HIRING & COMPENSATION
An approach for supervisors

Caltech
More than 3,900 employees help make Caltech a worldwide center for innovation, discovery, and learning. Caltech is committed to hiring excellence because our staff make significant contributions to Caltech’s teaching and research programs and fuel innovation and discovery.
In order to help the Institute meet its mission of research and teaching, Human Resources works with the community to provide a hiring experience that is fair, equitable, and compliant.

Because the Institute aspires to be an employer of choice, it is dedicated to providing a great candidate experience. This means that the Institute is proactive in its outreach, seeking people who will make significant contributions to both the mission and the community.

Based on these beliefs, the Institute has developed the following employment and recruitment approach and standards.
The Institute’s Employment & Recruitment approach is designed to meet the diverse needs of the community as well as uphold the highest standards of integrity.

To this end, Caltech needs a strategic, customizable, and dynamic recruitment program that allows us to attract individuals who have the intellect, passion, energy, and courage to tackle complex problems in new ways, while remaining equitable and compliant.

It is imperative that Caltech engages in a proactive recruitment strategy that includes targeted outreach and building talent pipelines that ensure a diverse and vibrant community of excellence.

Engaging in ongoing, collaborative, and proactive recruitment strategies with managers will allow the Institute to identify the best talent, forecast hiring needs, and create workforce planning models.
Human Resources works collaboratively with divisions, departments, and workgroups to create customized recruitment plans based on the business needs of the organization.

HR provides education and tools regarding hiring process, compliance, best practices, and Institute approach to all members of a selection process, who may include hiring managers, committees, and other identified stakeholders.

HR strives to create positive candidate experiences that will represent the Institute as an employer of choice and a great college to work for.

HR, in partnership with managers, will engage in outreach models that allow the Institute to create talent pipelines, build diverse candidate pools, and conduct proactive recruiting.
RECRUITING GUIDELINES

POSTINGS

• Positions are based on specific criteria and in accordance with federal guidelines and regulations.

• Most staff positions are posted on the Caltech website. Some examples of positions that may not be posted include: succession planned promotions, interim appointments, reorganizations, and individual job reviews.

APPLICANT PROCEDURES

• Applicants apply online except in cases of executive searches and specific situations.

• Applicants apply to specific positions using the online system. The Institute does not accept unsolicited resumes.

• When posting positions, the Institute is committed to engaging in a fair and competitive process.

COMPETENCIES

• The Institute has identified basic principles that each employee and potential employee should embody as articulated in the Institutes Code of Conduct.

• Managers identify specific competencies for each posted position. These competencies are listed in the basic qualifications section of a job description.
HIRING PROCESS
BLUEPRINT
HIRING PROCESS

1. identify
   POSITION NEEDED

2. develop
   JOB DESCRIPTION

3. consult
   COMPENSATION

4. partner
   WITH ERS TO DEVELOP RECRUITMENT

5. post
   APPLICANT TRACKING SYSTEM

6. recruit

7. select

8. offer

9. on board
<table>
<thead>
<tr>
<th>Why is the position needed?</th>
<th>Who is your ideal candidate?</th>
<th>Where will the position be located?</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Due to an employee resignation</td>
<td>- What competencies should your ideal candidate have?</td>
<td>- Campus</td>
</tr>
<tr>
<td>- Due to an employee termination</td>
<td></td>
<td>- JPL</td>
</tr>
<tr>
<td>- A new position created to meet a business need</td>
<td></td>
<td>- WA/LA/Hi/CERN</td>
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<tr>
<td></td>
<td></td>
<td>- Other</td>
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</tbody>
</table>

### What is the work?

- What problems are you trying to address?
- What do you want the person to accomplish?
- EOD may be used as a resource to help hiring managers identify goals

### When do you need the position to be filled?

### How will the need be met?

- Type of position (e.g. Regular, Temporary, PT/FT, Occasional, Term)
- Type of position funding (e.g. grant, general, budget)
**Job Summary:**
A job summary is a concise description of the overall purpose and conditions of employment for a position. Job summaries may include how the position contributes to the Institute mission, reporting structure, goals, and organizational culture.

**Job Duties:**
The job duties section of a posting articulates the key tasks and responsibilities of a position. While the job duties section identifies many key components of a position, it may not include every task or responsibility of a position.

**Basic Qualifications:**
Minimum identified skills, knowledge, and abilities required to be considered for a posted position. Basic qualifications may include education, experience, physical requirements, and other competencies needed to perform the job duties.

