



PAIRE RECRUITMENT AND HIRING POLICY

I. **PURPOSE:** To reaffirm PAIRE's commitment to take action in assuring equal access to employment opportunities and to define the process for recruitment and hiring of qualified employees to PAIRE positions.

II. **POLICY:** PAIRE's policy of equal employment is aimed at, and committed to, building and maintaining a diverse workforce with high standards and expectations for excellence. State and federal laws continue to require a commitment to equal employment opportunity and a workplace that is free from any form of unlawful discrimination. As an equal opportunity employer PAIRE will endeavor to select the best qualified individuals based on job-related qualifications, regardless of such factors as race, sex, color, age, ancestry, citizenship, pregnancy, religion, national origin, marital status, parental status, sexual orientation, political affiliation, physical or mental disability or medical condition (as defined under state law), status as a disabled veteran or Vietnam-era veteran, when the individual is otherwise qualified or on any other basis prohibited by federal, state or local law.

This policy defines PAIRE's commitment to providing equal opportunity in all phases of employment including, but not limited to the following:

- A. Recruiting and soliciting for employment
- B. Hiring, placement, promotion, transfer and demotion
- C. Employment training or selection for training
- D. Rate of pay, compensation, and benefits
- E. Termination of employment

PAIRE will provide reasonable accommodation to otherwise qualified individuals with a known impairment as required by law.

This organizational commitment to equal access for employment opportunities makes it imperative that all PAIRE Principal Investigators, managers and supervisors comply with both the spirit and intent of federal and state laws and government regulations that relate to discrimination in the workplace. It is the responsibility of all Principal Investigators, managers and supervisors to ensure a work environment free of discrimination.

III. **DEFINITIONS:** For the purposes of this policy, the terms below are defined as follows:

A. *Job Applicant* – An applicant is someone who is minimally qualified for the specific job in question; is interested in the specific job in question; and is interviewed for the job in question. Statistics will be maintained on all job applicants.

B. *Internet Applicant* – An individual must meet the following four criteria to satisfy the Office of Federal Contract Compliance (OFCCP) definition of an internet applicant:

- ◆ Individual submits an expression of interest in employment through the internet or related electronic technologies.
- ◆ Individual is considered for employment in a particular position.
- ◆ Individual's expression of interest indicates that the individual possess the basic qualifications for the position.
- ◆ Individual at no point in the selection process prior to receiving a job offer removes him or herself from further consideration or otherwise indicates no further interest in the position.

C. *Hiring Manager* – The hiring manager is the person responsible for requesting job postings, selecting candidates for interview and making final hiring decisions. Additionally, the hiring manager requests personnel actions for current employees, such as promotions, transfers or termination of employment. The hiring manager may be the Principal Investigator or a designee by the Principal Investigator. If the Principal Investigator designates a hiring manager, the [Designation of Signature Authority form](#) should be completed and submitted to Human Resources.

IV. PROCEDURES: To assure that we adhere to our equal employment principles, all job openings will be publicized and statistics will be maintained on applicants and selections for appointment. As appropriate, PAIRE will recruit both within and outside its work force to obtain qualified applicants. To support career progress of qualified internal candidates, internal recruitment may be utilized. Exceptions to recruiting may be made for employees whose responsibilities or titles have changed as a result of a reorganization or reassignment. *Note: exception to this process will be made for those employees hired as a direct result of a PI's grant being transferred to PAIRE from Stanford or a PI/Fellow brings own funds.*

The following steps define the process for recruiting and hiring employees through PAIRE:

A. Prior to initiating any recruitment for a PAIRE position, the hiring manager should contact Human Resources (HR) to request a Personnel Requisition form. This form requires the hiring manager to delineate the specifics of the position as follows:

1. Part-time/full-time/on-call/temporary
2. Establish salary based on PAIRE salary schedule
3. Specify project title and account number
4. Select recruitment sources

B. Upon completion of the Personnel Requisition form, the hiring manager should submit it to HR. The current job description for the requested position should accompany this form, clearly stating the minimum qualifications for the position.

C. HR will review the requested personnel information and ascertain from Contract & Grant staff the specific account status prior to posting the position. Upon final approval, the requested position will be posted for a minimum of 3 days at the selected recruitment sites. HR will notify the hiring manager when the position is posted. *Note: All job requisitions will be posted, at a minimum, at www.paire.org and www.edd.ca.gov (California's Employment Development site).*

D. HR will screen responses/résumés and forward to the hiring manager those responses/résumés which indicate that the individual possesses the basic qualifications for the job.

E. The hiring manager should select those respondents that she/he wishes to interview. The hiring manager should schedule the interview(s). The names of those selected for interview should be sent to HR.

F. Upon notification that interviews are scheduled, HR will send the hiring manager the Interview and Hire Record. In conducting interviews, questions should elicit only job-related information, such as work experience, education, technical skills, communication skills or relevant training. Interview notes should be maintained separate from the responses/résumés.

G. HR will email the following to those selected for an interview: PAIRE Job Application, OF 306, Declaration for Federal Employment and, if applicable, Request for Job Applicant Information. The candidate should bring the completed forms to the interview (the Job Applicant Information form should be returned via email to HR). *Note: Internet applicants have the opportunity to complete the Job Applicant Information online if applying via www.paire.org.*

H. Upon final selection of an applicant for the position, the hiring manager should complete the Interview and Hire Record. This form documents the reasons for selection/non-selection of applicants for the position. This completed form is forwarded to HR. All PAIRE job applications received by the hiring manager should be forwarded to HR.

I. Once an applicant is selected for employment, HR will send the hiring manager the Employment Authorization Request (EAR) and the final PAIRE Job Description for signature. Salary and start date should be discussed with HR prior to extending a job offer. *Note: The signed, original EAR and job description must be returned to HR prior to an offer letter being sent to the selected applicant.*

J. After reviewing the EAR, determining all requirements have been met and that the salary is appropriate, HR will prepare an offer letter. No one may start work until she/he has received an offer letter from the PAIRE Human Resources office.

K. HR will send the offer letter along with the new hire paperwork to the selected applicant. Included in that packet will be information regarding ascertaining a Without Compensation (WOC) appointment at the Veterans Affairs Palo Alto Health Care System (VAPAHCS) unless applicant already has a completed WOC appointment. *Note: The completion of all the components of a WOC appointment is required as a condition of employment with PAIRE.*

L. All PAIRE employees are required to show proof of current work authorization within three business days of start date.

M. If an applicant requires assistance to obtain a visa authorizing work status, the cost to hire an attorney and all filing fees will be charged to the PI's PAIRE account. Contact HR to discuss this process. HR will work with the attorney to provide supporting employment documents and obtain the necessary signatures required for the visa process.