Administrative Recruitment Guide

PLANNING STAFFING NEEDS

Strategic planning on the front end is essential to successful recruitment efforts. When positions become open, managers should consider and address the following prior to filling or posting a job:

- Have the needs changed?
- Does the job description need revising?
- Are there any Affirmative Action Placement Goals or diversity recruitment needs that should be considered?

Salaries for new Officers must fall within the hiring range for the grade. Salaries for Support Staff positions are covered by collective bargaining agreements and negotiated between the University and Local 2110.
It is important that the salary being considered is justifiable/equitable based on the individual's qualifications and background as compared to the qualifications, performance, and experience of current Columbia staff in similar positions or in the same grade. Questions about internal equity should be discussed with HR.

TYPES OF ADMINISTRATIVE HIRES

OFFICERS OF ADMINISTRATION (FULL-TIME OR PART-TIME)

Officers of Administration are University employees who perform exempt level work.

Officers of Administration—Part-Time
Part-time Officers of Administration earning more than the New York State minimum salary threshold for individuals classified as exempt executives and administrative employees are classified at Columbia University as Part-Time Officers of Administration.

Hourly Officers of Administration
Part-time Officers of Administration earning less than the New York State minimum salary threshold for individuals classified as exempt executives and administrative employees are classified at Columbia University as Hourly Officers. Hourly Officers are paid on the biweekly payroll and are required to submit biweekly timesheets in accordance with their local department practice for timesheets. They are eligible for overtime if they work in excess of 40 hours in a week.

Nine-, Ten-, and Eleven-Month Employment
The University's Nine-, Ten-, and Eleven-Month Employment Program is designed to promote flexibility within the work environment.

An Officer of Administration or the Libraries, or Non-Union Support Staff member, in a regular full-time position, may apply for the Nine-, Ten-, or Eleven-Month Employment Program. Staff in an eleven-month employment program maintain full-time employment status and receive regular full-time benefits such as health insurance and vacation. They receive 11/12 of their annual salary over a twelve-month period.

Staff in a nine-or ten-month employment program maintain full-time employment status but certain benefits may be modified as per the benefits schedule detailed below. Please refer to the Flexible Work Arrangements Policy in the Administrative Policy Library and the Benefits website for additional benefits information.

SUPPORT STAFF

Non-Union Support Staff
Non-Union Support Staff (NUSS) are University employees who work in nonexempt (covered by federal and state minimum wage and overtime provisions) and non-union positions.

Union Support Staff
Union Support Staff are University employees who perform nonexempt work and whose employment is governed by a collective bargaining agreement between the University and the designated Union for the position.

TEMPORARY UNIVERSITY EMPLOYEES

Departments may need to hire a temporary employee for more time than a short-term casual or an agency temporary employee is allowed. The main advantage of the temporary University employee category is that it can be used to hire employees for extended periods with certain benefits. Because of this, it makes sense to fill certain positions with temporary University employees, such as:

- A position where an employee is on an extended leave of absence for more than four months
- A position for which an extended search is being conducted for a regular replacement, and the search period is expected to exceed four months
- A special project/initiative expected to last more than four months

Temporary Officers of Administration and Non-Union Support Staff

All Officers of Administration and Non-Union Support Staff positions should be posted in TalentLink; however, for positions of a duration of twelve months or less or if there is someone internally who has been identified for the position, a waiver may be requested and approved by the CUHR. However, posting requirements and administrative monitoring procedures will apply to positions with duration of more than twelve months or when a temporary University employee is hired as a regular employee.

For Benefits information: Please refer to the Benefits at Columbia web page on the HR web site for benefits eligibility.

Variable-Hours Officers

Variable-Hours Officers (VHO) are employees on the University payroll who are performing Officer-level work on an irregular and unpredictable schedule. The work hours are undefined and vary from work week to work week, depending on the nature of the work or project. Variable-hours Officers are limited to a maximum of 999 hours in a rolling twelve-month period and should average less than 20 hours in a week. If in any given week the VHO exceeds 40 hours, he/she must be paid one-and-a-half times his/her regular rate of pay for all hours worked in excess of 40 hours per week. Please review the entire Employment of Variable Hours Officers Policy in the Administrative Policy Library.

