

## CLAREMONT UNIVERSITY CONSORTIUM

### Policy and Procedure Manual

#### Human Resources - 5000

#### Policy No. 5024: CUC Employment Policy and Procedure

Date: November 21, 2002

##### **1.0 Purpose**

The purpose of this policy is to standardize employment practices within Claremont University Consortium (CUC).

CUC is an equal opportunity employer committed to ensuring all applicants, through effective employment procedures, are provided equal opportunity to compete for positions and to ensure all applicant qualifications are assessed fairly.

##### **2.0 Policy**

2.1 It is the policy of CUC to extend equal employment consideration and treatment to all employees and applicants without regard to race, color, religion, national origin, age, sex, marital status, sexual orientation, disability, disabled veteran or Vietnam era veteran status.

2.2 All hiring directors, supervisors and other staff involved in interviewing or communications with job applicants are expected to follow this policy and procedure at all times.

##### **3.0 Scope**

3.1 This policy applies to all regular full-time, and regular part-time employees.

##### **4.0 Procedure Statement**

4.1 Pre-employment tests will not be utilized unless validated studies in accordance with EEO regulations have been completed and approved by the CUC Office of Human Resources (OHR). Additionally, any psychological assessment testing is prohibited, unless approved by the Office of Human Resources.

4.2 A completed CUC employment application form must be completed for all vacancies during the application process.

4.3 Reference and background checks are to be performed by the hiring department in close consultation with the Office of Human Resources. The CUC Interview Guide and Report, *Exhibit A*, is suggested to be used in conducting interviews, and will be forwarded to the Office of Human Resources. This information will be maintained for three (3) years, as required by California Labor and Federal Regulations.

4.4 Recruitment costs such as advertising expenses will be charged to the hiring department.

4.5 Unsuccessful applicants will be notified in writing by the hiring department. Resumes with reference and interview notes on the CUC Interview Guide and Report must be forwarded to the Office of Human Resources within three (3) business days after the employment decision is made.

4.6 The appropriate CUC Director and the CAO as appropriate must approve all new hires and replacements for existing vacancies, to include regular full-time and part-time positions. The CEO's signature must appear on the Staff Requisition Form, *Exhibit B*, and Personnel Action Form, *Exhibit C*, before action is initiated.

4.7 The Human Resources Specialist in the Office of Human Resources (OHR) will initiate the appropriate recruitment processes in consultation with the Departmental Director and the Director of Human Resources. All vacant positions will be posted internally for a minimum of five (5) working days once the position level and content are reviewed for conformance with the The Claremont Colleges/CUC Wage and Salary Plan, and exempt/non-exempt classifications are correct. An updated job description as appropriate must be attached to the Personnel Requisition Form and submitted to the Office of Human Resources.

4.8 Interviews with any applicants are not to occur until the internal posting period of five (5) working days has expired to avoid the appearance that a pre-selection decision has occurred.

4.9 All applicant resumes/inquiries received, internal and external, will be forwarded to the Department hiring manager upon receipt by the Human Resources Specialist responsible for the management of the internal posting and placement of external advertisements. The Human Resources Specialist can be reached at extension 77894.

- 4.10 All required regulatory documentation, i.e. I-9 forms, will be collected by the Office of Human Resources to ensure immigration and other regulatory requirements are met.
- 4.11 Prior to preparation for all employment interviews please refer to the interview guidelines outlined in Section I.3 of the Human Resources Series Manual.
- 4.12 Upon acceptance of the written offer of employment the Assistant Director of Human Resources will forward the employment offer acceptance information to the offices of Payroll and Benefits for proper enrollment, payroll addition and to the CUC Office of Information Systems to ensure the global address information is current.
- 4.13 The hiring Supervisor will initiate the Supervisory Orientation Planning Program, *Exhibit D*, prior to the first day the employee reports to work. The Supervisor will submit the planning worksheet with appropriate signatures after the first week of employment to the Office of Human Resources (OHR) for inclusion in the Personnel file.
- 4.14 All regular full-time and part-time employees will be scheduled for formal Human Resources/Benefits Orientation sessions at the appropriate time and will be provided a CUC Employee Handbook and benefit enrollment information at the orientation sessions.
- 4.15 Please refer to *Exhibit E*, “CUC Recruitment/Employment Process Flow Chart” and *Exhibit F*, “CUC Orientation Process Flow Chart”, for further clarification.

