pool. Applicants who are not approved by the department faculty may not be forwarded. Department-approved applicants are rated as *Recommend for Hire* in PeopleAdmin.
- a. **Department Chairs** or **Search Chairs** may want to communicate with applicants who have been rated as *Recommend for Hire* to describe what the rating means. Some departments have immediate need for temporary faculty and can inform approved applicants that there may be opportunities and that if opportunities do develop; they will be contacted by the President’s Office. However, if there are too few opportunities for temp positions, the applicants should be notified of such and told that their name will be held in the temporary faculty pool just in case opportunities arise.
- 6 Because it is a pool, the search is not closed out or finalized until two years have passed. Individuals may apply at any time during the two-year period. Every two years, the entire process is repeated.

Appendix 1

The following items are provided in the appendices as references and resources for the search process. *Search Chair* should secure electronic copies of each appendix from the Faculty Search Coordinator for their use in the search process.

Appendix 1.A – Job Description Template

Appendix 1.B – Sample Language for Job Description

Appendix 1.C – Sample Ad Copy

Appendix 1.D – Sample Master Ad

Appendix 1.E – Phase 1 Form: Initial Review/Screening of Applicant Qualifications

Appendix 1.F – Phase 2 Form: Phone Interviews

Appendix 1.G – Phase 3 Form: On-Campus Interviews

Appendix 1.H – Procedures for Interview Applicant Travel Reimbursement

Appendix 1.I – On-Campus Demonstration Evaluation Sheet

Appendix 1.J – On-Campus Interview Evaluation Sheet

Appendix 1.K – Candidate Demonstration

**Appendix 1.L – On-Campus Presentation Form for Non-Committee Member
Feedback**

Appendix 1.M – Hiring Form for Tenure-Track Faculty

Appendix 1.N – Timeline for Faculty Searches

Appendix 1.A – Job Description Template

The Faculty Search Coordinator will provide an electronic version of the template below for use by **Search Chair**. After the completed Job Description is approved by the **Deans** (Academic and Student Affairs), Faculty Search Coordinator, and **Social Equity**, the **Search Chair** will upload it on the Documents tab in PeopleAdmin.



California University of Pennsylvania
250 University Avenue
California, PA 15419-1394
www.calu.edu

Building Character. Building Careers.

PLEASE POST

Job Title: [Click here to enter text](#)

Position Type/Salary: This is a tenure-track faculty appointment. [Click here to enter text](#)

Salary is competitive and commensurate with academic preparation and experience. An excellent fringe benefits package is included.

Job Summary/Basic Function: [Click here to enter text](#)

The successful candidate must be capable of and committed to teaching, community service and outreach, and to scholarship. Successful candidate will also have experience working with diverse populations. Additional responsibilities include involvement with departmental, college-wide, and university committees. Also, in accordance with the terms of the collective bargaining agreement between the Pennsylvania State System of Higher Education and APSCUF, the successful candidate might be assigned to perform work at off-campus sites, in the evening/weekend college and/or provide instruction through distance education.

Required Skills, Knowledge and Abilities: [Click here to enter text](#)

In order to be a leading candidate for this position, in addition to the aforementioned requirements, the candidate must be fluent in the English language and be able to communicate well. Candidates will demonstrate potential for excellence in teaching, service, and scholarship through a successful interview, which will include classroom teaching demonstrations.

Minimum of Education and Training: [Click here to enter text](#)

Special Instructions to Applicants: Applications accepted only online at <https://careers.cup.edu/>. Physical resumes are not accepted. To be considered, applicants must submit the following: full curriculum vitae; official transcripts from all colleges and universities attended; letter of application highlighting the applicant's qualifications and teaching interests; brief statements describing teaching philosophy; and the names, addresses, phone numbers, and e-mail addresses of three current references who have knowledge of the applicant's abilities. Veterans claiming preference should submit a copy of their DD214 to the Office of Social Equity, 250 University Avenue, Box 9, California, PA 15419.

Integrity, Civility and Responsibility are the official core values of California University of Pennsylvania, an affirmative action/equal opportunity employer. Women, minorities, veterans, and persons with disabilities are encouraged to apply.

A proud member of the Pennsylvania State System of Higher Education.

Appendix 1.B – Sample Language for Job Description

Sample language for job descriptions

Job summary/Basic Function:

Responsibilities include teaching a 12-hour load consisting of principles and upper-level economics courses and a course or two in entrepreneurship. The ability to assist in further developing the department's curriculum in entrepreneurship, and to promote awareness and interest in entrepreneurship to the Cal U community, in collaboration with the University's Entrepreneurial Leadership and Student Incubator Center is a plus.

Duties will include, but are not limited to the following: Primary responsibilities:

- o Clinical supervision of students providing Speech-Language Pathology services in the Speech & Hearing Clinic.

- o Coordination of on-site Speech & Hearing Clinic including: day-to-day operations, client/student scheduling, and recruitment/marketing.

Secondary responsibilities as needed for Department operations:

- o Teaching of undergraduate/graduate CMD courses

- o Supervision of students in off-site clinical practicum placements.

Additional duties:

- o Performance of diagnostic and clinical care of clients as required.

- o Coordination of on/off campus speech and language screenings and health fairs.

- o Participation in departmental governance, including, but not limited to ASHA compliance, marketing, and recruitment.

- o Service on both department and university-wide committees.

- o Other duties as assigned.

Duties will include, but are not limited to the following:

- Teaching four courses/three preparations per semester at the baccalaureate level;

- Participating in Program Committee meetings and Department meetings, particularly those related to curriculum planning, student recruitment and retention, and activities related to CSWE reaffirmation reviews;

- Teaching on-line classes, MSW classes, or off-campus cohort classes, when necessary, as teaching assignments may involve travel to regional sites and/or distance learning formats.

Additional responsibilities include:

- Holding five office hours per week, advising students, participating in outcomes assessment and other research projects, seeking and securing external funds to support research interests, facility upgrades, and/or outreach programs and special projects;

- Serving on other departmental and campus committees and participating in University-sponsored scholarship drives, Mission Day activities and other required events;

- Participating in community-based service-learning activities.

Required skills, Knowledge, and abilities:

These include documented teaching effectiveness; demonstrated research potential as evidenced by ongoing research, professional conference presentations and proceedings, and peer-reviewed journal publications; and willingness to engage in collaborative research with faculty. Practical experience in entrepreneurship will be looked upon favorably.

The successful candidate should demonstrate the capacity for grant writing, project development, community service, and publications.

Two years of university level teaching and experience in rural or small communities are preferred.

Ability to demonstrate success in obtaining external funding for research agendas and/or projects aligning with the mission and strategic plan of CalU and enhancing the program agendas of the college and academic department is desired.

Preference will be given to applicants demonstrating success in obtaining external funding for research agendas and/or projects aligning with the mission and strategic plan of Cal U and enhancing the program agendas of the college and academic department.

Or

Ability to demonstrate success in obtaining external funding for research agendas and/or projects aligning with the mission and strategic plan of Cal U and enhancing the program agendas of the college and academic department is desired.

Minimum of education and training

Ph.D. in economics required, but applicants in the final stage of completing the terminal degree who will have earned the degree prior to the start date may apply.

Doctorate required, but applicants in the final stage of completing the terminal degree who will have earned the degree prior to the start date may apply. Certificate of Clinical Competence in Speech-Language Pathology from the American Speech-Language-Hearing Association and PA licensure in Speech-Language Pathology (or eligibility for PA licensure) are required. Prior clinical experience as a Certified/Licensed Speech Language Pathologist is required.

Doctorate in social work or in a closely related field required, but applicants in the final stage of completing the terminal degree who will have earned the degree prior to the start date may apply; plus a CSWE-accredited masters degree in social work required and a minimum of two years post-MSW direct practice experience required.

Appendix 1.C – Sample Ad Copy

The Ad Copy is an abbreviated version of the Job Description. The size of the Ad Copy will depend heavily on whether or not the disciplinary journal or other advertiser charges by the character, word or page. The following paragraph is an example of Ad Copy for a Chemistry position.

CHEMISTRY, Department of Chemistry & Physics: Tenure-track position in organic chemistry. A Ph.D. in the chemical sciences is required. Successful applicants must have a strong motivation to teach at the undergraduate level, interest in developing integrated lecture/laboratory courses, a desire to enhance the laboratory experience for students, a willingness to actively recruit students and develop collaborative partnerships with high schools and community colleges.

*For full position details see our webpage at <https://careers.calu.edu>.
Cal U is an EO employer.*

Even the above ad may be too large for publications that charge by the character. In such cases, the abbreviated ad above can be shortened even further as follows:

California University of Pennsylvania seeks applicants for an organic chemistry faculty position; Ph.D. required.

*For full position details see our web page <https://careers.calu.edu>.
Cal U is an EO employer.*

The Ad Copy lists the university, the position title/discipline, degree required, and refers applicants to the web page for the full position description. The last line (tagline) informs applicants that California University of Pennsylvania encourages applicants who are minorities, women, veterans, have disabilities and that the University is an affirmative action/equal employment opportunity institution (this tagline is *required* on all Ad Copy).

Just like the Job Description, once fully approved, the Ad Copy should be uploaded by the **Search Chair** to the Documents tab in PeopleAdmin.



California University of Pennsylvania

Multiple Faculty Positions

California University of Pennsylvania invites applications for the faculty positions below, to begin August 2019. A comprehensive regional institution and a member of Pennsylvania's State System of Higher Education, California University is a diverse, caring and scholarly learning community dedicated to excellence in teacher preparation, liberal arts, science and technology, and professional studies. The University enrolls approximately 7,300 students in graduate and undergraduate programs taught by 278 full-time faculty members. Visit www.calu.edu for more information about California University of Pennsylvania.

Tenure-Track Positions

Clinical Counseling Psychologist
Computer Science/Computer Information Systems
Cybersecurity/Computer Science
Invertebrate Zoologist
Nursing
Social Work
Sociology
Speech-Language Pathologist
Strategic Management

Full Time *Temporary* Position

Frederick Douglass Institute Visiting Scholar

To Apply: Applications are accepted online only at <https://careers.calu.edu/>. Physical resumes are not accepted.

Veterans claiming preference should submit a copy of their DD214 to the Office of Social Equity, 250 University Ave., Box 9, California, PA 15419.

Integrity, Civility and Responsibility are the official core values of California University of Pennsylvania, an Equal Opportunity Employer.

Appendix 1.E – Managing Internal Applicants

The pool of applicants for a full-time tenure track position sometimes may include internal candidates, *e.g.*, a full or part time temporary instructor who is currently teaching classes in the department. Managing such a search takes special care to ensure that all applicants are treated equitably and to prevent awkward situations.

The following FAQ clarifies issues that may occur while conducting a search with internal applicants.

1. Regarding the on-campus presentation/teaching demonstration – is it permissible for the internal applicant to make the presentation in a course that he/she is currently teaching?

Discussion: This is probably not a good idea for the following reasons.

- There is a degree of familiarity between the instructor and students that may affect the teaching demonstration (positively and negatively) too much to be discounted.
- Will the search committee provide all applicants with the topic on which to present? In this case the instructor would have to deviate from the course syllabus/calendar.
- If the instructor is not provided with a topic, and can choose the topic, he/she might feel obligated to stick to the syllabus/course calendar and not prepare a special presentation.

Answer: Regardless of whether a topic is provided, the internal applicant should be given the same opportunity as external applicants – to teach in different classroom of students.

2. Regarding teaching evaluations – can internal applicant’s teaching evaluations and other information that the search committee is privy to be considered by the search committee?

Discussion: This is a tough one.

- If any department evaluation committee members are on the search committee, they may have observed the internal applicant during the faculty evaluation process. In this case it might be difficult for the search committee member to disregard what he/she knows about the applicant’s teaching. But since the committee wouldn’t have this information for external applicants, it would be unfair to allow the use of this information.
- All search committee materials (rubrics, scales, etc.) should indicate that only materials possessed by all applicants can be considered.
- Some might argue that teaching evaluation materials are more important than teaching philosophy, yet most search committees require a teaching philosophy to be submitted with the application materials while most do not require teaching evaluations.
- Unless the position description requires applicants to have higher education teaching experience, some applicants may not have had an opportunity to be evaluated and thus not have any evaluation materials to submit with their application.
- Sometimes applicants submit teaching evaluations without being asked to.

Answer: If all applicants are required to submit teaching evaluation materials, the internal applicant’s materials will be available to the committee. If not, the internal applicant’s teaching evaluation materials cannot be used. The search committee may request teaching evaluations of all applicants at any stage of the process.

3. Is it possible to treat internal applicants “the same” as external applicants? Should all applicants be treated “fairly,” “equitably,” or “the same?”

Discussion: The most important goal of the search committee must be to create a hiring process that treats all applicants as equitably as possible. It’s probably not possible to treat internal applicants exactly “the same” as external applicants. Since they are already on campus, internal applicants have such advantages as familiarity with key players (colleagues, deans, chairs, students), a comfort level, and a track record. As such, the search process begins on an uneven playing field. The key is, where possible, all applicants must have the same opportunities to demonstrate their qualifications for the position.

- Phase I, II, and III processes must be the same for each applicant.
 - Use the same forms, questions, rating scales, etc., for all applicants.
 - If a question is asked of one applicant, it must be asked of all. The opposite is true too. If a question is not asked of one applicant, it must not be asked of any.
- Usually an external applicant is on campus for 1-2 days; interviews and meetings are scheduled during that time period. An internal applicant should be given the same opportunity. Because they are on campus, there may be a temptation to be more flexible with an internal applicant’s schedule. This is unfair to the internal applicant. Schedules of all applicants should be consistent.