Short-Term Casuals

A Short-Term Casual employee is an employee on the Columbia University payroll who is performing nonexempt work for a limited period of time. Please note: this excludes full-time and half-time Columbia University students (Columbia University, Barnard College, and Teachers College, who are excluded from the restrictions listed below).

Casual Employees:

1) Are generally limited to 560 hours or four months, whichever comes first in a 12 month period from hire date.
2) Usually hired for a special project or as a short-term replacement for a regular, nonexempt employee (Union or Non-Union), who is on vacation or on leave. If a short-term casual employee is hired to replace a specific employee on an authorized leave of absence, the employment may continue on the short-term casual payroll until the regular employeereturnsbutcannotexceed999 hours in a 12-month period.
3) Perform nonexempt work and must fit in to one of the six predefined job description templates
4) Can hold only one position at a time

Prior to hiring a casual employee, please review the Employment of Short-Term Casual Employees Policy to determine if the hiring needs for your department fit the criteria and parameters of a casual employee. In addition, you should refer to the applicable collective bargaining agreement (CBA) for limitations and notice requirements for work that might otherwise be covered by a CBA.

The following individuals are not eligible for casual employment:

- Students holding an appointment as a Student Officer
- Individuals who will be appointed as faculty, Officers of Research, or Officers of the Libraries
- Individuals doing research

OTHER TYPES OF HIRES

WORK STUDY STUDENTS

The Federal Work-Study (FWS) program is designed to promote part-time employment for students who qualify for help in financing their education. The Federal Work-Study Office provides a wide range of student career opportunities while supporting departmental needs with in the University and community.

A department that wishes to hire students through the FWS Program must follow the regulations of this federally funded program and are limited to working no more than 20 hours per week. The policies and procedures are described by the FWS Office on the Federal Work-Study website. Work-Study student employees should not be confused with Student Officers of Instruction and Research who receive an academic appointment.

CONSULTANTS

University schools and departments may contract for the purchase of professional services to accomplish the objectives of the University when such services are specialized, highly technical, and cannot be economically or satisfactorily performed by University employees as part of their normal duties.

An independent contractor is a business firm or an individual that contracts with the University to provide services.

Refer to the CLS Business Office Vendors & Suppliers site for detailed information on the process.

DRAFTING A JOB DESCRIPTION

A well-written job description will help attract qualified applicants and simplify the résumé evaluation process. This will also ensure that applicants and employees understand their roles, the skills they will need, and ultimately, the performance expectations for the position.

Well-written job descriptions typically begin with a careful analysis of the important facts about a job, such as the individual tasks involved, the methods used to complete the tasks, the purpose and responsibilities of the job, and the qualifications needed for the job. When determining the skill and education requirements for the position, the primary consideration should be what skills and qualifications are necessary to successfully perform the duties and responsibilities of the role. Other skills and qualifications outside of these should be considered preferred skills and qualifications.

Job descriptions should include:

- Job title
- Department
- Position title of the manager
- Summary description of the broad function and scope of the position
- List of essential duties and responsibilities that should be listed in descending order of importance and the percentage of time spent on each duty
- List of qualifications necessary for the performance of the job (include formal training, education, certifications, licensures, and/or working experience requirements)
- Summary of supervisory positions, subordinate roles, and other working relationships
- Short description of budgetary responsibilities (if applicable)
- Special considerations, such as lifting requirements, working conditions, etc.
- A catchall sentence stating “and all other duties as assigned”

Keep in Mind:

- Vacancies offer the opportunity to reassess staffing and operational needs and make necessary changes before the position is posted.
- The job description is meant to be a summary of the most important responsibilities of the role; remaining details fall under “other duties as assigned.”

PLANNING JOB SEARCHES

Careful recruitment planning and execution helps managers hire individuals who are well matched for the positions. Excellent employee/job matches result in employees who help organizations achieve their goals and gain satisfaction from their work. In today's work place, managers are usually juggling competing responsibilities and priorities. Although it may seem too time-consuming to conduct a search, when a poor hiring decision is made, managers spend a great deal of energy and effort to start the recruitment initiative all over again.