**INTERVIEWER'S GUIDE & REPORT**

**Applicant** \_\_\_\_\_ **Position Applied For** \_\_\_\_\_

**Date** \_\_\_\_\_ **Interviewer** \_\_\_\_\_

Comment on the applicant's background and behavior, taking into consideration the criteria listed in the right-hand column of each section. Then circle a rating for each section, based on the evidence you have cited. Finally, at the bottom of page 3, make one overall rating of the candidate. Please be specific.

**CRITERIA**

<p>DIRECT IMPRESSION (Initial Impact made by candidate)</p> <p>Favorable    5    4    3    2    1    Unfavorable</p>	<p>Appearance Manner Self-expression Responsiveness Communication Skills</p>
<p>WORK EXPERIENCE</p> <p>Favorable    5    4    3    2    1    Unfavorable</p>	<p>Basic Management Skills Leadership Skills Relevance of work Sufficiency of work Skill and competence Adaptability Productivity Orientation Motivational Level Interpersonal Skills Growth and development in career Exposure to state of Art Technology Success in complex organization</p>
<p>EDUCATION</p> <p>Favorable    5    4    3    2    1    Unfavorable</p>	<p>Relevance of schooling Sufficiency of schooling Intellectual abilities Versatility Breadth and depth of Technical knowledge Level of career Accomplishments Interest in Professional Development Evidence of continuing education Advancement</p>
<p>PROFESSIONAL MATURITY AND INTERESTS</p>	<p>Visionary Vitality Management of time Maturity and judgment Intellectual growth Cultural breath Diversity of interests Social effectiveness Basic values Situational Analysis Ability</p>

Favorable					5	4	3	2	1	Unfavorable	
SUMMARY OF STRENGTHS (+)					SUMMARY OF WEAKNESSES (-)					A. Can do? Talents, skills, knowledge  B. Will do? Motivation Interests Energy  C. How fit? Personal qualities Social effectiveness Character Culture	
OVERALL SUMMARY AND RECOMMENDATIONS (Please Write three concise and candid paragraphs)  1. In favor of hiring (Stress value and assets)   2. Against hiring (Stress risks or liabilities)   Final recommendation (Gauge strength of candidate; consider professional growth potential, supervisory skills, training, fit, adaptability, leadership, people skills, relevant skills and any factor addressed in the criteria subtopics.   PROVIDE OVERALL RATING:      Favorable      5      4      3      2      1      Unfavorable  Signature Optional _____											



**STAFF REQUISITION FORM**

Posting Date \_\_\_\_\_ Requesting Department \_\_\_\_\_

Reports To \_\_\_\_\_ Title \_\_\_\_\_

Payroll Account No \_\_\_\_\_ **For OHR use only Requisition #** \_\_\_\_\_

**FOR OHR USE ONLY:** Applicant Hired \_\_\_\_\_ Forward Applications to \_\_\_\_\_

**PROPOSED W&S CLASSIFICATION** \_\_\_\_\_ Level \_\_\_\_\_ Job Title \_\_\_\_\_

Full-time \_\_\_\_\_ Part-time \_\_\_\_\_ Temporary \_\_\_\_\_ How long \_\_\_\_\_ Rate of pay \$ \_\_\_\_\_

In your judgment has the position changed significantly enough to required a review of the written job description? YES \_\_\_\_\_ NO \_\_\_\_\_

Date job begins \_\_\_\_\_ Person Replaced \_\_\_\_\_

Advertisement Requested \_\_\_\_\_

**Recruitment Requests - Desired Newspaper(s) :**

_____	Ad run date	_____
_____	Ad run date	_____
_____	Ad run date	_____
_____	Ad run date	_____

**Billing Account Number Must be Noted:** \_\_\_\_\_

**MUST INCLUDE COPY OF JOB DESCRIPTION**

Skills \_\_\_\_\_  
\_\_\_\_\_

Recruitment Closing Date \_\_\_\_\_

*Please print and sign the printed copy and submit to: Office of Human Resources, 1263 N. Dartmouth, Attn: Claudia Funes, Human Resources Specialist. Please obtain the signatures below beginning with the Budget Director.*