These guidelines will not only ensure that we will be able to hire the best people, they will also protect the institution from potential liabilities in cases where the hiring process is questioned by unsuccessful applicants.

Appendix 1.F – Phase 1 Form: Initial Review/Screening of Applicant Qualifications

NOTE: The image below is for reference purposes only.
 The form is available in Microsoft Excel format and posted for download on the Forms page of the Academic Affairs web page:
www.calu.edu/academics/academic-affairs/Forms

Phase 1: Initial Review/Screening of Applicant Qualifications

*NOTE: This is an official rating form. By University policy, it must be retained by the University after the completion of the search. Please submit this form to the **Search Chair** at the end of the search.*

Position Title:	Enter position title (tenure track faculty)					Search Chair				Enter name	
Posting Number:	Enter from PeopleAdmin					Department				Enter department	
Note: Qualifications must be based on position announcement. Adapt this matrix to fit your search. Add or delete Qualifications as needed. List <u>every</u> Applicant for each stage of the search process.	Qualifications					Rating				Results	Comments
	enter terminal degree (or other approved)	enter qualification from posting	enter qualification from posting	enter qualification from posting	enter more columns, as needed	Not Qualified (does not meet minimum qualifications)	Minimally Qualified (meets minimum qualifications)	Highly Qualified (meets some qualifications, exceeds others)	Outstanding (exceeds all minimum qualifications)	Applicants Recommended for Phone Interviews	Provide comments regarding each applicant's strengths/weaknesses
Applicant Name (Last, First)	<i>Enter Yes or No in each cell</i>					<i>Enter X in ONE column for each applicant</i>				<i>Enter X</i>	

Appendix 1.G – Phase 2 Form: Phone Interviews

NOTE: The image below is for reference purposes only.
 The form is available in Microsoft Excel format and posted for download on the Forms page of the Academic Affairs web page:
www.calu.edu/academics/academic-affairs/Forms

Phase 2: Phone Interviews										
<i>NOTE: This is an official rating form. By University policy, it must be retained by the University after the completion of the search. Please submit this form to the Search Chair at the end of the search.</i>										
Position Title:	Enter position title (tenure track faculty)						Search Chair	Enter name		
Posting Number:	Enter position number from PeopleAdmin						Department	Enter department		
Phone Interview Questions								Comments		
Note: Phone interview Questions must be approved by Social Equity and the Faculty Search Coordinator. Adapt the matrix to add or delete questions. List every Applicant approved for a Phone Interview.	1. Brief description of question	2. Brief description of question	3. Brief description of question	4. Brief description of question	5. Brief description of question	enter more columns, as needed		Provide detailed comments regarding each applicant's strengths/weaknesses		
Applicant Name (Last, First)	Rating (1-10?)							TOTAL		
							0			
							0			
							0			
							0			
							0			
							0			
							0			
							0			
							0			

Appendix 1.H – Phase 3 Form: On-Campus Interviews

NOTE: The image below is for reference purposes only.
 The form is available in Microsoft Excel format and posted for download on the Forms page of the Academic Affairs web page:
www.calu.edu/academics/academic-affairs/Forms

Phase 3: On-Campus Interviews							
<i>NOTE: This is an official rating form. By University policy, it must be retained by the University after the completion of the search. Please submit this form to the Search Chair at the end of the search.</i>							
Position Title:	Enter position title (tenure track)				Search Chair:	Enter name	
Posting Number:	Enter position number from PeopleAdmin				Department	Enter department	
On-Campus Interview Questions						Comments	
Note: On-campus interview questions must be approved by Social Equity and the Faculty Search Coordinator. Adapt the matrix to add or delete questions. List every Applicant approved for an On-Campus Interview.	1. Brief description of question	2. Brief description of question	3. Brief description of question	4. Brief description of question	Enter more columns, as needed		Provide detailed comments regarding each applicant's strengths/weaknesses
Applicant Name (Last, First)	Rating (1-10?)						TOTAL
							0
							0
							0
							0
							0
							0
							0
							0
							0

Appendix 1.I – Procedure for Interview Applicant Travel Reimbursement

California University of PA Procedural Document Purchasing Department

Procedure for Interview Applicant Travel Reimbursement

Step	Responsibility	PROCEDURE— January 31, 2011
1	Search Chair	Secure the written authorization (email) from the Faculty Search Coordinator and Social Equity for all interview applicants that will require a reimbursement for travel expenses. Provide copy to department secretary.
2	Department Secretary	Create a requisition with the name, address, phone number and social security number of the applicant to be reimbursed. <u>You will be doing this after the interview has occurred and the receipts are submitted.</u> NOTES: <u>Material Group</u> is SUBSISTENCE, FOOD <u>Short Text</u> is APPLICANT REIMBURSEMENT <u>Item Note</u> justification statement is DEPARTMENT FACULTY INTERVIEW APPLICANT FOR _____ POSITION <u>Account Assignment:</u> use the DEAN’S FUND CENTER
3	Department Secretary	Attach the applicant’s written authorization (email) to requisition in SAP.
4.	Purchasing Agent	Purchasing receives released/approved requisition in SAP, processes and scans SAP copy to APAY and back to the department secretary.
5	Department Secretary	When you receive the SAP requisition from Purchasing through email, print two (2) copies of the requisition: <u>COPY 1:</u> Attach the travel receipts to the requisition and send to Accounts Payable Department, Box 11. <u>COPY 2:</u> Send to the Dean’s office.
6.	Accounts Payable	When you receive the requisition marked FB-60 in the header, retain this until the department sends you the receipts attached to their copy of the requisition. Place into the queue for check to be generated in SAP.

NOTE:

For audit purposes, the approval for the interview and expenses are not is SAP prior to the interview, but in the written authorization from the Search Committee. This is an exception process.

Appendix 1.J – On-Campus Demonstration Evaluation Sheet

Candidate _____ Reviewer _____

Date: _____

Questions/Comments (score) 0 to 3 (highest)

Question	Score
1. Demonstrates knowledge of content and pedagogy.	
2. Demonstrates knowledge of students.	
3. Designing coherent instruction.	
4. Managing classroom procedures.	
5. Communicating with students.	
6. Using questions and discussion techniques.	
7. Engaging students in learning.	
8. Demonstrating flexibility and responsiveness.	
9. Use of technology in demonstration.	
10. Overall Impression of Candidate's teaching demonstration.	
Total Score for Candidate (30 possible points)	

Courtesy of the Secondary Education and Administrative Leadership Department

Appendix 1.K – On-Campus Interview Evaluation Sheet

Candidate _____ Reviewer _____

Date: _____

Questions/Comments (score) 0 to 3 (highest)

Question	Score
1. Can you give me examples of your ability to work effectively with a variety of students?	
2. What do you think are your greatest strengths as an instructor? In which areas do you feel you can use some further development?	
3. How do you engage students, particularly in a course of non-majors?	
4. How do you adjust your style to the less-motivated or under-prepared student?	
5. How would your background and experiences strengthen this academic department?	
6. What is your favorite part of your current job and why is it your favorite part?	
7. In your opinion, how should the workload of a faculty member be split and into what areas?	
8. Tell us how you go about organizing your work. Also describe any experience you have had with computers or other tools as they relate to organization.	
9. What technology applications have you utilized in the classroom?	
10. What is one or two of your proudest professional accomplishments?	
11. Closing comments (any questions from candidate)	
12. Overall Impression of Candidate	
Total Score for Candidate (36 possible points)	

Courtesy of the Secondary Education and Administrative Leadership Department

Appendix 1.L– Candidate Demonstration

Student Evaluation Sheet

Candidate _____ Reviewer _____

Questions/Comments (score) 0 to 3 (highest)

Question	Score
Showed interest and enthusiasm for his/her material.	
Was able to make difficult material comprehensible.	
Employed creative teaching methods.	
Made me want to take another course with this professor.	
Total Score for Candidate (12 possible points)	

Courtesy of the Secondary Education and Administrative Leadership Department

Appendix 1.N – Hiring Form for Tenure-Track Faculty

Available in Microsoft Excel format for download on the Forms page of the Academic Affairs web page:
<http://www.calu.edu/academics/academic-affairs/forms/index.htm>

Spec Sess	Course Number	Sect Num	Title	Pay Credits	CRN	ST/ Intern	Non Teach	Pay Credits %	
<input type="checkbox"/>				0.000000		<input type="checkbox"/>	<input type="checkbox"/>	0.000000	
<input type="checkbox"/>				0.000000		<input type="checkbox"/>	<input type="checkbox"/>	0.000000	
<input type="checkbox"/>				0.000000		<input type="checkbox"/>	<input type="checkbox"/>	0.000000	
<input type="checkbox"/>				0.000000		<input type="checkbox"/>	<input type="checkbox"/>	0.000000	
<input type="checkbox"/>				0.000000		<input type="checkbox"/>	<input type="checkbox"/>	0.000000	
<input type="checkbox"/>				0.000000		<input type="checkbox"/>	<input type="checkbox"/>	0.000000	
<input type="checkbox"/>				0.000000		<input type="checkbox"/>	<input type="checkbox"/>	0.000000	
<input type="checkbox"/>				0.000000		<input type="checkbox"/>	<input type="checkbox"/>	0.000000	
Totals				0.000000				0.000000	
								FTE %	0.00

Sections to be Assigned
 Include - Course number, Section, Title, # Pay Credits, CRN (if available)
 Please use Check Boxes if applicable

Note: All contracts are issued on contingency basis.

NAME: _____

Address: _____ Personal Email: _____

City/State/Zip: _____ Phone: _____

DEPT CHAIR REVIEW/RECOMMENDATION

Certified as fluent in the English Language:
 Date: _____ By: _____

Request recommended by Department Chair (Please check one): YES NO
By signing this form below, I verify that the individual named on this hiring form has been recommended by the majority of the regular full-time department faculty in accordance with the procedure developed by the

Department Chair: _____ Date: _____
After signing (ie, typing your name), please email this form to Dean for approval.

Faculty being recommended for hire has completed the verification YES NO Date: _____

DEAN REVIEW/RECOMMENDATION

Request recommended by Area Dean (Please check one): YES NO

DEAN select RANK: _____ DEAN select PAY STEP: _____

Semesters:	Fall	Winter	Spring	Fall/Spring	Summer	Start Date:
Salary						
Pay Cred						End Date:
Contract						Date:

Dean Approval: _____ Date: _____

Approved: Provost: YES NO

Background Check Completed YES NO

Appendix 1.0 – Timeline for Faculty Searches

(sample – official form available in Microsoft Excel from Faculty Search Coordinator)