THE HIRING DEPARTMENT'S ROLE IN THE RECRUITMENT PROCESS

Hiring department responsibilities include:

- Preparing postings and advertising text
- Proposing placement location for advertisements, when applicable Ensuring that all applicants apply through TalentLink
- Reviewing the applications and other documents to screen for the most qualified applicants
- Interviewing applicants
- Conducting reference checks
- Ensuring that selected applicants meet the minimum job requirements as listed in the job posting
- Providing job/department specific orientation and training

CLS HR / CUHR responsibilities include:

- Reviewing and approving job posting text and qualifying questions (when applicable)
- Providing guidance on using TalentLink
- Providing assistance as needed throughout the hiring process
- Verifying that finalists in all grades meet the minimum posted job requirements
- Approving the salary
- Reviewing and clearing background check and any other required screening and grant clearance
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ACTIVE RECRUITING

Active recruiting entails soliciting applications from potential candidates by making information about the available position widely known, both through advertising broadly and seeking out qualified individuals through professional networks. It also involves finding sources of qualified candidates rather than assuming that all candidates will find and apply to available positions of their own volition. To enrich the applicant pool, consider employing a range of strategies that engage a diverse pool of applicants.

It is important to advertise and raise awareness of opportunities through channels that will ensure a diverse pool of candidates, and hiring management should be apprised of and be mindful of applicable Affirmative Action Placement Goals. Such channels include, but are not limited to:

Target publications or websites: Advertisements can be posted in publications or websites where the audience is the member of a diverse group or groups for which there is an Affirmative Action Placement Goal.

Professional associations: Mailing lists for diverse individuals within these groups can be another way of disseminating information for the position.

Professional conferences: You can connect with diverse candidates attending conferences who may be good candidates for current or future open positions.

POSTING REQUIREMENTS

OFFICERS GRADE 10–13

Recruitment

While special recruitment initiatives are not required for this group, the recruitment practice should be consistent with the University's commitment to equal employment opportunity and affirmative action. As a result, all vacant Officer grades 10–13 positions [for which there is not an Affirmative Action Placement Goal] follow the general policy for posting, requiring a minimum of five business days on TalentLink. We encourage hiring departments to work with their respective HR Client Manager to develop strategies that would render the broadest pool of applicants possible.

OFFICER GRADE 14 (MORNINGSIDE)

Intensive Recruitment

Intensiverecruitmentisconductedforthosepositionsidentifiedbythe AffirmativeActionPlan as being in a job group in which there is a placement goal for women and/or minorities, and for officer vacancies at grades 14 and above. The posting period for these positions will be defined by the search plan developed and outreach conducted. Generally, a minimum of 14 calendar days for local searches and 21 calendar days for national searches is required to give applicants an opportunity to respond to announcements placed in publications and on websites.

Recruitment and Search Plans

Included in this document is a list of outreach sources that may be used to enhance recruitment efforts. Hiring managers may select from among this list or may choose other resources, such as trade publications that specifically meet applicant pool goals. This list serves as a guide for managers in considering a combination of placements that meet both outreach goals and budget.

UNION AND NON-UNION SUPPORT STAFF

Recruitment

All Support Staff positions (that are not identified as underutilized) follow the general policy for posting, requiring a minimum of five business days on TalentLink.

Union Support Staff

Searches for positions covered by collective bargaining agreements may not be filled without reposting unless the job posting specifically states that there are multiple vacancies to be filled.

TEMPORARY UNIVERSITY POSITIONS

Temporary University positions, those with duration of less than one year, are not subject to the general policy for posting. However, if the position status should change from temporary to regular, it must be posted at that time and a search should be conducted.

APPLICATION PROCESS

All applicants, including current University employees, must apply via TalentLink. Applicants must complete the electronic application, answer all questions, and upload their résumé and any other required documentation (cover letter, writing sample, etc.). If an applicant does not answer the questions or upload the required documents, their application will appear as “incomplete” in TalentLink, and they will not be considered for the position. Once an applicant completes the application process, he/she will receive a system-generated confirmation e-mail.