**APPROVALS:**

_____	<i>Date</i>	_____	<i>Date</i>
<i>Budget Director</i>		<i>Department Director</i>	
_____	<i>Date</i>	_____	<i>Date</i>
<i>Director, Human Resources</i>		<i>CEO/CAO(as appropriate)</i>	
<i>(Final Signature)</i>			



## Office of Human Resources Memorandum

## EXHIBIT C

**To:** All Directors/Supervisors  
**From:** Howard Pardue  
**Date:** June 24, 2002  
**Subject:** Revised PAF

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The attached Personnel Action Form has been revised to include the approvals of the Director of Budget, Department Director, and the CEO/CAO (as appropriate). As we continue to strive for disciplined, effective and fair execution of personnel actions it is imperative to protect the integrity, sustain internal equity and maintain the equilibrium of the CUC Wage/Salary System.

In all cases discussions should not occur with the affected employee or applicant until all of the appropriate approvals have been secured. This process personifies solid employee relations/compensation practices. Directors and Supervisors should not discuss, promise or imply promises regarding additional compensation, upgrades, reclassifications, promotions, or other actions affecting budget or positions, until they have secured the necessary signatures of the Director of Budget, the CEO/CAO and the Director of Human Resources.

Effective immediately, the revised PAF shall be used to include the required signatures for appropriate approvals before action is taken and communicated to the employee or applicant. Actions include but are not limited to:

1. Promotion
2. Position reclassification
3. Change of grade level
4. Additional compensation
5. Termination
6. Layoff/reduction in force
7. New hire
8. Creation of new position
9. Change in job title
10. Pay beyond the maximum of range
11. New employee compensation level beyond normal practices



## Claremont University Consortium Personnel Action Form

NAME: (Last)	(First)	(Middle Initial)	SOCIAL SECURITY NUMBER	EMPLOYEE ID NUMBER
HOME ADDRESS		HOME TELEPHONE		<input type="checkbox"/> Male <input type="checkbox"/> Female
				<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Domestic Partner
				Date of Birth: / /
				Minority Code:

NEW EMPLOYEE       RE-HIRE      DATE ACTION EFFECTIVE

POSITION TITLE	FUNCTIONAL TITLE	JOB CODE/ GRADE	CLASS CODE	WORKERS COMPENSATION CODE
<b>RATE OF PAY:</b> <input type="checkbox"/> ANNUAL \$_____ per year <input type="checkbox"/> MONTHLY \$_____ <input type="checkbox"/> SEMI-MONTHLY \$_____ <input type="checkbox"/> BI-WEEKLY \$_____ <input type="checkbox"/> HOURLY \$_____ per hour	<input type="checkbox"/> 9 MONTHS <input type="checkbox"/> 10 MONTHS <input type="checkbox"/> 11 MONTHS <input type="checkbox"/> 12 MONTHS  HOURS PER WEEK _____	<b>PAYCHECK LOCATION:</b> _____ <input type="checkbox"/> ACADEMIC RETIREMENT PLAN EFFECTIVE: _____ <input type="checkbox"/> STAFF RETIREMENT PLAN		
<b>PAY MONTHS:</b> FROM _____ TO _____	<b>PAY GROUP</b> <input type="checkbox"/> FACULTY <input type="checkbox"/> STAFF/EXEMPT <input type="checkbox"/> STAFF/NON-EXEMPT <input type="checkbox"/> HOURLY	<b>ACCOUNT DISTRIBUTION:</b> NAME _____ NUMBER _____		<b>SUPERVISOR NAME:</b> _____

STATUS CHANGE       PAY RATE CHANGE       NAME CHANGE       POSITION CHANGE       OTHER (See Remarks)