Days	PROCESS - Faculty Search Timeline for Fall 2018 Hiring (Appendix 1.0)	Where?
Pre-Search Procedures		
---	Position requests due in Departments' Annual Reports	NA
---	Deans/Provost review requests, recommend positions for President's consideration	NA
---	President communicates approval of searches to Provost	Verbally
---	Search Chair and Department Chair complete required SPOT Briefing (Common Hour - 11:00 a.m. to 12:00)	Duda 103
0	Start Preparation of Posting in PeopleAdmin by Search Chair or Department Chair	NA
3	Search Chair or Department Chair adds Job Description & Ad Copy to posting	PeopleAdmin
1	Search Chair or Department Chair submits Administrative Diversity Plan to Social Equity	Email
6	Faculty Search Coordinator & Social Equity approve Job Description and Ad Copy	PeopleAdmin
0	Faculty Search Coordinator submits Chronicle master ad for all searches to Marketing for processing	Email
1	End Preparation of Posting in PeopleAdmin	PeopleAdmin
1	Search Chair submits posting to Dept. Chair for approval	PeopleAdmin
1	Department Chair approves posting, submits to Dean for approval	PeopleAdmin
1	Dean approves posting, submits to Provost for approval	PeopleAdmin
3	Provost approves posting, submits to Comptroller for approval	PeopleAdmin
1	Comptroller approves posting, adds cost center and submits to Budget Officer for approval	PeopleAdmin
0	Budget Officer approves posting, submits to President for approval	PeopleAdmin
2	President approves posting, submits to Human Resources for processing	PeopleAdmin
1	Marketing submits ad to Chronicle of Higher Ed (ad due date - October 3, 2017; Publication Date - October 13, 2017)	NA
1	Social Equity releases position for posting/viewing on https://careers.calu.edu	PeopleAdmin
0	Human Resources notifies Faculty Search Coordinator and Search Chair of posting	Email
Search Procedures		
2	Search Chair starts using Job Description & Ad Copy to advertise/recruit in journals, listservs, web sites, etc. (Dept. cost centers later reimbursed from Provost cost center).	NA
0	Social Equity posts the position on AcademicCareers, HigherEdJobs, and PA CareerLink	NA
0	Social Equity advertises/markets position to SREB and other diversity-related opportunities	NA
1	Search Committee starts to prepare Phase 1 & 2 evaluation/rating forms (Phase 3 may be started)	NA
7	Search Chair submits Phase 1 & 2 evaluation/rating forms to Faculty Search Coordinator & Social Equity (Phase 3 may be submitted)	Email
8	Faculty Search Coordinator & Social Equity notify Search Chair of approvals of forms & questions	Email
21	Deadline date for submission of applications (November 3, 2017)	PeopleAdmin
3	Start Phase 1-Initial Review of Applicants by Search Committee in PeopleAdmin	PeopleAdmin
7	End Phase 1-Initial Review of Applicants	PeopleAdmin
0	Search Chair sends Initial Review results to Faculty Search Coordinator & Social Equity , requests approval to proceed	Email
2	Faculty Search Coordinator provides approval to schedule Phone Interviews	Email
0	Social Equity provides approval to schedule Phone Interviews	Email
1	Search Chair updates Applicants' status, as appropriate, and schedules Phone Interviews	PeopleAdmin
4	Start Phase 2-Phone Interviews by Search Committee	NA
4	End Phase 2-Phone Interviews	NA
1	Search Chair sends Phone Interview results to Faculty Search Coordinator & Social Equity ; requests approval to proceed	Email
0	Search Chair submits Phase 3 evaluation/rating form to Faculty Search Coordinator & Social Equity (if not done in #28 above)	Email
4	Phase 3 form approved by Faculty Search Coordinator and Social Equity	Emails
0	Faculty Search Coordinator and Social Equity provide approval to schedule On-Campus Interviews	Emails
1	Search Chair updates Applicants' status, as appropriate, and schedules On-Campus Interviews beginning January 15th, 2018	PeopleAdmin
0	Search Chair sends digital <i>reference hyper-links</i> to solicit reference checks for Phase 3 candidates	Email
41	Start Phase 3-On Campus Interviews by Search Committees	NA
0	Search Chairs get Applicant's Release for Background Check during interviews.	NA
18	End Phase 3-On Campus Interviews - Search Chair/Search Committee recommend Applicants for Dept. vote	PeopleAdmin
0	Search Chair & Search Committee recommend Applicants for Department faculty vote	NA
3	Faculty start to review Applicants' qualifications for Department vote	PeopleAdmin
0	Search Chair / Department preps Applicants' travel reimbursement requests	NA
3	Dean's office requests Travel funds from Academic Affairs (Daphne Livingstone)	Email
4	Search Chair works with Department Chair. Department faculty vote to recommend top Applicants	NA
1	Department Chair submits documentation of Department faculty vote to Faculty Search Coordinator & Social Equity	Email
0	Given Department vote, Search Chair changes approved Applicants' status to "Recommend for Hire"	PeopleAdmin
0	Search Chair submits memo to Dean describing recommendations for "Recommend for Hire"	Memo
0	Search Chair sends "Recommend for Hire" Applicants to Social Equity	PeopleAdmin
3	Social Equity approves/sends "Recommend for Hire" applicants to the Department Chair .	PeopleAdmin
3	Department Chair approves & sends "Recommend for Hire" applicants to the Dean .	PeopleAdmin
0	Department Chair submits memo to Dean with recommendations	Memo
Post-Search Procedures		
2	Dean reviews Department vote and Department Chair Recommendation, sends Applicants to Provost	PeopleAdmin
1	Dean submits memo of Provost with recommendations	Memo
6	Provost reviews Applicants, Finalist Pool is established	PeopleAdmin
0	Academic Affairs (Daphne Livingstone) coordinates with Marissa Fouser in HR to conduct background checks for final candidates	NA
0	Provost sends Finalist Pool to President	PeopleAdmin
7	Provost & President review Finalist Pool and recommendations	NA
0	Provost & Dean negotiate rank/step for top candidate	NA
1	Dean makes offer to top candidate, subject to positive background checks and final approval by the President	Phone
4	Once candidate accepts offer, Dean asks applicant if immigration services are required from Cal U (if YES, notify Bessy Bannelick)	Phone
0	Dean requests applicant to provide original Official Academic Transcripts (all degrees & in-process) to the President's Office	Phone
0	Dean notifies Provost, Dept Chair , Search Chair & Faculty Search Coordinator of <i>tentative</i> applicant to hire & rank/step	Email
0	Faculty Search Coordinator notifies Human Resources of tentative change the status, in PeopleAdmin, of the hired person to "HIRED".	Email
4	President approves hiring, sends to Human Resources	PeopleAdmin
3	Human Resources changes posting to "filled" and notifies Faculty Search Coordinator & Social Equity	PeopleAdmin
1	Faculty Search Coordinator notifies Provost, Dean, Department Chair, Search Chair of status	Email
2	Department Chair prepares/submits "Hiring Form for Tenure-Track Faculty"	Email
0	Department Chair prepares/submits Change to Published Schedule for EACH section (from STAFF to new prof).	Email
4	Faculty Search Coordinator submits Space Utilization Request Form	Email
7	Search Chair sends all documentation to Social Equity	Paper/Email
0	Academic Affairs (Provost Office - Daphne Livingstone) preps hiring letter for President's office	Paper
	Start date for Fall 2018 semester (August 27, 2018)	NA

Part 2 – Social Equity Guidelines

Recruitment Plan for Diversity

California University of Pennsylvania is an affirmative action, equal opportunity employer with a goal to “continue to enhance diversity, as broadly defined,” (per the University Strategic Plan). Cal U defines diversity as differences in age, gender, religion, language, sexual orientation, socioeconomic status, ethnicity, race, exceptionalities, political thought and affiliation, life and work experiences and geographic background. In our mission to acknowledge our differences, we also hope to realize our commonalities.

Strategies to Enhance the Diversity of the Applicant Pool

It is vital that the hiring department and search committee devote time to developing strategies to enhance the diversity of the applicant pool. Some strategies include:

- Developing a broad knowledge of the applicable marketplace and where to target the search to yield a diverse applicant pool
- Considering non-traditional advertising venues
- Consulting with current female and racial/ethnic minority staff to identify successful strategies and to obtain referrals for diverse prospective applicants
- Maintaining ongoing professional contacts with colleagues at other institutions to solicit nominations of well-qualified women and minority applicants
- Advertising positions in a variety of publications and with professional organizations that reach diverse populations
- Personally inviting women and racial/ethnic minorities to apply for position openings
- Identifying women and racial/ethnic minorities in highly specialized fields and inviting them to recruit other women and minorities
- Soliciting the names of prospective applicants from caucuses of women and racial/ethnic minorities within relevant professional and academic associations
- Reviewing applicant pools from prior searches to identify promising women and minority applicants for current or future searches
- Utilizing the Office of **Social Equity**'s listing of Recruitment Resources (Appendix 2.A)

As a **Search Chair** or member of a search committee, you have an opportunity to make a contribution to the University community by taking steps to recruit a well-qualified and diverse applicant and applicant pool. There are numerous approaches and resources for recruiting highly qualified women and persons of color, including advertisement and networking contacts. A national search that includes an advertisement in the Chronicle of Higher Education should be conducted for all manager positions at level 190 or higher and for SUA positions that have a campus-wide impact (i.e., Director of the Women's Center). In addition to national advertising, the search committee for these positions will be expected to develop a recruitment plan for diversity.

Networking should be a personal and ongoing effort. For example, professional conferences can be used to develop and maintain contacts with the women's and minority caucuses of your professional organizations. Establishing contacts with schools or other organizations that provide training to people in your field are also valuable networking resources.

Appendix 2

The following items are provided in the appendices as references and resources for the search process. *Search Chairs* should secure electronic copies of each appendix from the Faculty Search Coordinator for their use in the search process.

Appendix 2.A – Recruitment Resource List

Appendix 2.B – Questions Relating to National Origin and Citizenship

Appendix 2.C – Additional Guidance on Interview Questions

Appendix 2.D – Administrative Diversity Recruitment Plan

Appendix 2.E – California University Policy on Veteran’s Preference

Appendix 2.F – Faculty Search Diversity Leader Initiative

Appendix 2.G – Authorization for Release of Information

Appendix 2.H – Summary of Your Rights under the Fair Credit Reporting Act

Appendix 2.A – Recruitment Resource List

This list is provided by the Office of **Social Equity** for information purposes. Search committees are not limited to these sites nor should advertising be the only method of obtaining a diverse applicant pool.

Faculty Search Recruitment Advertising Resource List

REMEMBER: All employment recruitment advertisements (including online Ads) must include the EEO statement and the University's PeopleAdmin Career Site link, and approved advertisement content verbiage, etc. Faculty Search Ads must be approved by Office of Public Relations and Communications before they can be released to the public. The Office of Public Relations and Communications will place all requested PRINT advertisements. The Office of Social Equity will place all requested ONLINE DIVERSITY websites advertisements. The Office of Public Relations and Communications and The Office of Social Equity must first get advertisements quotes for requested publications and the Provost must approve the expenses first before either office can place any Ads. Additionally, the hiring departments are responsible for placing any career/job specific advertising, i.e. Professional Journals, etc.

Application:

Applications accepted only online at <https://careers.calu.edu/>. Physical resumes are not accepted.

Veterans claiming preference should submit a copy of their DD214 to the Office of Social Equity, 250 University Ave., Box 9, California, PA 15419.

Integrity, Civility and Responsibility are the official core values of California University of Pennsylvania, an affirmative action/equal opportunity employer. Women, minorities, veterans and persons with disabilities are encouraged to apply.

Required Faculty Search Online Advertising via The Office of Social Equity

1. **PA CareerLink** - www.cwds.state.pa.us/ (FREE) All postings must be posted on the Pennsylvania Workforce Development site and in this area, PACAREERLINK meets that requirement: JobGateway, www.jobgateway.pa.gov
2. A copy of the job announcement should be sent to all sister universities.
3. A copy of the job announcement should be forwarded to the NAACP.
 - a. PA State Conference of NAACP Branches
 - b. NAACP- Pittsburgh Chapter
 - c. NAACP - Monessen Chapter
 - d. NAACP - Uniontown Chapter
 - e. NAACP - Washington Chapter
 - f. NAACP - Greensburg Chapter

General/Diversity Online Publications (*Ask Social Equity for assistance*)

- American Association for Affirmative Action Access, Equity, and Diversity (AAAED), www.aaed.org
- American Indians in Science & Engineering, www.aises.org/
- America's Job Exchange, www.americasjobexchange.com
- CareerBuilder, www.careerbuilder.com
- Corporate Diversity Search, Inc., www.corpdiversitysearch.com
- Diverse: Issues in Higher Education, www.diverseeducation.com (*Ask Social Equity for assistance*)
- Diversity, www.diversity.com/
- Diversity Resources Online, www.nadm.org
- Diversity Services, www.diversity-services.com
- Diversity in Higher Education.com, <http://diversityinhighereducation.com/>
- Diversity Inc, www.diversityinc.com
- Diversity Working.com, <https://www.diversityworking.com/>
- EOE Journal, www.eoejournal.com (*Ask Social Equity for assistance*)
- EOP, Inc. (Equal Opportunity Publications, Inc.), www.eop.com
- Indeed, www.indeed.com

- Insight into Diversity, www.insightintodiversity.com
- Jobs Online, <http://www.jobsonline.com/index.php>
- Linked In Jobs, www.linkedin.com/jobss
- National Diversity Council, Career Center, <http://www.nationaldiversitycouncil.org/what-we-do/talent/career-center/>
- National Job Bank, www.nationaljobbank.com
- The Monster Board, www.monster.com
- The National Diversity Newspaper Job Bank, www.newsjobs.com

Academic Related Online Resources

- Academic360.com/products, www.academic360.com/products/
- AcademicCareers.com, www.AcademicCareers.com (*Ask Social Equity for assistance*)
- American Association of Physics Teachers, www.aapt.org/aboutaapt/aaptjobs.cfm
- American Indians in Science & Engineering, www.aises.org/
- American Sociological Association, www.interfolio.com/resource/american-sociological-association/
- Chronicle of Higher Education, <https://careers.chronicle.com/> (*Ask Social Equity for assistance*)
- Chronicle of Philanthropy Job Bank, www.philanthropy.com/jobs/
- Colleges/Universities Mentor Graphics College Recruitment, www.icx.com
- H-Net's Job Guide for Humanities and Social Science Jobs, www.h-net.org/jobs/home.php
- HERC Jobs, www.hercjobs.org
- Higher Ed Jobs Online, www.higheredjobs.com (*Ask Social Equity for assistance*)
- Inside Higher Education, www.insidehighered.com (*Ask Social Equity for assistance*)
- Internet Resources by College Majors, www.mymajors.com/college-majors/
- Jobs in Higher Education, www.academic360.com/
- National Alliance of Black School Educators, www.nabse.org
- National Association of Colleges and Employees (NACE), <https://www.naceweb.org/>
- National Black MBA Assoc., www.nbmbaa.org
- THEunijobs, www.timeshighereducation.com/unijobs
- University Job Bank, www.ujobbank.com
- Women in Higher Education, www.wihe.com (*Ask Social Equity for assistance*)