INTERVIEWING APPLICANTS

An interview aims to gather information about an applicant, present a realistic description of the position, ensure a fair selection process, establish adequate records in the event that the hiring decision must be justified, and determine whether the candidate would succeed in the position.

After reviewing the cover letters, applications and résumés for all applicants who meet minimum qualifications, select those who most closely match the job criteria for an initial interview. TalentLink will help screen out any applicants who do not meet the minimum qualifications.

A number of variables affect the size of the initial or first-round applicant pool. Some variables include the number of applicants in the pool, the quality of the pool, the budgeted salary versus the applicants’ salary requirements, and whether or not intensive outreach is required.

The University endeavors to give fair consideration to all highly qualified applicants to ensure an unbiased and nondiscriminatory search process. Unless intensive outreach is required, you may want to narrow your initial candidate pool to three to six applicants.

Before contacting applicants to verify their continued interest in a position, prepare one set of interview questions directly related to the job requirements. All those involved in the interview process should have a copy of this set of questions.

Interviewers are prohibited from asking applicants questions pertaining to a race, color, sex, gender, pregnancy, religion, creed, marital status, partnership status, age, sexual orientation, gender identity, gender expression, national origin, disability, military status, or any other legally protected status. Interviewers should also avoid questions involving health-related issues.

CANDIDATE SELECTION GUIDELINES

Once a finalist has been identified, provide CLS HR with the following:

1) Finalist's name
2) Reason for selection
3) Proposed start date
4) Proposed salary
5) List of references, including relationship to the candidate

CHECKING REFERENCES

References provide a valuable complement to interviews, allowing hiring managers to verify information that the applicant has provided, e.g., dates, title/position, responsibilities, and reason for leaving, and to have the benefit of the prior employer's views about the applicant's work performance, accomplishments, strengths, and weakness. A consistent method of reviewing these references will contribute to a fair assessment of candidates. Data shows that on-the-job performance is the most useful predictor of future success. As a result, hiring managers should request references from past supervisors, including the most recent position. Managers should not rely on written references provided by the applicant, because many times, they are written at the time of termination and may not provide an accurate representation of the applicant's work.

There may be times when the former or current manager is not available. In these cases, it is important to get a reference from other managers, supervisors, or staff in the organization who may be able to provide information about an applicant's experience and qualifications. Managers should make job offers subject to satisfactory completion of reference checks.

DEVELOPING A SALARY OFFER

Hiring managers are responsible for offering and agreeing to salaries for new applicants that are in accordance with the hiring range for the grade (for Officers of Administration and Non-Union Support Staff) or as agreed to in the collective bargaining agreements (for Union Support Staff). Individual schools/departments may have additional policies and approval requirements; please consult with the appropriate departmental HR or Dean's Office. The approval of your HR Client Manager is required before a final offer may be extended. In addition, your HR Client Manger must approve any proposed exceptions, relocation allowances, sign-on bonuses, or any other nonstandard benefits.

BEST PRACTICE

- Review and compare salaries of current department staff for internal equity with the new hire.
- Consider whether the planned salary offer is equitable and justifiable based on the job requirements and the individual's qualifications and background as compared to current staff.
- Select a salary for the new hire that falls within the hiring range for the grade (from range minimum to mid-point of range for administrative Officers and Non-Union Staff).
- Consult with HR for the relevant salary-range grid, to obtain the market data, and to discuss any special salary considerations for offers over the mid-point of the range.

MAKING THE OFFER

Once the salary has been determined, the manager or departmental HR should contact the applicant by phone make the offer. If the applicant accepts, HR will send out a formal offer letter with supporting new hire forms.

NOTIFYING APPLICANTS

Following the acceptance of the offer by the finalist, the hiring manager should notify the other applicants interviewed of their status before their status is changed in the system. It is the responsibility of the hiring manager to contact all applicants interviewed by the department to inform them of the hiring decision.

Applicants not interviewed will be notified through TalentLink as to the filled status of a posting for which they applied.