



MONTCLAIR STATE
UNIVERSITY

University Staffing Services
Division of Human Resources

RECRUITING GUIDELINES
FOR
CIVIL SERVICE POSITIONS

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Human Resources

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Activity Checklist for Filling Classified Positions

The hiring manager is responsible for completing or monitoring completion of the following activities related to the selection process for classified positions.

For all new positions contact University Staffing Services, CO-316 to determine position title and job specification then proceed with check list.

PRE-RECRUITMENT

- Documents:** Complete a Position Action Approval Form (PAAF) (p.1), a current Job Description (p.2), and a current Organizational Chart, (p.3) and submit to University Staffing Services. For reclassifying a vacant position to a different title, also submit a Budget Information for Reclassification Request Form.
- Contact Human Resources for current Eligible certification list inquiries.**
- Posting:** For Civil Service positions, the recruitment period begins on Friday of each week. All positions are normally posted for a minimum of ten (10) business days; Position(s) are posted on the MSU website at www.montclair.edu/hr.jobopport.html Higher Education Recruitment Consortium (HERC), HigherEdJobs.com by request. The Human Resources Job Announcement Board located outside of College Hall 316 will also display all vacancies.
- Advertising:** Contact Garry Rideout, x7046 for details on advertising in the local newspapers.
- Equal Employment Opportunity/Affirmative Action Guidelines:** Montclair State University is an Equal Opportunity/Affirmative Action Employer. The hiring manager should review affirmative action requirements prior to any recruitment or selection activities. Barbara Milton, University EO/AA Officer, is available to answer any questions regarding this process, x4349.
- Screening Criteria:** Develop guidelines, procedures and evaluative criteria to be used during the selection process.

RECRUITMENT

- Applicants:** Applications for candidates interested in the position are forwarded (via campus mail) to the department after the position closes. Please call University Staffing Services at x4227 if you require other accommodations.
- Select Candidates for Interview:** Screen applications and select candidates to be interviewed. All internal candidates meeting the minimum requirements should be considered and interviewed. Keep a written record of screening criteria and evaluation of applicants.

INTERVIEWS

- Interview Questions:** Select appropriate questions that will be asked of each candidate. (See Interview Questions: Do's and Don'ts). (p.4.)
- Conduct interviews:** Interviews should be carefully documented. In order to begin checking references, an Authorization for Release of Information Form, (p.5) should be completed by final candidates prior to the end of the interview. An Applicant Evaluation Form (p.6) should be completed for each finalist and submitted to University Staffing Services.

Activity Checklist for Filling Classified Positions

SELECTION

- Reference Checks:** Conduct and document reference checks on finalists using the Reference Checking Form. (p.7)
- Applicant Evaluation:** An Application Evaluation Form (p.6) should be completed for all finalists and submitted to University Staffing Services.
- Pre-Offer:** Prior to extending an offer of employment, verify the salary/step information and any specifics regarding the start date with the Division of Human Resources at x4227. **Start dates for all employees should be on a Monday at the start of a pay period.**
- Information on Civil Service employment:** It is the responsibility of each manager to ensure that all finalists understand that they are being considered for a Civil Service position. The Manager should also inform all finalists that they need to contact University Staffing Services in order to determine their Civil Service status.
- Selection:** A candidate whose qualifications, experience and background best meet the requirements for the position and is a good fit within the department should be selected.

POST SELECTION

- Extending the Offer:** The hiring manager should extend the offer of employment after notifying the Appointing Authority in University Staffing Services of the selection. When the verbal offer has been accepted return the Application Evaluation Form, Authorization for Release of Information, Reference Checking Form (s), and one (1) copy of the regret letter to the University Staffing Services at the end of the selection period.
- Offer Letters:** A letter confirming the verbal offer will be sent to the new employee by the University Staffing Services. The letter will include specific information on the position title, workweek, salary range, step, anniversary date and Civil Service status. A copy will be sent to the hiring department.
- Regret Letter:** The hiring manager should ensure that all applicants not selected receive written notification that the vacancy has been filled. (See sample Regret Letter)
- New Employee Orientation:** New employees will be scheduled for Orientation and In-processing by the Classified Staffing Coordinator. An e-mail notification will be sent prior to the orientation appointment.