Minority Outreach and Resources

- American Association of Blacks in Energy, www.aabe.org
- American Indians in Science & Engineering, www.aises.org/
- Association of Black Psychologists, www.abpsi.org
- Black Data Processing Association, www.bdpa.org
- Black Voices Career Center, www.blackvoices.com
- HBCUCONNECT.COM, www.hbcuconnect.com (*Ask Social Equity for assistance*)
- Hispanic Outlook In Higher Education, www.hispanicoutlook.com/ (*Ask Social Equity for assistance*)
- Hispanic Today, www.hispanic-today.com/index.php/career-opportunities
- LatinosinHigherEd.com, www.latinosinhighered.com
- LatPro.com, <https://www.latpro.com/c/recruiter/>
- Minority Executive Search, www.minorityexecsearch.com
- Minority Affairs, www.minorityaffairs.com
- National Association for the Advancement of Colored People (NAACP), www.naACP.org
- National Association of African Americans in Human Resources (NAAHR), <https://naaahratlanta.org/>
- National Association of Black Accountants, www.nabainc.org
- National Association of Black Geologists and Geophysicists (NABGG), www.nabgg.org
- National Association of Black Journalist (NABJ), <https://www.nabj.org/>
- National Association of Health Services Executives, www.nahse.org
- National Black Nurses Association (NBNA), www.nbna.org
- National Black MBA Association, <https://nbmbaa.org/>
- National Sales Network, www.salesnetwork.org
- National Society of Black Engineers (NSBE), www.nsbe.org

- National Society of Black Social Workers, www.nabsw.org
- National Urban League, www.nul.org
- National Association for the Advancement of Colored People (NAACP), www.naacp.org
- National Society of Hispanic MBAs, www.nshmba.org
- National Urban League, www.nul.org
- Prospanica, www.nshmba.org
- Saludos.com, www.saludos.com

Female Outreach and Resources

- AdvancingWomen.com, www.advancingwomen.com
- American Business Women's Association, <http://www.abwa.org/pages/abwa-home-page>
- Corporate Diversity Search, Inc., www.corpdiversitysearch.com
- Women in Higher Education (WIHE), www.wihe.com (*Ask Social Equity for assistance*)
- Women's Wire, <https://www.womenswiremedia.org/>
- YWCA, www.ywca.org
- YWCA Greater Pittsburgh, Center for Race and Gender Equity, www.ywcapgh.org/

Handicapped/Disabled Outreach and Resources

- ABILITYJobs.com, www.jobaccess.org
- Disability.com, www.disability.com
- Goodwill Industries International, Inc., www.goodwill.org
- Job Access, www.jobaccess.org

Veteran's Outreach and Resources

- America's Job Exchange, www.americasjobexchange.com/employer/homepage
- American Veterans, www.amvets.org
- Hire Heroes USA, www.hireheroesusa.org/index.php
- JobCentral, www.jobcentral.com/postajob.asp
- Military Transition Network, <https://www.militarytransitionnetwork.com/>
- U.S. Department of Labor, CareerOneStop, www.careeronestop.org/
- Veterans' Employment and Training Services, www.dol.gov

LGBTQ Outreach and Resources

- All LGBT Jobs.com, <https://alllgbtjobs.com/>
- The Pipe Line Project, Careers in the LGBT Movement, <http://lgbtpipeline.org/lgbt-movement-careers>
- Human Rights Campaign, LGBTQ Recruitment, <https://www.hrc.org/resources/lgbt-recruitment>
- Out & Equal Workplace Advocates, LGBT CareerLink, <http://outandequal.org/lgbt-careerlink/>

Appendix 2.B – Questions Relating to National Origin and Citizenship

CAN I SAY THAT? Permissible Employment Questions Relating to National Origin and Citizenship

by: *Jacqueline Conforti Barnett*

(Source: Barnett, J. C. January 2003. *Legal Briefs: A Quarterly Publication of the Office of Legal Counsel- Pennsylvania State System of Higher Education* - Vol. 6 No. 1, Pgs 2-4.)

There is potentially nothing more frustrating in the employment arena than to get to the end of a long search process only to discover that your successful applicant is not yet legally permitted to work in the United States. Although there is a strong desire to point blank ask certain questions to those who are or appear to be from another country, both federal and state laws bar inappropriate background inquiries during the search and screen process. As always, there is a legally right way and a litigious wrong way to eradicate your concerns.

I. Controlling Law

Discrimination on the basis of national origin equates to treating someone less favorably because an individual, or his or her ancestors, is from a certain place or belongs to a particular national origin group. 29C.F.R. §1606.1. By way of a short legislative primer, various statutes at both the federal and state levels specifically outlaw discriminatory hiring practices.

a. Federal Laws

- i. *Title VI of the Civil Rights Act of 1964 (Title VI)*. Title VI, 42 U.S.C.A. §§ 2000d, et seq., prohibits discrimination based on race, color, or national origin in programs or activities receiving federal financial assistance. For example, the United States Department of Education gives grants of financial assistance to universities. Consequently, all federal agencies that provide grants of assistance are required to enforce the *Title VI* regulations. *Title VI* also prohibits employment discrimination in a limited way.
- ii. *Title VII of the Civil Rights Act of 1964 (Title VII)*. Title VII, 42 U.S.C.A. §§ 2000e, et seq., prohibits discrimination because of an individual's race, color, national origin, religion or sex, regardless of whether such discrimination was intentional or results in a practice that has the effect of creating discriminatory treatment. It is impermissible to deny an individual an employment opportunity due to birthplace, ancestry, culture or linguistic characteristics common to a specific ethnic group or to discriminate against such an individual regarding compensation, terms, conditions or privileges of employment.
- iii. *The Immigration Reform and Control Act (IRCA)*, 8 U.S.C. §1324b, which amended the *Immigration and Nationality Act (INA)*, requires that employers verify the identity and work eligibility of every employee hired after the legislation's enactment on November 6, 1986. *IRCA* clearly makes it illegal to hire anyone who is not authorized to work in the United States. In order to ensure proof of compliance, all new employees are obligated to complete the Immigration and Naturalization Service's Form I-9. A component of *IRCA* prohibits discrimination in the hiring and firing on the basis of citizenship status or national origin. *IRCA* obligates employers to treat all qualified, eligible job applicants equally. The failure to do so could result in an employer compensating the aggrieved individual with a position and back pay, in addition to the employer being assessed fines and penalties.
- iv. *The Civil Rights Act of 1991*. This Act at 42 U.S.C. § 1981a and 42 U.S.C. §§ 2000e-2(k)-(n), modifies Title VII and provides additional protections in the event of employment discrimination. The Act authorizes compensatory and punitive damages in cases of intentional discrimination as well as attorney's fees.

b. Laws of the Commonwealth of Pennsylvania

- i. *Pennsylvania Human Relations Act (PHRA)*. The *PHRA*, 43Pa.C.S.A. §§951 et seq., guarantees an individual the opportunity to obtain employment for which he or she is qualified without discrimination in areas including, but not limited to, race, color, familial status, religious creed, ancestry and national origin.
- ii. *Equal Education Opportunity (EEO)*. 22 Pa. Code §§ 32.1, et seq. The State Board of Education, by virtue of its authority and duty to prescribe standards and qualifications for colleges and universities pursuant to 24 P.S. § 2421 and 24 P.S. § 26-2603-B, specifically endorses the principle of equal educational and employment opportunity at institutions of higher education receiving Commonwealth funding as a matter of public policy and as expressed in PA. Const. Art. I, §§ 26 and 28. The purpose of this Code, among other matters, is to encourage

and affirm, and when necessary, apply impetus and sanctions to, institutional efforts to provide equal opportunity in employment opportunities.

Therefore, in order to avoid unnecessary litigation, it is critical that the search and screen process for any prospective employee, especially within the interview portion of the experience, be devoid of any intentional or unintentional action that could result in accusations of discrimination.

II. Permissible and Impermissible Questions

In order to ensure against allegations of discrimination based on national origin, it is important that all individuals be required to respond to the same questions. This eliminates accusations of disparate treatment between the applicants. Equally important is the content of the questions being asked. Below are some permissible and impermissible questions related to citizenship and national origin. Please note that impermissible questions in the hiring process extend beyond the topic of national origin/citizenship and can also include questions associated with the areas of age, marital/family status, disabilities or medical conditions, arrest records, military service and religion among other topics. In order to best insulate the University, as well as those individuals who serve on search committees, you should contact your university legal counsel to assist with a training program in this area or to review any materials that are presently being utilized by search committees throughout the campus.

Permissible Phrasing/Question

Are you authorized to work in the United States?

After employment, can you provide verification of your legal right to work in the U.S.

Do you have any language abilities other than English that may be useful in performing this job successfully (only pertinent to or required for the job in question)?

Impermissible Phrasing/Question

Are you a U.S. citizen? Are you a naturalized or native-born citizen? What is the date you acquired citizenship?

Before the conclusion of the hiring process, can you document your right to work in the U.S. or proof of your citizenship?

What is your "mother or native tongue"?

What is your lineage (or ancestry, national origin descent)?

What is the nationality of your parents or spouse?

What is your birthplace?

Where were you parents (or spouse or family members) born?

That is an unusual name. What is its origin?

Are you a member or have association with any organizations identified with or seeking to promote the interest of national origin groups?

Do you attend a ___ (church, mosque, temple, etc.) or have a religious association generally used by persons of a national origin group?

Appendix 2.C – Additional Guidance on Interview Questions

The following questions/actions ***should be avoided*** during the interview/screening process:

- How old are you? Or any questions designed to determine the applicant's age.
- This job requires working extra hours. Do you have children for whom this is a problem?
- Are you pregnant? Or, to a pregnant applicant: When are you due? Do you plan on taking a full six weeks off after the delivery?
- Do you have any children? How old are they?
- Do you have any disabilities that require a reasonable accommodation?
- Have you ever been treated for a mental condition?
- Have you had a major illness in the last five years?
- How many days were you absent from work because of illness last year?
- Do you have any physical defects that preclude you from performing certain kinds of work?
- Are you taking prescribed drugs?
- Have you ever been treated for drug addiction or alcoholism?
- Do you smoke? Do you drink?
- Have you ever filed for workers' compensation insurance?
- Are you married, single, or divorced? Are you Ms., Miss, or Mrs.? What's your maiden name?
- How much money does your spouse make? How much salary do you need? What is the lowest salary you will accept?
- Will you need time off for medical treatments or other reasons associated with a disability?
- What religion do you practice?
- Are you gay?
- What is your sexual preference?

The following questions ***are permitted*** inquiries:

- Can you meet the requirements of the campus' attendance policy?
- Can you perform the essential functions of this position with or without an accommodation?
- Do you use illegal drugs?
- Have you ever been arrested for driving under the influence?
- Do you have the required licenses and degrees to perform this job?
- Can you, after being hired, verify your legal right to work in the United States?

Questions to avoid when checking references:

- Does the applicant have children under age 18?
- Does the applicant have any disabilities?
- How old is the applicant?
- Has the applicant ever filed a discrimination charge with any local, state, or federal agency? (This would constitute unlawful retaliation, even if you are not the employer who was the subject of the charge).
- Has the applicant ever filed a worker's compensation claim?

Appendix 2.D – Administrative Diversity Recruitment Plan

Hiring Department/Division:	Form Submittal Date:				
Position Title:	Anticipated Start Date:				
NAMES OF SEARCH COMMITTEE MEMBERS (INCLUDE CHAIR)					
PAID ADVERTISING LIST OF PRINT AND ONLINE ONLY PUBLICATIONS & WEBSITES					
PRINT & ELECTRONIC OUTREACH LIST OF PROFESSIONAL ASSOCIATIONS, LISTSERVS AND ORGANIZATIONS TO BE CONTACTED BY DEPARTMENT (LIST A MINIMUM OF 2 ACTIVITIES)					
NETWORKING OUTREACH LIST STRATEGIES FOR MAKING PERSONAL CONTACT WITH PROSPECTIVE APPLICANTS (IE, CONFERENCE ATTENDANCE, PROFESSIONAL NETWORKS, COLLEAGUES, ETC) LIST A MINIMUM OF 2 ACTIVITIES					
AVAILABILITY DATA REVIEW (INFO FOUND IN WORKFORCE UTILIZATION ANALYSIS-CONTACT DIVERSITY OFFICER)					
Total # Division. Managers	Total # Division. Professionals	Total # Minority Managers	Total # Minority Professionals	Total # Women Managers	Total # Women Professionals
STATEMENT DESCRIBING CANDIDATE SELECTION CRITERIA					
ADDITIONAL ITEMS					
<ul style="list-style-type: none"> ATTACH A COPY OF THE PROPOSED ADVERTISEMENT ATTACH A COPY OF THE INTERVIEW QUESTIONS ATTACH A COPY OF COVER LETTER TO BE USED WHEN CONTACTING EXTERNAL RECRUITMENT RESOURCES REMINDER TO CONTACT HUMAN RESOURCES TO SCHEDULE APPLICANT BENEFITS OVERVIEW PRIOR TO CANDIDATE ARRIVING ON CAMPUS 					
APPROVALS					
SEARCH COMMITTEE CHAIR			DIVISION CHAIR		
Name:			Name:		
Date:			Date:		
SPECIAL ASSISTANT TO THE PRESIDENT FOR EEO					
Name:					
DATE:					

Appendix 2.E – California University Policy on Veteran’s Preference

1. **Authority:** This policy is promulgated in accordance with The Veteran's Preference Act of 1975, a statute of the Commonwealth of Pennsylvania found at 51 Pa. C.S. 7104(a). The authority for veterans’ preference in Pennsylvania government employment is contained in The Military Affairs Act of August 1, 1975 (P.L. 233, No. 92), as amended.
2. **Purpose:** The purpose of this policy is to reaffirm the University's intention to embrace the statutory hiring preference established by law for veterans.
3. **Policy:** It is a policy of the University to provide a hiring preference to veterans who possess the requisite qualifications for a vacant position in recruitment and are eligible for appointment. The University shall grant hiring preference at the time when a veteran is in the finalist pool of any search. If more than one veteran is in a finalist pool, the best qualified veteran shall receive the hiring preference. As a general rule, Veteran’s Preference is not applied in cases of promotion. University employees may only exercise those rights for a promotion opportunity if the employee is in a less than fulltime regular status, such as temporary, part-time, seasonal or emergency.

