Purpose

This operating guide is intended for use by Hiring Managers who are authorized to make job offers.

Offering the Position

With exception of MPP positions, the Recruiter will make the job offer based on a final review of the selection process and appropriate documentation. However, in some cases the Vice Presidents are authorized to make job offers for key staff positions and Administrators. In either case, the offer should not be made until all approval authorities have signed the nomination form and consultation regarding appropriate salary has occurred.

Typically, making a job offer includes the following key steps.

- Formulate the salary offer with required justification statement.

- Obtain appropriate approvals (in accordance with college/unit procedures) to extend the offer.

- Contact your Employment Services representative to discuss the offer.

- Identify other aspects of the offer for discussion with the applicant, such as: start date, benefits, relocation allowance, etc.

- Contact the applicant and review the position responsibilities and expectations.

- Extend the offer verbally; cover such issues as the anticipated starting date, the starting salary, special working conditions and contingencies, such as passing a physical examination or obtaining a license or certification. If the position is a temporary appointment or is contingent upon grant funding, include that information in your offer.

- Notify your Employment Services Representative immediately. Your ES representative will follow-up in writing with a formal job offer that reiterates the oral offer and request written acceptance of the offer.
Establishing the Appropriate Salary

The level of pay for initial appointments is determined through the consideration of several factors. Managers are required to fully document the factors considered in establishing the starting salary. Where appropriate, the following may be considered and documented for the record.

- An assessment of the candidate’s knowledge, skills and abilities against the overall requirements for the position.
- Available market data reflecting comparable positions in the public and private sector. An internal assessment of salaries of existing employees in comparable positions.
- An internal assessment of salaries in relation to employees supervised, especially those covered by collective bargaining agreements.
- Actual budget funds available.
- Recruitment and retention issues as evidenced by difficult and prolonged recruitments and/or constant turnover in the position.
- The exceptional qualifications of a preferred candidate in relation to the applicant pool and position requirements.
- Prevention of substantial salary loss by the preferred candidate, based on verified current salary data.
- Salary range established for the position and posted on the vacancy announcement
- Specific skills and experience required in the position
- The Applicant’s skill level, knowledge, abilities and previous directly related experience

Staff Positions

For initial appointment to a staff position, selected candidates are usually appointed within the first quartile of the salary range of the classification to which they are appointed. When it is necessary to appoint a candidate at a salary rate above the first quartile of the service salary range, the Dean/Director shall submit a written request to the Human Resources Department with justification relating to the factors listed above.
Within the first quartile of the salary range – the Dean/Director makes the determination

Within the second quartile of the service salary range – written justification by the Dean/Director, endorsement by the Compensation Manager and the Appropriate Vice President is required.

Within the third or fourth quartile of the service salary range or the performance range - written justification from the Dean/Director, endorsement by the Human Resources Director Manager and approval by the appropriate Vice President is required.

Management Personnel Plan Positions

Appointment salaries are commensurate with a candidate’s experience and capabilities in relation to the hiring salary range established for the position within the broad administrative grade level (AGL). This range is established taking into consideration the salaries of comparable MPP positions at Fresno State and other CSU campuses, as well as external market considerations. Additionally, administrators must confirm that adequate funds are available in the division or department budget to cover the appointment salary.

While the salary of the previous incumbent may serve as a budgetary placeholder, it is NOT the best guide for determining an appropriate starting salary for a new employee. This decision is based on an analysis of that specific candidate’s capabilities and qualifications in relation to the position requirements and other internal and external comparability considerations. Following are the considerations, guidelines and approval requirements for appointment salaries. The actual appointment salary must be approved prior to extending an offer.