ATTACHMENTS

- ❖ Position Action Approval Form (PAAF)
- ❖ Job Description
- ❖ Organizational Chart
- ❖ Interview Questions (Do's and Don'ts)
- ❖ Authorization for Release of Information (Obtain signature from candidate prior to checking references)
- ❖ Applicant Evaluation Form (Send to University Staffing Services prior to start date of new employee)
- ❖ Reference Checking Form (Optional)
- ❖ Regret Letter (Sample)

*Failure to complete and provide these documents to University Staffing Services will delay the hiring process.



POSITION ACTION APPROVAL FORM (PAAF)
 Division of Human Resources

Instructions: This form is to be used to request recruitment for established positions or to create a new position. Please attach a current job description and organizational chart to this form. (For Reclassification of a vacant position, also attach a proposed job description that clearly illustrates the higher level of responsibilities). If this is a new position, attach supporting justification. The FRS Account information should be provided at the bottom of this form.

I. ACTION REQUESTED

NEW POSITION	Category Of Employment <i>Attach a Position Announcement</i>
REPLACEMENT	Classified Faculty Managerial
RECLASSIFICATION OF A VACANT POSITION	Unclassified Professional Staff/Librarians
*(Reclassification of incumbent must be done on an Application for Reclassification Form)	Grant funded Revenue funded

II. POSITION INFORMATION

Regular (Permanent)	Other
Part-time (Percentage)	

TITLE OF POSITION _____ RANGE _____

REQUESTED TITLE _____ RANGE _____

SUPERVISOR NAME _____ SUPERVISOR TITLE _____
 (Print Name)

ANTICIPATED START DATE _____

INCUMBENT/PRIOR INCUMBENT _____ POSITION NO. _____

LAST DAY WORKED _____

III. DEPARTMENTAL APPROVALS *Your signature below indicates your review and approval of this request and all supporting documentation.*

REQUESTED BY _____ EXT. _____ DATE: _____
 (Print Name)

DEPARTMENT _____ DIVISION _____

CHAIR/DIRECTOR: _____ DATE: _____
 (Print Name)

DEAN/ASST. OR ASSOC.VICE PRESIDENT _____ DATE: _____
 (Print Name)

DIVISION VICE PRESIDENT _____ DATE: _____
 (Print Name)

BUDGET OFFICE _____ DATE: _____
 (Print Name)

VICE PRESIDENT FOR HUMAN RESOURCES: _____ DATE: _____
 (Print Name)

IV. ADVERTISEMENT (Complete ad placement preferences on reverse side)

Title of Position					Ad Insertion Date						
FRS Advertising Acct Number						3	8	3	0	Department	Extension
Authorizing Agent Signature or contact person									Date		

PUBLICATION SELECTION Indicate your publication preferences below. The cost will be charged back to the FRS Account listed above. Note: The Ad will run once in the publication(s) selected and the position will automatically be posted on the MSU web-site at: <http://notes1.montclair.edu/personnel.nsf> and <http://www.higheredjobs.com/>.

SUNDAY STAR LEDGER (SL)

Display In-column Line Ad

BLACK ISSUES IN HIGHER EDUCATION (BI)

This Ad will simultaneously appear at <http://www.blackissues.com/jobs.html>

Display In-column

Size of Ad here: [Refer to attachment] _____

THE CHRONICLE OF HIGHER EDUCATION (CHE)

This Ad will simultaneously appear at <http://www.chronicle.com/jobs/>

Display In-column

Size of Ad here: [Refer to attachment] _____

HISPANIC OUTLOOK IN HIGHER EDUCATION (HO)

This Ad will simultaneously appear at <http://www.hispanicoutlook.com/listings.shtml>

Display In-column

Size of Ad here: [Refer to attachment] _____

SPECIAL INSTRUCTIONS



JOB DESCRIPTION
Division of Human Resources

FUNCTIONAL TITLE:

GENERIC TITLE:

NAME:

DATE:

DIVISION:

DEPARTMENT:

REPORTS TO (TITLE):

STATEMENT OF PURPOSE:

MAJOR DUTIES AND RESPONSIBILITIES: (continue on next page if necessary)

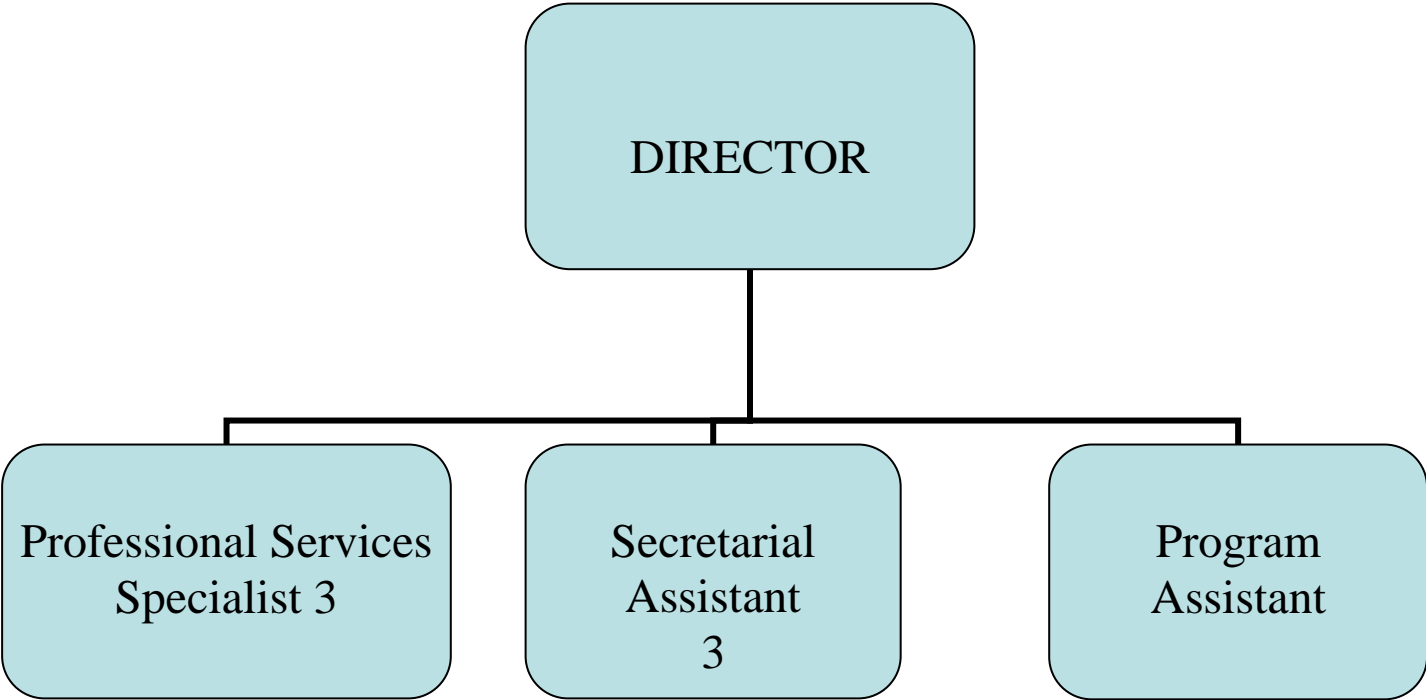
MAJOR DUTIES AND RESPONSIBILITIES: (continued)

- Performs other duties as assigned.

The above statements reflect the general details considered necessary to describe the principal functions of the job as identified, and shall not be considered as a detailed description of all work requirements that may be inherent in the position.

QUALIFICATIONS:

**SAMPLE
ORGANIZATIONAL CHART**



INTERVIEW QUESTIONS: Do's and Don'ts

GOOD INTERVIEW QUESTIONS

<ol style="list-style-type: none">1. Tell us a little more about your professional experiences, particularly those not mentioned on your resume.2. Why are you interested in leaving your current assignment and why do you feel that this assignment would be better for you?3. Do you feel this position is a promotion, a lateral move, a broadening of your professional experience, or just a change? Why do you think so?4. How does this position fit into your overall career goals?5. Describe the duties of your current job?6. What do you dislike most about your current job?7. What is your favorite part of your current job and why is it your favorite part?8. What are the three college courses that best prepared you for your current job?9. What is the best method for creating a _____? [a relevant product]10. What qualities or experiences make you the best candidate for this position?11. Describe two or three major trends in your profession today.12. On the basis of the information you have received so far, what do you see as the major challenges of this position and how would you meet them?13. Describe a situation in which you did "all the right things," and were still unsuccessful. What did you learn from the experience?14. Discuss the committees on which you have served and the impact of these committees on the organization where you currently work.15. Why did you choose this profession/field?16. What new skills have you learned over the past year?	<ol style="list-style-type: none">17. Think about an instance when you were given an assignment that you thought you would not be able to complete. How did you accomplish the assignment?18. Have you ever had a great idea but been told that you could not implement it? How did you react? What did you do?19. Describe the best boss and the worst boss you have ever had.20. Describe your ideal job.21. What would your co-workers or your supervisor say about you?22. Can you describe how you go about solving problems? Please give us some examples.23. What is the biggest conflict you have ever been involved in at work? How did you handle that situation?24. What new programs or services would you start if offered the position?25. Please share with us your philosophy about customer service in an academic environment and give us some examples of service that would illustrate your views.26. Tell us how you would learn a new job in the absence of a formal training program.27. How would you characterize your level of computer literacy? What are some of the programs and applications with which you are familiar?28. Think about a co-worker from the present or past whom you admire. Why?29. What are the characteristics that you prize most in an employee? What behaviors or characteristics do you find intolerable?30. Can you share with us your ideas about professional development?31. Describe some basic steps that you would take in implementing a new program.
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INTERVIEW QUESTIONS: Do's and Don'ts

GOOD INTERVIEW QUESTIONS

- | | |
|---|--|
| <ol style="list-style-type: none">32. What are one or two of your proudest professional accomplishments?33. Do you have any knowledge of the unique role of a [two-year college/liberal arts college/research university]?34. How do you feel about diversity in the work place? Give us some examples of your efforts to provide diversity.35. 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.36. Please tell us what you think are the most important elements of a good _____
_____.37. Describe your volunteer experience in community-based organizations.38. What professional associations do you belong to and how involved in them are you?39. Tell us about your preferred work environment.40. What experiences or skills will help you manage projects?41. Tell us how you would use technology in your day-to-day job.42. In what professional development activities have you been involved over the past few years?43. What volunteer or social activities have helped you develop professional skills?44. What things have you done on your own initiative to help you prepare for your next job?45. Do you have any concerns that would make you have reservations about accepting this position if it is offered to you?46. What do you think most uniquely qualifies you for this position?47. Do you have any additional information that you would like to share?48. Do you have any questions for us? | |
|---|--|

INTERVIEW QUESTIONS: Do's and Don'ts

INTERVIEW QUESTIONS TO AVOID

Questions to Avoid

You cannot ask any questions during an interview that relates to an applicant's race, color, religious, age, gender, national origin, or disability. In some states, inquires about an candidate's sexual orientation are illegal. The following questions are merely a few of the questions that should not be asked:

Are you a U.S. citizen?

Where were you born?

What is your birth date?

How old are you?

Do you have a disability?

Are you married?

What is your spouse's name?

Do you have any children?

Do you have child care arrangements?

What is your race or ethnic origin?

Which church do you attend?

Acceptable Alternative questions:

The following questions should be asked only when there is a bona fide, job-specific reason to ask them. If asked of one candidate, they should be asked of all candidates for the same position.

Do you have any responsibilities that conflict with the job's attendance or travel requirements?

Are you able to work in the United States on an unrestricted basis?

Have you worked under any other professional name or nick-name?

Would you have any problem working overtime, if required?

If hired, can you provide proof that you are At least 18 years of age?

Do you have any conflicts that would prevent you from working the schedule discussed?

What languages do you speak or write fluently?

Are you able to perform the duties of the job description with or without reasonable accommodations?

Would anything prohibit you from making a long term commitment to the position and the institution?