4. **Definitions:**

Veteran: Any person discharged under honorable conditions who have served in the Armed Forces of the United States, or any women's organization connected with those forces, during any war or armed conflict; or any honorably discharged person who has served since July 27, 1953. DD-214 forms are required for verification of honorable discharge status. Honorable, good, satisfactory, indifferent and special discharges are considered under honorable terms by the Pennsylvania Civil Service Commission. Further Commission guidance advises that persons who have not completed their initial military service commitment, including National Guard and Reserve members currently in their first term of service, are not eligible for the preference.

Finalist Pool: The group of candidates who have successfully traversed all phases of the search and are determined eligible for employment by the hiring authority utilizing the criteria established and announced prior to the start of the search. These criteria may include successful completion of an interview or series of interviews, satisfactory or exceptional work history and references, satisfactory recommendations from the hiring department, and a positive background check.

5. **Procedure:**

Job Qualifications: Qualifications used as the selection criteria must be established prior to the search commencing. Qualifications must be job related and non-discriminatory.

Notice of Qualifications to Applicants: These requisite qualifications will be incorporated into public solicitations and the position description for the purpose of making them known to applicants. If an ad is abbreviated due to cost and does not contain the requisite qualifications, the ad must include a website address which can be accessed by applicants to obtain this information.

Notice of Veteran’s Status to University: Declaration of veteran’s status is invited through voluntary protected class self-disclosure forms which are returned by applicants for **Social Equity** Office use, or during the course of the interview process. Verification is accomplished by presentation of a copy of the veteran’s *DD-214 form*.

Search Finalist Pool: The finalist pool must be determined by the hiring authority based on the requisite qualifications criteria established prior to the search. The criteria may include successful completion of an interview or series of interviews to include, where relevant, a successful teaching demonstration, satisfactory or exceptional work history and references, satisfactory recommendations from the hiring department, as well as other demonstrations from which constituent feedback is solicited and considered. The final pool should include at least three candidates if possible, but if a veteran has been interviewed and less than three candidates are contemplated for the Finalist Pool, the Office of **Social Equity** should consult Legal Counsel and advise the Human Resource Services Office and the Hiring Authority of such guidance.

1. No Veteran in Finalist Pool: If no veteran is in the finalist pool, the hiring authority may select the best qualified candidate.
2. Veteran in the Finalist Pool: If a veteran is in the finalist pool, the veteran must be selected and offered the position.
3. Multiple Veteran's in Finalist Pool: If more than one veteran is in the finalist pool, the best qualified veteran must be selected and offered the position.

6. Interpretation: This policy shall be interpreted by the Department of **Social Equity** and/or the Department of **Human Resources**.

Note: The Veteran's Preference Act of 1975 affords similar rights to spouses of disabled or deceased veterans. As a point of clarification, the preference is intended to relate to spouses of veterans with service-connected disabilities. If a disabled veteran wishes to transfer the preference to his or her spouse, the waiver and transfer must be done in writing and signed by the veteran. Spouses of deceased veterans must present the spouse's DD-214, marriage and death certificate to be eligible for the preference. The death need not be service-connected, however. Divorced spouses have no eligibility.

Appendix 2.F– Faculty Search Diversity Leader Initiative

Purpose

The goal of the Faculty Search Diversity Leader Initiative is to provide a cadre of faculty who are willing to serve as diversity advocates on faculty search committees. These faculty members will be trained in diversity issues related to conducting an equitable search process. As diversity advocates, they are EEO representatives committed to ensuring that the search committees on which they serve adhere to the basic principles of equal opportunity in hiring practices.

A Faculty Search Diversity Leaders directory will contain the names of diversity leaders. Faculty search committee chairs can select from this list to satisfy the requirement of having an EEO representative on the search committee.

Rationale

In all hiring practices, the principle of equal employment opportunity is of primary importance. Best practice in faculty hiring emphasizes the need for a diversity representative on faculty search committees; at Cal U we follow this practice. Most often this person is a faculty member from an underrepresented group (both women and persons of color). With very few faculty who are from underrepresented groups, these faculty are often asked every academic year to participate on search committees. This is problematic for the following reasons:

- It puts unfair pressure on this small group of faculty. The same faculties are pursued year after year to serve on search committees. Because of the time commitment, their participation may limit other professorial requirements (e. g. scholarly activities).
- This practice encourages the notion that only minority faculty has the sensitivity that it takes to support an equitable search process. Similarly, this assumes that non-minorities can't be committed to an equitable process.

A truly equitable faculty search process is one that welcomes all faculty who are committed to equal employment opportunity.

Diversity Leader Training

A training program is available for diversity leaders before the hiring season begins. See the Office of Social Equity's Faculty Search Training webpage for more details: <https://www.calu.edu/inside/faculty-staff/administrative-offices/office-of-social-equity/faculty-search-training.aspx>

Requirements

To be selected as a diversity leader, faculty must

- Attend the diversity leader training
- Be willing to serve on a faculty search committee
- Be full-time tenured/tenure track faculty member
- Be committed to equity in the faculty search process.

Benefits

There are several benefits of being a Faculty Search Diversity Leader to faculty and to the university. Diversity leaders

- Provide service to the university community
- Develop diversity leadership skills
- Support the diversity efforts of the university strategic plan
- Earn a certificate for tenure/promotion dossier
- Receive recognition on the university website.

Interested? Contact Dr. John Burnett, Special Assistant to the President for EEO and Title IX Coordinator, Office of Social Equity.

Burnett@calu.edu
724-938-5425

Appendix 2.G – Authorization for Release of Information

Carefully read this authorization to release information about you; sign and date it in ink; attach a copy of your Driver's License; and return to the Office of the Provost/Academic Affairs.

I authorize California University or any investigator, or other duly accredited representative of California University of Pennsylvania, conducting my background investigation, to obtain any information relating to my activities from individuals, schools, employers, criminal justice agencies, consumer reporting agencies or other sources of information.

This information may include, but is not limited to, my academic, residential, performance, attendance, employment history, and criminal history record information.

I authorize custodians of records and others sources of information pertaining to me to release such information upon request of California University, the investigator, or other duly accredited representative of California University of Pennsylvania. I understand that the information released by record custodians and sources of information is for official use by California University of Pennsylvania solely for employment purposes.

Signed copies of this authorization are as valid as the original release.

My signature below also confirms that I have received and reviewed *A Summary of Your Rights Under the Fair Credit Reporting Act*.

Print or Type Name: (Last) (First) (Middle)

Other Names Used Social Security Number

Current Address State Zip Cod

List any other addresses you have lived in the past 7 years.

International candidates must list all past addresses, use additional blank paper, if needed

Home Telephone Number (Include Area Code) Date of Birth

Sign and date

Appendix 2.H– Summary of Your Rights under the Fair Credit Reporting Act

Para informacion en espanol, visite www.ftc.gov/credit o escribe a la FTC Consumer Response Center, Room 130-A 600 Pennsylvania Ave. N.W., Washington, D.C. 20580.

The federal Fair Credit Reporting Act (FCRA) promotes the accuracy, fairness, and privacy of information in the files of consumer reporting agencies. There are many types of consumer reporting agencies, including credit bureaus and specialty agencies (such as agencies that sell information about check writing histories, medical records, and rental history records). Here is a summary of your major rights under the FCRA.

For more information, including information about additional rights, go to www.ftc.gov/credit or write to: Consumer Response Center, Room 130-A, Federal Trade Commission, 600 Pennsylvania Ave. N.W., Washington, D.C. 20580.

- You must be told if information in your file has been used against you. Anyone who uses a credit report or another type of consumer report to deny your application for credit, insurance, or employment – or to take another adverse action against you – must tell you, and must give you the name, address, and phone number of the agency that provided the information.
- You have the right to know what is in your file. You may request and obtain all the information about you in the files of a consumer reporting agency (your “file disclosure”).
You will be required to provide proper identification, which may include your Social Security number. In many cases, the disclosure will be free. You are entitled to a free file disclosure if: a person has taken adverse action against you because of information in your credit report you are the victim of identity theft and place a fraud alert in your file; your file contains inaccurate information as a result of fraud; you are on public assistance; you are unemployed but expect to apply for employment within 60 days. In addition, by September 2005 all consumers will be entitled to one free disclosure every 12 months upon request from each nationwide credit bureau and from nationwide specialty consumer reporting agencies. See www.ftc.gov/credit for additional information.
- You have the right to ask for a credit score. Credit scores are numerical summaries of your credit-worthiness based on information from credit bureaus. You may request a credit score from consumer reporting agencies that create scores or distribute scores used in residential real property loans, but you will have to pay for it. In some mortgage transactions, you will receive
- You have the right to dispute incomplete or inaccurate information. If you identify information in your file that is incomplete or inaccurate, and report it to the consumer reporting agency, the agency must investigate unless your dispute is frivolous. See www.ftc.gov/credit for an explanation of dispute procedures.
- Consumer reporting agencies must correct or delete inaccurate, incomplete, or unverifiable information. Inaccurate, incomplete or unverifiable information must be removed or corrected, usually within 30 days. However, a consumer reporting agency may continue to report information it has verified as accurate.
- Consumer reporting agencies may not report outdated negative information. In most cases, a consumer reporting agency may not report negative information that is more than seven years old, or bankruptcies that are more than 10 years old.
- Access to your file is limited. A consumer reporting agency may provide information about you only to people with a valid need -- usually to consider an application with a creditor, insurer, employer, landlord, or other business. The FCRA specifies those with a valid need for access.
- You must give your consent for reports to be provided to employers. A consumer reporting agency may not give out information about you to your employer, or a potential employer, without your written consent given to the employer. Written consent generally is not required in the trucking industry. You may limit “prescreened” offers of credit and insurance you get based on information in your credit report. Unsolicited “prescreened” offers for credit and insurance must include a toll-free phone number you can call if you choose to remove your name and address from the lists these offers are based on. You may opt-out with the nationwide credit bureaus at 1-888-5-OPTOUT (1-888-567-8688).
- You may seek damages from violators. If a consumer reporting agency, or, in some cases, a user of consumer reports or a furnisher of information to a consumer reporting agency violates the FCRA, you may be able to sue in state or federal court.
- Identity theft victims and active duty military personnel have additional rights. For more information, visit www.ftc.gov/credit

States may enforce the FCRA, and many states have their own consumer reporting laws. In some cases, you may have more rights under state law. For more information, contact your state or local consumer protection agency or your state Attorney General. Federal enforcers are:

TYPE OF BUSINESS:	CONTACT:
Consumer reporting agencies , creditors and others not listed below	Federal Trade Commission: Consumer Response Center - FCRA Washington, DC 20580 1-877-382-4357
National banks, federal branches/agencies of foreign banks (word "National" or initials "N.A." appear in or after bank's name)	Office of the Comptroller of the Currency Compliance Management, Mail Stop 6-6 Washington, DC 20219 1-800-613-6743
Federal Reserve System member banks (except national banks, and federal branches/agencies of foreign banks)	Federal Reserve Consumer Help (FRCH) P O Box 1200 Minneapolis, MN 55480 Telephone: 888-851-1920 Website Address: www.federalreserveconsumerhelp.gov Email Address: ConsumerHelp@FederalReserve.gov
Savings associations and federally chartered savings banks (word "Federal" or initials "F.S.B." appear in federal institution's name)	Office of Thrift Supervision Consumer Complaints Washington, DC 20552 1- 800-842-6929
Federal credit unions (words "Federal Credit Union" appear in institution's name)	National Credit Union Administration 1775 Duke Street Alexandria, VA 22314 703-519-4600
State-chartered banks that are not members of the Federal Reserve System	Federal Deposit Insurance Corporation Consumer Response Center, 2345 Grand Avenue, Suite 100 Kansas City, Missouri 64108-2638
Air, surface, or rail common carriers regulated by former Civil Aeronautics Board or Interstate Commerce Commission	Department of Transportation , Office of Financial Management Washington, DC 20590 202-366-1306
Activities subject to the Packers and Stockyards Act, 1921	Department of Agriculture Office of Deputy Administrator - GIPSA Washington, DC 20250 202-720-7051

Part 3 – PeopleAdmin Search Chair's Guide

PeopleAdmin SEARCH CHAIR'S USER'S GUIDE

California University of Pennsylvania



PeopleAdmin, Inc.
816 Congress Avenue
Suite 1800
Austin, TX 78701
866-389-1245

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INTRODUCTION

.....

Welcome to the California University of Pennsylvania's Online Application System. The **Human Resources** (HR) department has implemented this system in order to automate many of the tasks of the employment application process. This system is used to:

- Create and submit Postings to HR
- View Applicants to your Postings
- Notify HR of your decisions regarding the status of each applicant

The system is designed to benefit you by facilitating:

- Faster processing of employment information
- Up-to-date access to information regarding all of your Postings
- More detailed screening of Applicants' qualifications – before they reach the interview stage

HR provides these training materials to assist with your understanding and use of the system.