PRESENT				PROPOSED				DATE ACTION EFFECTIVE			
POSITION TITLE		JOB CODE/ GRADE		POSITION TITLE		JOB CODE/ GRADE		POSITION TITLE		JOB CODE/ GRADE	
FUNCTIONAL TITLE		WORKERS COMP CODE		FUNCTIONAL TITLE		WORKERS COMP CODE		FUNCTIONAL TITLE		WORKERS COMP CODE	
<b>RATE OF PAY:</b> <input type="checkbox"/> ANNUAL \$_____ per year <input type="checkbox"/> MONTHLY \$_____ <input type="checkbox"/> SEMI-MONTHLY \$_____ <input type="checkbox"/> BI-WEEKLY \$_____ <input type="checkbox"/> HOURLY \$_____ per hour		<input type="checkbox"/> 9 MONTHS <input type="checkbox"/> 10 MONTHS <input type="checkbox"/> 11 MONTHS <input type="checkbox"/> 12 MONTHS  HOURS PER WEEK _____		<b>RATE OF PAY:</b> <input type="checkbox"/> ANNUAL \$_____ per year <input type="checkbox"/> MONTHLY \$_____ <input type="checkbox"/> SEMI-MONTHLY \$_____ <input type="checkbox"/> BI-WEEKLY \$_____ <input type="checkbox"/> HOURLY \$_____ per hour		<input type="checkbox"/> 9 MONTHS <input type="checkbox"/> 10 MONTHS <input type="checkbox"/> 11 MONTHS <input type="checkbox"/> 12 MONTHS  HOURS PER WEEK _____		<input type="checkbox"/> FULL-TIME <input type="checkbox"/> PART-TIME <input type="checkbox"/> TEMPORARY <input type="checkbox"/> OCCASIONAL  HOURS PER WEEK _____		<input type="checkbox"/> FULL-TIME <input type="checkbox"/> PART-TIME <input type="checkbox"/> TEMPORARY <input type="checkbox"/> OCCASIONAL  HOURS PER WEEK _____	
<b>PAY MONTHS:</b> FROM: _____ TO: _____	<b>PAY GROUP</b> <input type="checkbox"/> FACULTY <input type="checkbox"/> STAFF/EXEMPT <input type="checkbox"/> STAFF/NON-EXEMPT <input type="checkbox"/> HOURLY	<b>ACCOUNT DISTRIBUTION:</b> NAME: _____ NUMBER: _____		<input type="checkbox"/> ACADEMIC RETIREMENT PLAN EFFECTIVE: _____ <input type="checkbox"/> STAFF RETIREMENT PLAN	<b>PAY MONTHS:</b> FROM: _____ TO: _____	<b>PAY GROUP</b> <input type="checkbox"/> FACULTY <input type="checkbox"/> STAFF/EXEMPT <input type="checkbox"/> STAFF/NON-EXEMPT <input type="checkbox"/> HOURLY	<b>ACCOUNT DISTRIBUTION:</b> NAME: _____ NUMBER: _____		<input type="checkbox"/> ACADEMIC RETIREMENT PLAN EFFECTIVE: _____ <input type="checkbox"/> STAFF RETIREMENT PLAN	SUPERVISOR NAME: _____      PAYCHECK LOCATION: _____	

**BENEFITS**      DATE ACTION EFFECTIVE

BENEFITS-ELIGIBLE: <input type="checkbox"/> Yes <input type="checkbox"/> No	BENEFITS PROGRAM	ANNUAL BENEFITS SALARY: \$ _____	FTE SALARY: \$ _____
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**TERMINATION OF EMPLOYMENT**      DATE ACTION EFFECTIVE

LAST DAY WORKED: _____ DATE BENEFITS TERMINATE: _____ PAY FOR _____ UNUSED VACATION/PERSONAL HOURS: \$ _____	<b>POSITION:</b> _____  <b>ACCOUNT NUMBER:</b> _____	<b>REASON FOR TERMINATION:</b> <input type="checkbox"/> VOLUNTARY QUIT <input type="checkbox"/> RETIREMENT <input type="checkbox"/> LAYOFF <input type="checkbox"/> DISCHARGE <input type="checkbox"/> OTHER (See Remarks)
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**REMARKS:**



**EXHIBIT D**

**HIRING SUPERVISOR'S ORIENTATION PLANNING CHECKLIST**

Employee's Name \_\_\_\_\_ Date Employed \_\_\_\_\_

Position Title \_\_\_\_\_ Department \_\_\_\_\_ Supervisor \_\_\_\_\_

By providing the following information, you will help your new employee become oriented to your department more quickly. **Please place a check mark to indicate you have reviewed and discussed the following with your employee.** Upon completion, please send this form to the Office of Human Resources; no later than one (1) week from the employment date.