Division of Human Resources
1 Normal Avenue
Upper Montclair, NJ 07043
Office: (973) 655-7632
Fax: (973) 655-7210

AUTHORIZATION FOR RELEASE OF INFORMATION

This form will be utilized by the Division of Human Resources or other designated Montclair State University department official to check references and verify any or all of the information contained on the application form, resume or in the interview. **THIS FORM WILL ONLY BE USED IF YOU ARE SELECTED AS FINAL CANDIDATE.**

Your signature below authorizes without reservation any party or agency contacted by this employer to furnish information. Further, completion of this in no way constitutes an offer of employment.

Please Print All Information

Position for which you are applying: _____

Name _____
Last Previous/Maiden First Middle (full)

Current Address _____

City/State/Zip _____ **Date of Birth:** _____

Applicant's Signature _____ **Date** _____

May we contact your present employer? Yes/ No; if no why?

Have you ever been convicted of a crime? Yes No; if yes, please explain in the space below. Answering "yes" to this question does not necessarily bar you from employment with Montclair State University.



Applicant Evaluation Form

Division of Human Resources

This form is to be completed for the top 3 final candidates interviewed for classified/civil service vacancies. Sign and return this form and one copy of the regret letter sent to candidates to the Director of University Staffing Services, Division of Human Resources, College Hall 316. **The Date of Hire should be on a Monday at the beginning of a pay period.**

Candidate Name: _____ **Date of Interview:** _____

Position Title: _____ **Department:** _____

Position Number _____ **Previous Incumbent:** _____

After interviewing this candidate:

- I would like to consider other applicants for this position.**
- After consulting with Human Resources, **I have offered the position** to the above applicant at the range and salary step indicated below:

Range _____ **Step 1 \$** _____ **Step 3 \$** _____

Step 2 \$ _____ **Step 4 \$** _____

- Date of Hire:** _____
(* Please consult the Division of Human Resources prior to extending an offer at this step.)

COMMENTS: Please provide feedback and/or information on the candidate's ability or inability to perform the duties required for the position:

CHECK (√) ONE:

- _____ Lacked necessary work experience/education
- _____ Salary too low
- _____ Location not acceptable
- _____ Accepted other employment
- _____ Lacked qualifications/computer knowledge/office procedures
- _____ Not currently available
- _____ Not interested in position

Other (EXPLAIN): _____

Supervisor's Signature _____ **Date:** _____

*NOTE: Return to Human Resources when completed



Reference Checking Form

Division of Human Resources

This form should be used to document references contacted for final candidates and returned to the Division of Human Resources upon filling the vacancy. The hiring manager should obtain written authorization from applicants prior to conducting reference checks or contacting their current employer. (When checking references, explain the reason for your call and verify the information below with the supervisor including the reason for leaving.)

Candidate Name _____

Reference Name _____ **Title** _____

Company Name _____ **Phone Number** _____

Dates of Employment: From _____ **To** _____

Position(s) held during employment tenure _____

Salary in this position _____ **Reason for Leaving** _____

Sample Questions: _____ (Please attach copy of questions used)

1. Please describe the type of work for which the candidate was responsible.

2. How would you describe the applicant's relationships with coworkers, subordinates (if applicable), and with superior?

3. Did the candidate have a positive or negative work attitude? Please elaborate.

4. How would you describe the quantity and quality of output generated by the former employee?

REFERENCE CHECKING FORM

5. What were his/her strengths on the job?

6. What were his/her weaknesses on the job?

7. What is your overall assessment of the candidate?

8. Would you recommend him/her for this position? Why or why not?

9. Would this individual be eligible for rehire? Why or why not?

Other comments?

NOTE: Return to Human Resources when completed (College Hall Rm 316).

SAMPLE

Regret Letter

Department provides this letter after the final selection

Date:

Name

Address

Dear _____:

Thank you for your interest in the _____ position in the _____ department.

While your qualifications were very impressive, we selected a candidate whose background and experience best meet the requirements for the position.

For a complete list of employment opportunities, please visit the Division of Human Resources web-site at www.montclair.edu/hr. Please resubmit your application materials for any vacancies in which you are interested.

Again, thank you for your interest in employment with Montclair State University and we wish you success in your employment endeavors.

Sincerely,

Hiring Manager
Department
Division

cc: Division of Human Resources