Your Web Browser

PeopleAdmin is designed to run in a web browser over the Internet. The system supports browser versions of Mozilla Firefox 1.5 and above and Internet Explorer 6.0 and above. Some older browser versions are less powerful than newer versions, so the appearance of certain screens and printed documents may be slightly askew. Notify the system administrator of any significant issues that arise. Browsers that have no known issues, but not necessarily routinely tested for product support are:

- Internet Explorer 5.5 and 5.0
- Netscape Navigator 7.0
- Apple Safari 1.2
- Mozilla Firefox 3.0

The site also requires Adobe Acrobat Reader. This is a free download available at www.Adobe.com.

It is recommended that you do not use your browser's "Back", "Forward" or "Refresh" buttons to navigate the site, or open a new browser window from your existing window. This may cause unexpected results, including loss of data or being logged out of the system. Please use the navigational buttons within the site.

Security of Applicant Data

To ensure the security of the data provided by applicants, the system will automatically log you out after 60 minutes if it detects no activity. However, anytime you leave your computer we strongly recommend that you save any work in progress and Logout of the system by clicking on the logout link located on the bottom left side of your screen.

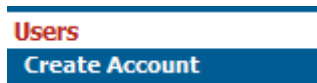
GETTING STARTED

.....

In your browser, enter the URL: <https://careers.calu.edu/HR>. The “login screen” for the system will appear and should be similar to the following screen:



Log in to the system with your PeopleAdmin username and password. If you do not have a User Name and Password assigned, click “Create User Account” on the left hand navigation bar.



To request a new user account:
You will now see the following screen

Enter the required fields. Notice that “Submit for Approval” is selected at the bottom of the page, when you are done entering the required information; click the “Continue” button and then the “Confirm” button to submit your request to HR. You will be notified via email when your user account has been approved.

CALU Building Character. Building Careers.
HOME ABOUT US EMPLOYMENT QUICK LINKS PEOPLE FINDER

Users
Create Account

Create User

Users can submit a user account to HR for approval and will be notified by HR if the account has been approved. Please fill in the following information to create your account. Click the Cancel button to return to the login page.

*Required information is denoted with an asterisk.

Create User

* Username: Must be between 6 and 20 characters

* Password: Must be between 6 and 20 characters

* Confirm Password:

* First Name:

* Last Name:

Employee ID:

Title:

Phone Number/Extension:

* Email:

* Department:

Not Selected		Selected
Accounting Office	>	Not Assigned
Acquisitions/Collection Depa	<	
Administration Program for	>>	
Anthropology	<<	
Athletic Development		
Baseball		
Basketball		
Bibliographic Instruction		

User Status

Submit for Approval

CANCEL **CONTINUE**

After you log in, the Welcome Screen should appear similar to the following screen:

CALU Building Character. Building Careers.
HOME ABOUT US EMPLOYMENT QUICK LINKS PEOPLE FINDER

Welcome **Sample HR Administrator**. You are logged in with University View. Saturday, May 30, 2009

Welcome to the Online System

Supervisor/Manager's Guide View / Download HR User's Guide View / Download

Job Postings to be Approved	
• Job Postings assigned to You :	0
• Job Postings in the entire University :	0

Users to be Approved	
• Users to be approved:	0

To perform actions, please choose from the links at left.

This page is designed to help you keep track of the actions required by you or your department.

You will perform actions by clicking on the links on the left side of the screen. Each link and its corresponding action will be covered in detail in this manual.

CREATE A POSTING

To Create a Posting, click one of the two links under the header “Create Posting” on the left hand navigation bar.



Your options are:

- From Template (where several fields are predefined)
- From Scratch (new posting)

Entering Posting Information

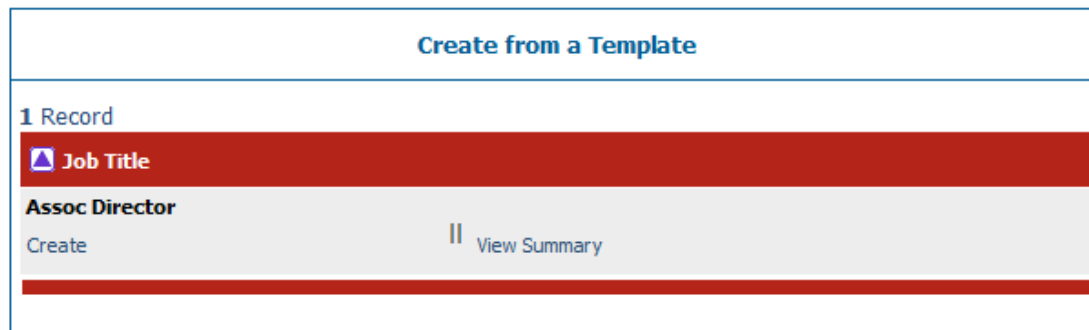
In the following example, the "From Template" option was selected. You should see a screen similar to the following:

Create from a Template

A screenshot of the "Create from a Template" search interface. It features a red header with the text "Create from a Template". Below the header are two search fields: "Job Title" with a dropdown menu set to "Any", and "Position Type" with a dropdown menu set to "Any". At the bottom of the search area are two buttons: "SEARCH" and "CLEAR RESULTS".

Search for the appropriate template by either selecting a value from the available field or just click the Search button to return all templates.

Create from a Template

A screenshot of the search results for "Create from a Template". The results are displayed in a table with a red header. The table shows 1 record with the job title "Assoc Director". Below the job title, there are two links: "Create" and "View Summary".

Once you have found the template you wish to use, click the “Create” link below the appropriate Job Title.

You will notice that there are several tabs across the top of the screen. When you first enter, you will be in the “Posting Details” tab.

Posting Details

You will notice that there are several tabs across the top of the screen and that the first one you are in is the “Posting Details” tab. The data fields should approximate the information captured in your current system.

Create Posting - Assoc Director

Reports											
Posting Preview											
Posting Details	Documents	Posting Specific Questions	Disqualifying / Points	Guest User	Comments						
CONTINUE TO NEXT PAGE >>											
<p>To create a Posting, first complete the information on this screen, then click the Continue to Next Page button. Proceed through all sections completing all necessary information. To submit the Posting to human resources, you must click on the Continue to Next Page button from the last section. Once a summary page appears, select the Submit button and then click the Continue button. Your Posting will not be saved or sent to the next status until you see the confirmation page and click the Confirm button.</p> <p>*Required information is denoted with an asterisk.</p> <table border="1"><tr><td>Posting Number:</td><td></td></tr><tr><td>POSITION INFORMATION</td><td></td></tr><tr><td>* Job Title:</td><td>Assoc Director</td></tr></table>						Posting Number:		POSITION INFORMATION		* Job Title:	Assoc Director
Posting Number:											
POSITION INFORMATION											
* Job Title:	Assoc Director										

A few notes about this screen:

- Fields with an asterisk (*) are required, so if you do not include information in the field, an error message will appear and you will be required to complete it.
- Some of the fields will already be completed as they were pulled in from the Template you selected.
- The larger text areas will hold about 3900 characters of text (about a page and a half).
- If you want to spell check your pages, you may download the Google toolbar at www.google.com. There is a free spellchecker in this toolbar that you can use on every page of the system.
- VERY IMPORTANT: A Posting is Not Saved until after you have completed the final step of the process, clicking Confirm on the final summary page. If you log out or click a link on the left side before completing these steps, none of the information you have edited will be saved.
- VERY IMPORTANT: The field entitled ***Search Chair Users with Access** is a required field. Your name should appear in the selected section of this field. This is how the system will know you are an Authorized User and will have access to it after you send it through for approvals.

* Hiring Manager / Chair ... Users with Access:	Not Selected	Selected
	Angelone, Lenora Arcuri, Cinthia Armenti, Angelo Cencich, John Colelli, Leonard Gifford, Rhonda Golden, Allan Hagyari, Eddie	>>> <<< >> <<

TIP: Certain fields you enter on this screen will appear on the applicant site exactly as you enter it on this screen, so please proofread carefully.

Documents

On the Documents Tab you can attach/upload documents relevant to the Posting. **Human Resources** and the Faculty Search Coordinator can Attach/Remove any documents in the system.

Create Posting - Assoc Director

Reports
Posting Preview

Posting Details	Documents	Posting Specific Questions	Disqualifying / Points	Guest User	Comments
-----------------	-----------	----------------------------	------------------------	------------	----------

On this tab, you may attach and view documents.

3 Records

Attach / Remove	Document Type	Attached Document	View Document
Attach	Job Description	Not Attached	
Attach	Ad Copy	Not Attached	
Attach	Other	Not Attached	

<< RETURN TO PREVIOUS CONTINUE TO NEXT PAGE >>
SAVE AND STAY ON THIS PAGE

Posting Specific Questions

Posting Specific (screening) Questions are individual questions that can be used to qualify/disqualify applicants. You may add those questions in this section.

Create Posting - Assoc Director

Reports
Posting Preview

Posting Details	Documents	Posting Specific Questions	Disqualifying / Points	Guest User	Comments
-----------------	-----------	----------------------------	------------------------	------------	----------

To add questions that will be asked of every applicant who applies to this position, click the **Add a Question** button. Click the **Continue to Next Section** button to skip this section or when finished.

No Posting Specific Questions exist.

ADD A QUESTION
<< RETURN TO PREVIOUS CONTINUE TO NEXT PAGE >>
SAVE AND STAY ON THIS PAGE

CANCEL PREVIEW POSTING

If you are not adding any Posting Specific Questions, click the “Continue to Next Page” button.

To add a Posting Specific Question to this Posting, click on the “Add a Question” button, which returns the following page:

Add a Question

Search Existing Questions:

Search by Keyword:

Create a Question

To find an existing question, you can enter a keyword to search the question text (or leave the field blank). After you click the “Search” button, the system will return a list of all questions that have been entered previously by **Human Resources** for other Postings. Select one of the questions from the list if it is appropriate for this Posting by clicking the “View/Add” link next to the question. Then click the “Add Question” button to actually add it as a Pre-Screening Question.

If you do not find an applicable sample question from the list, contact **Human Resources** to request a new question be added.

Add a Question

Search Existing Questions:

Search by Keyword:

Search Results

12 Records

Question Text	
Do you have a bachelor's degree?	View/Add
What is the highest level of education attained?	View/Add

Click the “Continue to Next Page” button when done with the Pre-Screening Questions tab.

Disqualifying/Points

In order to assist you in ranking the applicants to your Posting by objective criteria, the system enables you to disqualify certain answers and/or assign points to certain answers to the closed-ended questions you created/added on the Pre-Screening Questions screen. Since open-ended questions are not allowed to have been disqualifying nor have points assigned to them, they will not appear on this screen.

If you did not enter any Screening Questions or if you want to ask the questions without disqualifying and/or assigning points to any of the responses, enter nothing and click the “Continue to Next Page” button.

NOTE: You may also see questions that were added to this Posting as part of the template. These questions are displayed on this screen for informational purposes, and you may not designate them as disqualifying and/or assign points.

Create Posting - Assoc Director

Reports					
Posting Preview					
Posting Details	Documents	Posting Specific Questions	Disqualifying / Points	Guest User	Comments
<p>On this page, you may assign points to answers that can be used to rank applicants and designate an answer as a disqualifying answer. Applicants who select a disqualifying answer will be automatically moved to a status of not hired with a reason of <i>did not meet minimum qualifications</i>.</p> <p>When finished adding points, selecting disqualifying answers, or to skip this section, click the Continue to Next Page button.</p> <p>Open-ended questions will not be visible on this tab, but will be visible on the summary page.</p> <p>Maximum Points Possible: 0</p>					

On this screen you will see all the closed-ended questions you created/added on the Pre-Screening Questions tab. In this case, the only closed-ended question entered was: “Do you have experience working in an office environment?”

Posting Specific Questions			
Do you have experience working in an office environment?			
	ANSWER	DISQUALIFYING	SCORE
	No Response	<input type="checkbox"/>	0 <input style="width: 40px;" type="text"/>
	Yes	<input type="checkbox"/>	0 <input style="width: 40px;" type="text"/>
	No	<input type="checkbox"/>	0 <input style="width: 40px;" type="text"/>
0 %			
RECALCULATE		RESET	

To disqualify an applicant based on a particular answer, click the corresponding box under the word “DISQUALIFYING”. In the below example, when an applicant answers “No” to this question, the system would disqualify them for further consideration for this Posting. The applicant would receive the "Fail Message" for this position and be classified as “Inactive”.

Maximum Points Possible: **50**

Posting Specific Questions

Do you have experience working in an office environment?

ANSWER	DISQUALIFYING	SCORE
No Response	<input type="checkbox"/>	0
Yes	<input type="checkbox"/>	50
No	<input checked="" type="checkbox"/>	0

100 %

RECALCULATE **RESET**

To specify how many points the applicant should receive for each response, enter a number in the “SCORE” column. For example, an applicant answering “Yes” to “Do you have experience working in an office environment?” would receive 50 points.

To have the system calculate the total points an applicant could receive for all the questions (useful if you have several questions to which you are assigning points), click the “Recalculate” button.

Clicking the “Reset” button returns all the Screening Question point values to 0.

When all of the disqualifiers are set to your satisfaction, click the “Continue to Next Page” button.

CONTINUE TO NEXT PAGE >>

Activating Guest Users

Guest User accounts are used by committee members. If your Posting involves committee review, you may set up a special account that will be used by members of the review committee to log in to the system and view the Applicants to this Posting.

Guest Users are only able to view the applicants to the Posting(s) to which they are assigned, and are not permitted to take action on any of the applicants. Also, Guest Users are only able to view the Posting(s) to which they are assigned. When the Posting is filled, the guest user name and password are automatically deactivated.