**Preferred Qualifications:**
Additional education, experience, knowledge, skills, and abilities that may help an individual perform the job. Preferred qualifications influence the value an applicant brings to the job and helps identify the best qualified applicant.
COMPENSATION WILL...

Review Job Description
To better understand the manager’s needs and appropriately classify the job

Provide Market Data
- Review market data from multiple sources
- Provide market percentiles (25th, 50th, 75th)

Classify the Job
- Job Family
- Discipline
- Career Level
- Grade
- Determine non-exempt or exempt status (FLSA)

Recommend Salary Range
Based on market data and internal equity models
Map Recruitment Strategy
• ERS will discuss recruitment options with you
• ERS will develop a personalized recruitment plan with you

Select Outreach & Advertising Strategy
• Print & online ads
• Sourcing
• Job fairs/events
• Targeted outreach efforts
• Search firms

Identify Selection Process
• Search committee
• Manager selection only
• Panel
• Interviews
• Screening

Establish Timeline
• Set milestones & corresponding target dates
Initiator enters job description and other logistical information into People Admin

Information goes through a pre-designated approval workflow

Upon completion of approval workflow, the position is posted on the Caltech website (work@caltech)
Marketing
Creating and launching a marketing plan by using any of the following:
• work@Caltech
• Advertising campaign
• LinkedIn
• Employment Facebook and Twitter
• Marketing ad copy
• Industry/professional associations and other Targeted Sites
• Web or print ads
• Local job network (e.g. EDD, Diversity Partners)

Sourcing Activities
Identifying potential applicants for specific positions by using any of the following:
• LinkedIn database search
• Boolean database search
• Job fairs
• Direct mail or email campaign
• Cold calls/warm calls
• Events (e.g. open house)
• Employee referrals
• Informational interviews
• Networking

The purpose of marketing and sourcing activities is to cast a wide net and create as diverse and qualified an applicant pool as possible.
## RECRUITING TOOLS

<table>
<thead>
<tr>
<th>TOOL</th>
<th>PURPOSE (WHAT THE TOOL CAN HELP YOU DO)</th>
<th>RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplemental Questions</td>
<td>The purpose of supplemental questions is to identify qualified applicants. The supplemental questions are a series of closed ended questions based on the basic qualifications listed in the job posting. The reason we ask these supplemental questions is to help determine who is an actual applicant for the position and narrow our applicant pool.</td>
<td>The applicant tracking tool can be used to house the supplemental questions, capture responses and filter the pool.</td>
</tr>
<tr>
<td>Applicant Material Review</td>
<td>Ensures a fair and consistent process that allows a hiring manager to select the best candidates from an applicant pool. By utilizing consistent applicant materials, it allows you to compare an applicant’s experiences in relationship to your needs for the job.</td>
<td>Resume, cover letter, application, references, and work sample.</td>
</tr>
<tr>
<td>Competencies</td>
<td>An applicant’s potential to meet the identified core competencies of the job is an indicator of how successful they will be in the job.</td>
<td>Leadership Architect, competency based behavioral interview</td>
</tr>
<tr>
<td>Screening</td>
<td>Allows you to create a more manageable applicant pool with applicants that are more closely aligned with the job.</td>
<td>Email, telephone</td>
</tr>
<tr>
<td>Validated 3rd Party Skills Tests</td>
<td>Helps to identify if an applicant meets the technical requirements you have identified in the basic qualifications for the job.</td>
<td>Contracted temporary agencies arranged by ERS</td>
</tr>
<tr>
<td>Interviews</td>
<td>Provides an opportunity for a hiring manager to determine which applicants are best suited for the position based on work-related criteria.</td>
<td>In-person, Skype, telephone, individual, group, stakeholder, committee. (ERS can help develop interview guides)</td>
</tr>
<tr>
<td>Interview Guides</td>
<td>Interview guides allow hiring managers to develop questions that target an applicant’s ability to perform the core competencies, navigate organizational culture, and progress towards departmental goals.</td>
<td>Behavior based, acceptable inquiries, common interview questions</td>
</tr>
<tr>
<td>Work Samples</td>
<td>Work samples are often a good example of an applicant’s previous work product. By requesting work samples a manager will have the opportunity to understand the applicant’s ability to perform.</td>
<td>Portfolio, reel, written documents, web content, reports, presentations, statistical analyses, articles</td>
</tr>
<tr>
<td>Social Media</td>
<td>Social media tools, such as LinkedIn, can be used to begin pipeline activities such as marketing open positions, and identifying potential candidates for a position. The Institute is currently only using LinkedIn to review professional experience, reach out to potential candidates and advertise job openings.</td>
<td>Only LinkedIn</td>
</tr>
<tr>
<td>References</td>
<td>Refererences can be used to help gather additional information about an applicant’s professional background, experience and competencies.</td>
<td>Internal, external, letters, telephone</td>
</tr>
</tbody>
</table>
This chart represents a number of options from which a hiring manager may choose in order to create a customized and consistent selection process. Employment & Recruiting Services (ERS) will work with a hiring manager to choose the selection activities that best match their search.
**Verify (If Required)**
- Criminal/sexual offender background check
- Education & professional certifications
- DMV report
- References