**Before the First Day**

- Provide information on where to park, where to report to work and cover the importance of maintaining a professional and neat appearance.
- Prepare the employee's office/ work area so he/she feels comfortable on the first day (order supplies, make sure it is clean, etc.).
- Schedule an appointment for the employee on the first day to meet with the Assistant Director, Human Resources to complete the appropriate Human Resources forms. The Office of Human Resources will direct coordination with the Office of Benefits to ensure the new employee meets with the CUC Benefit Specialist as appropriate.

**A. The Essentials.**

- Establish what name the new employee prefers.
- Tour of the work area: rest rooms, water fountains, employee bulletin boards, vending machines, coat racks, lockers, first aid supplies, fire exits, employee entrances, cafeterias, break areas, mailboxes, copier, etc.
- Explain how to use the computer, telephone, and the proper way to answer the telephone.
- Explain how and where to obtain and order supplies.

**B. The Department . . .**

- Personal introduction to all fellow employees by the supervisor.
- Review of job responsibilities and position description.
- Explain the procedure for handling complaints within the department.
- Provide a precise work assignment on the employee's first day, along with a full explanation of where to go for assistance. (This gives the employee a sense of achievement and accomplishment on the very first day.)

**C. Safety and Emergency Procedures . . .**

- Explain what to do in case of a fire, or emergency situation. Provide a copy of the CUC Emergency Staff Utilization Policy that is online on the CUC Website.
- Describe how to contact the CUC Safety Department.
- Explain what to do if an accident or injury occurs and where the first aid kit is located.

**D. Administrative Details . . .**

- Assist employee in obtaining parking permit, keys, combinations to locks, an ID Card, a telephone number and an email addresses appropriate. Explain any restrictions that may apply to these items.
- Schedule an informal discussion with employee at an appropriate time just prior to the end of the day.
  - a. Get employee's impression of his/her first day.
  - b. Give assurance: express confidence (if appropriate).
  - c. Show understanding: listen patiently.

- d. Leave employee with the understanding that there will be adequate and supportive supervision. Encourage him/her to continue to ask questions when clarification is needed.

**Second day through end of first week**

**I. Attendance and Pay Issues . . .**

- Explain paydays, method for paycheck distribution and date employee should receive first check.
- Discuss the importance of regular attendance and punctuality to the department.
- Review the call-in procedures and proper notification of tardiness and absences.
- Discuss sick leave policy and how to properly document usage.
- Discuss how an employee accrues, requests, and reports use of vacation leave.
- Discuss the holiday schedule.
- If appropriate, explain overtime request and reporting procedures.

**II. Additional Departmental Elements**

- Discuss why the employee’s work is important to the department.
- Provide employee with a copy of the CUC performance appraisal form. Review it and discuss the position’s expected standard of performance. Let the employee know what constitutes a job “well done”.
- Provide a copy of the vision, mission and core values of CUC and the goals of the respective department.
- Explain the general purpose and functions of department, emphasizing the importance of providing superior service and support to faculty, staff and students.
- Explain the importance of the positive interrelationships of the department to other departments.

**III. Other Departments within CUC . . .**

- Discuss importance of providing quality service and working effectively as a member of the CUC team.
- Encourage the employee to continue to ask questions about CUC Policies and job duties.
- Inquire about and discuss difficulties that employee has with the job. Ask about areas, if any, you can assist with.
- Set up a designated time period, perhaps weekly, to meet with the employee to discuss his/her questions and concerns during the first few months of employment.