To set up a guest user account, click the "Activate Guest User" link.

Create Posting - Assoc Director

Reports					
Posting Preview					
Posting Details	Documents	Posting Specific Questions	Disqualifying / Points	Guest User	Comments

On this screen, you may create an account that will be used by members of the review committee.

Committee members who log in using this account may view applications and resumes to this requisition only, and are not able to take action on the applicants.

When finished or to skip this section, click the **Continue to Next Page** button.

Activate Guest User

After clicking the "Activate Guest User" link, you should see a screen similar to the following:

Deactivate Guest User

Create Guest User

*Required information is denoted with an asterisk.

User Name:	GU51420
* Password: <small>Between 6 and 20 Characters</small>	<input type="password"/>

The system automatically assigns a User Name for this Posting (which will be GU#####). You will need to enter a password, which must be between 6 and 20 characters.

Please record this user name and password and notify the **Search Chair** of the user name and password so that he or she can give it to the committee members.

After entering a password for the Guest User, click Continue to Next Page to continue to the final step.

Comments

As HR, you will have a section where HR can enter any comments. This page is not visible to any other users (HR Only View). Note that we are currently logged in with a HR User; we can only submit Comments in the **Human Resources** Comments section.

Create Posting - Assoc Director

Reports																													
Posting Preview																													
Posting Details	Documents	Posting Specific Questions	Disqualifying / Points	Guest User	Comments																								
<< RETURN TO PREVIOUS CONTINUE TO NEXT PAGE >>																													
<p>The comments on this page are only intended to assist with the posting approval process and should not be used in regards to applicants.</p> <p>*Required information is denoted with an asterisk.</p> <table border="1"><tr><td>Supervisor / Manager Comments:</td><td></td></tr><tr><td>Dept Head / Dean Comments:</td><td></td></tr><tr><td>VP / Provost Comments:</td><td></td></tr><tr><td>Controller Comments:</td><td></td></tr><tr><td>Budget Officer Comments:</td><td></td></tr><tr><td>VP of F&A Comments:</td><td></td></tr><tr><td>President Comments:</td><td></td></tr><tr><td>Social Equity Comments:</td><td></td></tr><tr><td>Faculty Search Coordinator Comments:</td><td></td></tr><tr><td>Human Resources Comments:</td><td><input type="text"/></td></tr></table> <p>*Required information is denoted with an asterisk.</p> <table border="1"><tr><td><< RETURN TO PREVIOUS</td><td>CONTINUE TO NEXT PAGE >></td></tr><tr><td>SAVE AND STAY ON THIS PAGE</td><td></td></tr></table>						Supervisor / Manager Comments:		Dept Head / Dean Comments:		VP / Provost Comments:		Controller Comments:		Budget Officer Comments:		VP of F&A Comments:		President Comments:		Social Equity Comments:		Faculty Search Coordinator Comments:		Human Resources Comments:	<input type="text"/>	<< RETURN TO PREVIOUS	CONTINUE TO NEXT PAGE >>	SAVE AND STAY ON THIS PAGE	
Supervisor / Manager Comments:																													
Dept Head / Dean Comments:																													
VP / Provost Comments:																													
Controller Comments:																													
Budget Officer Comments:																													
VP of F&A Comments:																													
President Comments:																													
Social Equity Comments:																													
Faculty Search Coordinator Comments:																													
Human Resources Comments:	<input type="text"/>																												
<< RETURN TO PREVIOUS	CONTINUE TO NEXT PAGE >>																												
SAVE AND STAY ON THIS PAGE																													

Saving/Approving the Posting

After clicking the “Continue to Next Page” button or “Preview Posting” buttons from the previous page, you should see a screen similar to the following. Scroll down through this screen to review the information you entered. Submit Position Type to specific department to complete the workflow approval process or you have the ability to Post Internally or Post/Advertise on Web posts immediately.

View Posting Summary - Assoc Director

 [Printer-Friendly Version](#)

Please review the details of the posting carefully before continuing.

To take the action you have specified, click the **Continue** button. To edit the posting, click the **Edit** link. To exit the posting without making any changes, click the **Cancel** button.

Reports
Posting Preview

Edit

Posting Status

- Save Without Submitting
- Send Posting to Dept Head / Dean
- Send Posting to VP / Provost
- Send Posting to Controller
- Send Posting to Budget Officer
- Send Posting to VP of F & A
- Send Posting to President
- Send Posting to Faculty Search Coordinator
- Send Posting to Social Equity
- Send Posting to Hiring Manager / Chair to Review/Approve
- Send Posting to VP of F & A to Review / Approve
- Send Posting to Human Resource
- Return Posting to Hiring Manager
- Approve for Later Posting
- Post
- Place Posting On Hold

CANCEL **CONTINUE**

In either the box at the top or bottom, please select one of the choices and click the “Continue” button to go to the confirmation page.

Confirm Change Posting Status

The following Action is about to be submitted

Posting Status

Post

Click the “Confirm” button to complete this step.

The details of your Posting are NOT SAVED until you complete this step.

Search Postings

✓ The status of Posting *Assoc Director* has successfully been changed to *Posted*.

Search Postings

Job Postings

Search Postings

Clicking the “Search Postings” link under the “Job Postings” heading on the left side will take you to a screen that looks similar to the following:

Search Postings

Search Postings

Position Number	<input type="text"/>	Department	Any
Position Title	<input type="text"/>	Posting Number	<input type="text"/>
Job Title	Any	Posting Status	

Check All Clear All

- Saved Without Submitting
- Posting Sent to Dept Head/Dean
- Posting Sent to VP/Provost
- Posting Sent to Controller
- Posting Sent to Budget Officer
- Posting Sent to VP of F&A
- Posting Sent to President
- Posting Sent to Social Equity
- Posting Sent to Hiring Manager/Chair (Review/Approve)
- Posting Sent to Faculty Search Coordinator
- Posting Sent to VP of F&A (Review/Approve)
- Posting Sent to Human Resources
- Posting Returned to Hiring Manager
- Approved for Later Posting
- Approved for Internal/Waiver

You may select the criteria to search for Postings from this screen. You may search by some or none of the parameters.

Viewing Postings by Status

After clicking the Search button, you will be taken to a screen similar to the following:

View Postings

To view the details of the position, click on the "View" link below the Classification Title.

You may change the sort order of the list by clicking on the arrow next to the column title.

Submitted for Approval		Approved	Posted	Closed	Filled / Canceled
5 Records					
▼ Job Title	▼ Position Title	▼ Position Number	▼ Date Submitted	▼ Department	▼ Posting Status
System & Data Analyst View View Summary	System & Data Analyst 1		05-30-2009	Athletics - Track and Field	Posting Sent to VP of F&A
Accounting Clerk View View Summary	Accounting Clerk		05-29-2009	Personnel	Posting Sent to President
Head Baker I View View Summary	Head Baker I - HR		05-20-2009	Partners for Fish and Wildlife	Saved Without Submitting
Head Baker I View View Summary	Head Baker I - HR Department		05-20-2009	Partners for Fish and Wildlife	Saved Without Submitting
Data Entry Clerk View View Summary	Fiscal Assistant		04-20-2009	Personnel	Posting Sent to Dept Head/Dean

At the top of the screen are tabs that organize your search results by the status of the Postings. In this example, our search returned the "Posted" tab.

You may sort Postings within each tab by clicking on the arrows next to the column headings.

VIEWING APPLICANTS TO YOUR POSTINGS

After logging in to the system, if you have a Posting that is currently accepting applications, you will see a screen that looks similar to the following:

The screenshot shows the CALU Online System interface. At the top, there is a navigation bar with the CALU logo and the tagline "Building Character. Building Careers." Below this, there are links for HOME, ABOUT US, EMPLOYMENT, QUICK LINKS, and PEOPLE FINDER. On the left side, there is a vertical navigation menu with options: Job Postings, Active Postings, Pending Postings, Historical Postings, Create Posting, From Template, Admin, Home, Change Password, and Logout. The main content area displays a welcome message for "Supervisor Manager" and the date "Monday, June 1, 2009". The title "Online System" is centered. Below the title, there is a "Supervisor/Manager's Guide" link. A note states: "To view the position details, click on the 'View' link below the Title. To sort by any column, click on the arrow next to the column title." A table titled "Active" shows 1 record. The table has the following columns: Job Title, Position Title, Position Number, Posting Number, Apps In Process, Job Open Date, Job Close Date, Department, and Posting Status. The data row shows: Carpenter/Painter (with a "View" link), Carpenter/Painter, 10066, 0600032, 10, 01-25-2007, Open Until Filled, Athletics - Softball, and Posted.

Under the “Job Postings” heading (left navigation bar), there are three posting options: Active, Pending and Historical:

Job Postings
 Active Postings
 Pending Postings
 Historical Postings

Active Postings: Postings that are Active are either:

- currently posted on the applicant site, or
- no longer posted but contain applicants still under review

Pending Postings: Postings that are Pending are either:

- waiting for final review by HR, including addition of PeopleAdmin specific fields
- approved by HR but not Active on the applicant site

Historical Postings: Postings that are Historical are either:

- Filled and are no longer listed on the applicant website
- Cancelled and therefore not listed on the applicant website

To view the details of a specific Posting, including the description and the Applicants to that Posting, click on the word “View” below the Job Title. This will bring you to a screen similar to the next page.

Active								
1 Record								
▼ Job Title	▼ Position Title	▼ Position Number	▲ Posting Number	▲ Apps In Process	▼ Job Open Date	▲ Job Close Date	▼ Department	▼ Posting Status
Carpenter/Painter View	Carpenter/Painter	10066	0600032	10	01-25-2007	Open Until Filled	Athletics - Softball	Posted

View/Edit Posting - Carpenter/Painter

Reports								
Posting Preview								
Applicants	Posting Details	Documents	Posting Specific Questions	Disqualifying / Points	Guest User	Hiring Proposal	Comments	Notes / History
Active Applicants								
10 Records								
▼ Name	Documents	▲ Score	▼ Rank	▼ Date Applied	▼ Status	External Status	All / None	
Parker, Clay View Employment Application	Cvr Ltr Res	0		01-26-2007	Recommend for Hire	In Progress	<input type="checkbox"/>	
Sandleben, Marcie View Employment Application		0		01-26-2007	Selected for Phone Interview Change Status	In Progress	<input type="checkbox"/>	

The tab labeled “Applicants” is a screen listing of the Applicants for this Posting. The Applicants tab shows:

- The applicant’s Name
- Documents (Resume, Cover Letter, etc) in .PDF format that the applicant submitted
- Score that is calculated by adding the applicant’s answers to closed-ended/multiple choice questions with points
- The Date Applied the applicant applied
- The Status of the applicant
 - Status (Internal) – The internal screening steps that indicate the applicant’s progress during the selection process
 - External Status – The status displayed to the applicant when they log in to check the status of the job
- All/None – Allows you to select and deselect all the applicants at once. Used with the “Change Multiple Applicant Statuses”, “View Multiple Applications”, and “View Multiple Documents” buttons.

NOTE: You can sort on the Name, Score, Date Applied, and Status columns by clicking the arrow in the column heading.

From this screen, you may perform a number of tasks, including:

- Sort and view Applicants by different criteria
- View and print applications
- View and print uploaded documents
- Change an applicant’s status

Sorting & Filtering Applicants by Different Criteria

To sort applicants by Name, Date Applied, etc., click the arrow at the top of the data column you wish to sort. The order in which applicants are displayed will change accordingly. The example below is sorted on date applied.

▼ Name	Documents	▲ Score	▼ Rank	▼ Date Applied	▲ Status	External Status	All / None
Parker, Clay View Employment Application	Cvr Ltr Res	0		01-26-2007	Recommend for Hire	In Progress	<input type="checkbox"/>
Sandleben, Marcie View Employment Application		0		01-26-2007	Selected for Phone Interview Change Status	In Progress	<input type="checkbox"/>

The section at the bottom of the screen labeled "Refresh" enables you to view only the applicants who meet the criteria you filter (view) them by.

Refresh	View Multiple
Minimum Score: <input type="text"/> Include: <input checked="" type="checkbox"/> Active Applicants <input checked="" type="checkbox"/> Inactive Applicants <input type="button" value="REFRESH"/>	<div style="border: 1px solid black; padding: 5px; text-align: center;">VIEW MULTIPLE APPLICATIONS</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">VIEW MULTIPLE DOCUMENTS</div> Applications / documents will open in a new window. To print, select File > Print after documents appear in that window.

You may also choose to show Active Applicants, Inactive Applicants, or both. This is performed by checking the boxes next to “Active Applicants” (active Applicants are still under review) and “Inactive Applicants” (inactive Applicants are no longer under review). Click the “Refresh” button to refresh the screen.

Inactive Applicants

4 Records

▼ Name	Documents	▲ Score	▲ Date Applied	▼ Status	External Status	All / None
Moore, James View Employment Application		0	01-25-2007	Not Selected for Interview Change Status	In Progress	<input type="checkbox"/>
Didlake, Mark View Employment Application	Res	0	01-26-2007	Phone Interviewed - Not Selected Change Status	In Progress	<input type="checkbox"/>
Adcock, Amanda View Employment Application		0	01-26-2007	Phone Interviewed - Not Selected Change Status	In Progress	<input type="checkbox"/>
Last Name, First Name: View Employment Application		0	05-04-2009	Not Selected for Interview Change Status	In Progress	<input type="checkbox"/>

Viewing Applications

To view a single Application, click the "View Application" link under the applicant's name from the "Active Applicants" screen.