**Negotiate Offer**
- Salary & job

**Post-Offer (if Required)**
- Physical
- Drug test
- Department of Transportation (DOT) Certification

**Follow-up**
- Offer confirmation letter/email provided
- New hire paperwork sent
- Confirm all verifications are complete
**JOB CHANGE PROCESSES**

**Reorganization**
- Reorganizations are necessitated by business needs and goals
- Managers identify roles required to meet business needs (positions not people, organizational charts, no names)
- After identifying roles, managers evaluate current talent pool to determine if current employees have the required skills and abilities to meet the business needs
- If the business needs are not met by current talent, managers conduct competitive searches for newly created positions

**Individual Job Review**
- Individual job reviews may be requested by a manager
- Job reviews require compensation to examine employee’s duties, market pay for jobs and consider internal equity

**Actions from Reorganization or Review**
- Demotion
- Lateral (change to duties)
- Promotion
- No change to job
- Standard layoff
- Non-comparable layoffs
- New/additional positions (posted publicly or internally)
- Increased job duties
- Market pay adjustment

**Replacement**
- Replacements involve filling a position that has been made available due to voluntary or involuntary termination
- These positions are typically posted and involve a competitive process
- When accommodating a Caltech employee with an ADA return to work restriction, a job may not be filled competitively and a manager may be required to take a qualified individual
- Note: for internal candidates replacing a former employee this action may result in a promotion, demotion, or lateral move

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Pay Approach

Caltech attracts, recruits, and supports individuals who have the intellect, passion, energy, and courage to tackle complex problems in new ways.

That’s why it’s so important to attract, motivate, and retain the best and brightest employees with the skills needed to achieve Caltech’s mission.

The Institute’s Compensation Program is designed to meet the needs of a dynamic and unique workforce whose focus is on education, science, and engineering.

To this end, Caltech needs a dynamic pay program that allows us to attract, retain, and motivate a workforce dedicated to the Institute’s high standards of excellence.
The following are some of the factors that the Institute and hiring managers consider when determining market pay and job classification:

- Experience
- Training
- Education
- Technical skills/knowledge/abilities
- Job impact on Institute
- Level of leadership/supervision experience
- Number of direct reports
- Scope of responsibility
**JOB CLASSIFICATION FACTORS DEFINED**

- **Job Impact on Institute**
  - Level of risk management and Institute responsibility
  - The extent to which the position directly affects the Institute mission
  - Level of fiscal responsibility
  - Level of job accountability
  - Span of control

- **Number of Direct Reports**
  - The number of employees or direct reports for which the position is responsible
  - The level of employee(s) the position is supervising

- **Scope of Responsibility**
  - The number of areas of responsibility for which the position is responsible
  - The extent to which the position has specific and unique task(s) or more broad and general tasks
MARKET PAY FACTORS DEFINED

Experience Center
- Number of years of relevant experience
- Number of years in a senior position or supervisory role

Training & Certification
- Technical expertise acquired from formal certifying bodies, agencies, or organizations, including any formal training received in a specific field or discipline
- Amount of on-the-job training received in a specific field or discipline

Education
- Degrees earned or years of formal education obtained from accredited colleges or universities

Technical Skills/Knowledge/Abilities
- Level of technical understanding and experience in a specific field or discipline (knowledge/skills/abilities)
OTHER FACTORS FOR CONSIDERATION

- Federal Guidelines
- Budget
- Awards
If you have any questions regarding these guidelines, please contact Employment & Recruiting Services (ERS):

399 S. Holliston
Pasadena, CA 91125

626-395-6565
http://hr.caltech.edu/work