The University Corporation
Research, Investments and Commercial Services
California State University, Northridge

Procedure Number: HR005

Original Date: August 28, 2013

John Griffin, Chief Financial Officer

Title: Procedure for hiring full-time employees

Statement

This procedure establishes the guidelines to be followed when hiring full-time employees. The procedure excludes grant and agency employees.

Procedure

1. Hiring manager in coordination with Human Resources Department initiates and completes the appropriate search and interview process.
2. Hiring manager selects the top candidate and notifies the Human Resources Department.
3. Either Human Resources or the Hiring Manager requests three professional references from the candidate.
    a. Professional references are people that can speak to the candidate's performance. Information from friends, neighbors or coworkers is considered biased and typically not used.
    b. Reference checks will normally be conducted by Human Resources personnel. Based on circumstances, the hiring manager may participate with checking references.
4. Hiring manager prepares a draft of the offer letter in coordination with the Human Resources Department. Hiring manager to decide if discussion with Executive Director should occur at this point.
    a. Template for the offer letter will reside in Human Resources.
    b. Hiring manager is responsible for preparing the draft offer letter
    c. Draft offer letter is reviewed with Human Resources. Discussion to include:
        i. Start date
        ii. Salary to be offered
        iii. Salary strategy
        iv. Benefits
        v. Completion of reference checks
5. Hiring manager revises the draft offer letter as necessary.
6. Hiring manager takes the draft offer letter to Executive Director for discussion, approval, and signature. Discussion to include:
    a. Salary amount to be offered (in relation to position range)

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   b. Salary strategy
   c. Meeting with Executive Director
7. Hiring manager updates the draft offer letter with any recommendations from Executive Director.
8. Hiring manager obtains Executive Director Signature on revised offer letter.
9. If required, the candidate will meet with the Executive Director prior to the position being offered. Generally the Executive Director will need to meet with:
   a. All full-time staff located on the third floor
   b. All Food Service managers
   c. All Chefs and Chefs de Cuisine
10. Hiring manager gives the approved offer letter to the candidate.
   a. First preference is to make the offer in person
   b. If making the offer in person is not an option, the hiring manager must discuss the alternate plan of action with the Executive Director.
11. If the candidate wants to negotiate any change to the original letter, the hiring manager should emphasize the offer is already considered the highest offer. If the candidate still wants to negotiate, they are to be informed the hiring manager has to obtain approval from the Executive Director and signature on a revised offer letter before any changes can be finalized.
12. As a general reminder, work performance for new hires should be monitored closely for the first several months. Please work with Human Resources to prepare and retain the appropriate documentation should performance issues arise.