Name	Documents	Score	Rank	Date Applied	Status	External Status	All / None
Parker, Clay View Employment Application	Cvr Ltr Res	0		01-26-2007	Recommend for Hire	In Progress	<input type="checkbox"/>

After clicking on this link, a screen similar to the following will appear in a new browser window. It may take a few moments for the information to load into the new window.

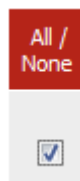
Personal Information

First Name: Clay	Middle Name: D	Last Name: Parker	Suffix:
Address: 816 Congress Ave	City: Austin	State: TX	Zip Code: 78701
Phone Number: 123-123-1234	Message Phone: 234-234-2345	Email Address: sampleemail@z.com	Are you 18 years of age or older?: No Response
Are you legally eligible for employment in the United States? Yes	What type of employment are you willing to accept?	Salary Desired: Oct 2000 - Nov 2003 Facilities	

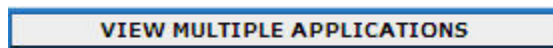
To close the window, click the "Close Window" link, or click the X in the upper right corner of the window (this will NOT log you out of the system – it will simply return you to the list of applicants on the "View Posting" screen).

To view multiple applications at the same time, perform the following steps:

1. Check the boxes next to the corresponding Applicants you wish to print (or click "All"). These boxes are located on the right side of the page.



2. Click the View Multiple Applications button.

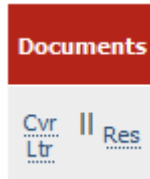


3. A new window will appear (it may take several moments to load). This window contains all the applicant information you selected.

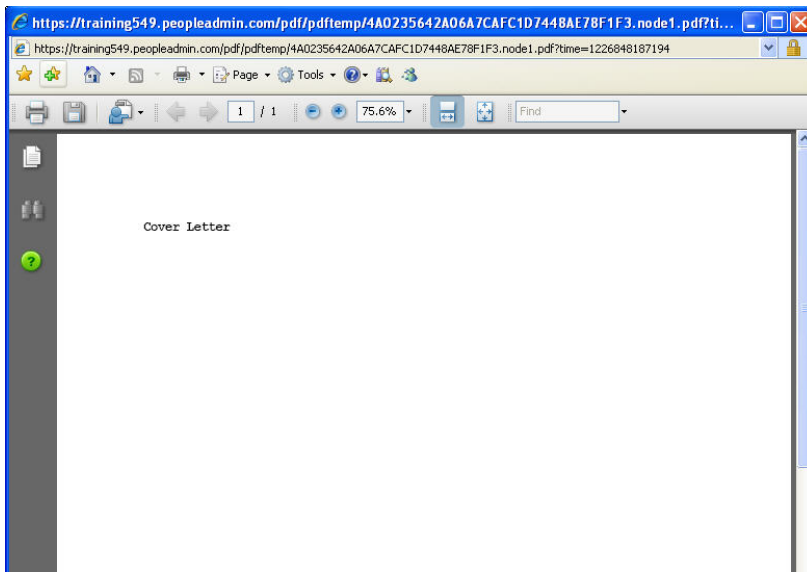
Viewing Documents

This process is very similar to viewing applications, except the documents are loaded using the Adobe Acrobat Reader software. This is done to preserve the integrity of the documents' formatting, and to assist in preventing viruses from entering the system via documents attached by Applicants.

To view a single document (such as a resume or cover letter) that the applicant attached when applying for the Posting, click the link of the document under the column labeled "Documents" from the "Active Applicants" screen.



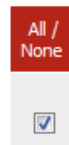
After clicking the link, a new window will appear (it may take several moments to load) in Adobe Acrobat Reader. This window contains the document for the Applicants you selected.



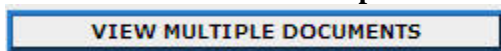
To close the window, click on the "X" in the upper right-hand corner of the window (this will NOT log you out of the system – it will simply return you to the list of Applicants on the "View Posting" screen).

To view multiple documents at the same time, perform the following steps:

1. Check the boxes next to the corresponding applicants you wish to print (or click "All"). These boxes are located on the right side of the page.



2. Click the View Multiple Documents button.



Changing the Status of Applicants

While in the Active Applicant display screen, you can change the status of applicants as you review their applicants, interview them, and make a final decision. To change the status of one applicant, click the “Change Status” link under the Status column heading.

To change the status of multiple applicants at the same time, check the box under the “All/None” column for each applicant that you wish to change, then click the button labeled “Change Multiple Applicant Statuses”. You may also click the “All” link to select all applicants at the same time. To deselect all applicants, click the “None” link.

Name	Documents	Score	Rank	Date Applied	Status	External Status	All / None
Sandleben, Marcie View Employment Application		0		01-26-2007	Under Review by Committee Change Status	In Progress	<input type="checkbox"/>

After clicking the “Change Status” link, a screen similar to the following will appear:

Change Applicant Status

Name	Documents	Status	Ranking	Selection Reason
Sandleben, Marcie View Employment Application		<input type="text" value="Under Review by Committee"/>	<input type="text"/>	<input type="text" value="Choose Option Below:"/>

Under the “Status” column, appears a drop down menu of the statuses an applicant could be changed to. Select the status to which you wish to change each applicant, and then click the “Continue to Confirm Page” button. To reset the statuses to their original values, click the “Reset to Original Status” button. To return to the previous screen, click the “Cancel” button.

Change Applicant Status

Name	Documents	Status	Ranking	Selection Reason
Sandleben, Marcie View Employment Application		Selected for Phone Interview		

Do not forget to click the “Save Status Changes” button before continuing.

NOTE: If you are changing multiple applicant statuses, you may change them all at same time, by using the “Change Multiple Applicant Statuses” button. After setting all applicants’ statuses using the “Change Multiple Applicant Statuses” button, you can change individual applicant statuses below. After clicking on the “Continue to Confirm Page” button, you will come to a confirmation page. Select the “Save Status Changes” button to complete the action. Select the “Cancel” button to return to the previous screen to edit your changes.

Applicant & Posting Status Changes

The table lists applicant and posting status changes in PeopleAdmin (left column) and what the applicant sees when they log in to PeopleAdmin to check the status of their application (right column).

Applicant Status Change	What Applicant Sees
Cancelled Applying	In Progress
System Determined Did Not Meet Min Qualifications	Not Qualified
HR Determined Did Not Meet Min Qualifications	Not Qualified
Under Review By HR (Posted)	In Progress
Under Review By Search Chair	In Progress
Under Review By Committee	In Progress
Not Selected For Interview, Send Email Immediately	In Progress
Selected For Interview, Applicant Declined	In Progress
Selected For Phone Interview	In Progress
Phone Interviewed	In Progress
Phone Interviewed, Not Selected	In Progress
Campus Interview Approved	In Progress
Schedule Campus Interview	In Progress
Campus Interview	In Progress
Recommend For Department Interview	In Progress
Interviewed, Not Selected	In Progress
Recommend For Hire	In Progress
Restricted List	In Progress
Posting Status Change	What Applicant Sees
Designate Position As Filled:	
<i>* If HIRED in system</i>	Offered Position
<i>* Any other</i>	Position Filled
Cancel Posting	Position Withdrawn
Place Posting On Hold	In Progress

Applicant Status Change s

Here are the applicant status change options available in PeopleAdmin.

- Under Review by HR
- Under Review by Search Chair
- Under Review by Committee
- Selected for Phone Interview
- Recommend for Hire
- Hired
- Interviewed- Not Selected
- Phone Interviewed
- Schedule Campus Interview
- Campus Interview Approved
- Campus Interviewed
- Recommended for Department Review
- Restricted List
- Cancelled Applying
- System Detd Did Not Meet Min Quals
- HR Determined Did Not Meet Min Quals
- Phone Interviewed – Not Selected
- Not Selected for Interview – No Email Sent
- Not Selected for Interview – Send Email Immediately
- Selected for Interview – Applicant Declined

Email to Applicants

The table below includes the content of email (right column) that is automatically sent to applicants during various status changes (left column) in PeopleAdmin.

Status Change	Email Content
Applicant Creates An Account in PeopleAdmin	Dear "_____", For your convenience we are providing you username to use when you return to the system: Username: \${username} For security reasons, we have not supplied your password. In the event you should forget your password, you can visit the employment site, select LOGIN from the sidebar menu and click the I FORGOT MY PASSWORD link in the login box. You will be prompted to enter in the username provided to retrieve your secret question and answer. In order to be considered for any position, you must apply to a specific posting and receive a confirmation number. If you have any questions, please feel free to contact us. Thank You, Human Resources
HR Determined Did Not Meet Minimum Qualifications	Dear "_____", Thank you for taking the time to apply for the "_____" position. We have carefully reviewed your background as compared to the requirements of the position. It is with regret that we must advise you that the search committee has selected other candidates to interview whose experience and qualifications appear to more closely meet their needs. Thank you for your interest in California University of Pennsylvania. We wish you success in your future endeavors. Thank you, Eric Guiser, Interim Director of Human Resources California University of PA
Not Selected For Interview	Dear "_____", Thank you for taking the time to apply for the "_____" position. The search committee has carefully reviewed your background as compared to the requirements of the position. It is with regret that we must advise you that the search committee has selected other candidates to interview whose experience and qualifications appear to more closely meet their needs. Thank you for your interest in California University of Pennsylvania. We wish you success in your future endeavors. Thank you, Eric Guiser, Interim Director of Human Resources California University of PA
Phone Interviewed, Not Selected	Dear "_____", You were recently interviewed by telephone for the "_____" position. We regret to inform you that you were not selected for a face-to-face interview. We wish to thank you for taking the time to interview for this position. Best of luck in your future endeavors. Thank you, Eric Guiser, Interim Director of Human Resources , California University of PA
Interviewed, Not Selected	Dear "_____", We wish to thank you for taking the time to interview for the "_____" position, however, it is with regret that we must inform you that another individual has been selected for the position. Thank you for your interest in California University of Pennsylvania. We hope that you will consider us again for other openings that meet your career aspirations and qualifications, and we wish you the best of luck in your future endeavors. Thank you, Eric Guiser, Interim Director of Human Resources California University of PA
Posting Placed On Hold	Dear Applicant, Thank you for your interest in our "_____" position at California University of Pennsylvania. At this time, we have suspended the recruitment process for this position. If the search is resumed, you will see a revised job vacancy announcement on our Web site, and you may re-apply at that time if you are still interested. We hope that you will continue to consider us for other openings that meet your career aspirations and qualifications, and we wish you the best of luck in your future endeavors. Thank you, Eric Guiser, Interim Director of Human Resources California University
Posting Cancelled	Dear Applicant, Thank you for your interest in our "_____" position at California University of Pennsylvania. It is with regret that we must inform you that this search has been cancelled. We hope that you will consider us again for other openings that meet your career aspirations and qualifications. We wish you the best of luck in your future endeavors. Thank you, Eric Guiser, Interim Director of Human Resources California University of PA

ADMINISTRATIVE FUNCTIONS

Home

Click the “Home” link on the left navigation bar anytime you want to return to the Welcome Page of the system. The Welcome Page is also known as the Home Page.

Admin

- Home
- Change Password
- Logout

The screenshot shows the CALU Online System interface. On the left is a navigation menu with options like 'Job Postings', 'Active Postings', 'Pending Postings', 'Historical Postings', 'Create Posting', 'From Template', 'Admin', 'Home', 'Change Password', and 'Logout'. The main header features the CALU logo and the slogan 'Building Character. Building Careers.' with navigation links for 'HOME', 'ABOUT US', 'EMPLOYMENT', 'QUICK LINKS', and 'PEOPLE FINDER'. Below the header, a welcome message reads 'Welcome Supervisor Manager. You are logged in.' with the date 'Monday, June 1, 2009'. The page title is 'Online System'. A section titled 'Supervisor/Manager's Guide' includes a 'View / Download' link. A note states: 'To view the position details, click on the "View" link below the Title. To sort by any column, click on the arrow next to the column title.' Below this is a table of 'Active' job postings with 1 record. The table has columns for Job Title, Position Title, Position Number, Posting Number, Apps In Process, Job Open Date, Job Close Date, Department, and Posting Status. The data row shows a 'Carpenter/Painter' position with a 'Posted' status.

Job Title	Position Title	Position Number	Posting Number	Apps In Process	Job Open Date	Job Close Date	Department	Posting Status
Carpenter/Painter	Carpenter/Painter	10066	0600032	10	01-25-2007	Open Until Filled	Athletics - Softball	Posted

Changing Your Password

To change your password, click the “Change Password” link on the left navigation bar, and enter the required information. The change will be updated automatically.

Change Password

To change your password, please enter your current password followed by a new one.

Password Information

Current Password:

New Password:

Confirm Password:

SUBMIT PASSWORD CHANGE **CANCEL**

Confirm Change Password

You are about to change your password. Click "Submit Password Change" to confirm.

SUBMIT PASSWORD CHANGE **CANCEL**

Logging Out

To ensure the security of the data provided by applicants, the system will automatically log you out after 60 minutes if it detects no activity. However, anytime you leave your computer we strongly recommend that you save any work in progress and Logout of the system by clicking on the logout link located on the bottom left side of your screen.