**Signatures**

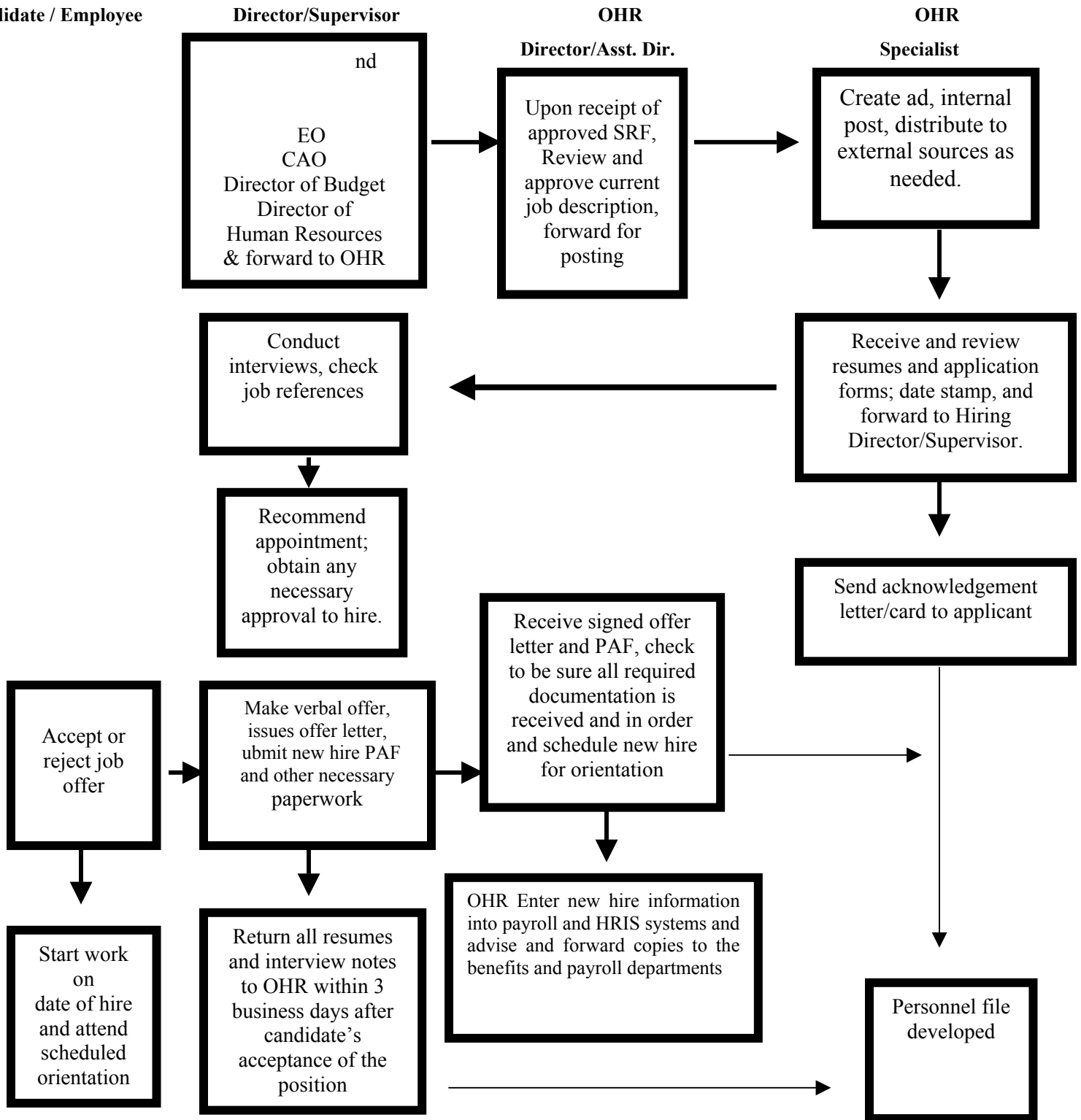
\_\_\_\_\_  
Department Supervisor/Director Signatures      Date                      Date Submitted to OHR

\_\_\_\_\_  
Employee’s signature                      Date                      Date OHR Representative Reviewed

Cc: Employee Personnel File

**CUC RECRUITMENT/EMPLOYMENT PROCESS FLOW CHART**

Candidate / Employee



**CUC ORIENTATION PROCESS FLOW CHART**

