HIRING & COMPENSATION

A guide for supervisors

Caltech

Recruiting Services is available to help with your recruitment needs

More than 3,000 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.

EMPLOYMENT PHILOSOPHY

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 Caltech 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.

Caltech values diversity in thoughts, experiences, backgrounds, and cultures, and appreciates the richness this brings to pursuing our mission.

EMPLOYMENT AND RECRUITMENT APPROACH

Meet Diverse Needs

The Institute's Employment and Recruitment approach is designed to meet the diverse needs of the community as well as uphold the highest standards of integrity.

Dynamic Recruitment Program

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.

Proactive Strategy

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

Identify & Forecast

Engaging in ongoing, collaborative, and proactive recruitment strategies with hiring managers will allow the Institute to identify the best talent, forecast hiring needs, and create workforce planning models.

EMPLOYMENT AND RECRUITMENT STRATEGY

Caltech Human Resources works collaboratively with divisions, departments, and workgroups to create customized recruitment plans based on the business needs of the organization. Human Resources provides education and tools regarding the 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.

Human Resources strives to create positive candidate experiences that will represent the Institute as an employer of choice and a great institute to work for. Human Resources, in partnership with its hiring managers, engage in outreach models that allow the Institute to create talent pipelines, build diverse candidate pools, and conduct proactive recruiting.

RECRUITING GUIDELINES

JOB POSTINGS

- Positions are based on specific criteria and in accordance with federal guidelines and regulations.
- Staff positions are posted on the Caltech careers site. Some examples of positions that may not be posted include: promotions and reorganizations.
- Postings can only be waived with HR approval.
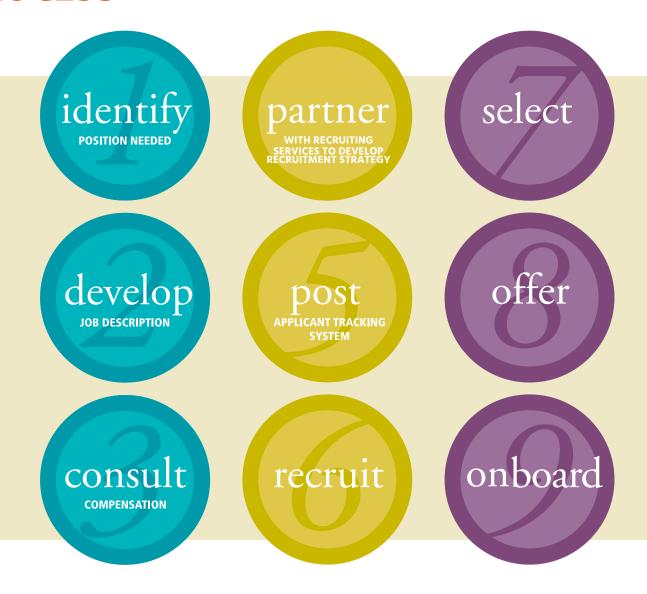
APPLICANT PROCEDURES

- All applicants must apply online through the Caltech careers site.
- The Institute does not accept unsolicited resumes.
- The recruiting team is available via phone, email or on-site kiosk to provide assistance throughout the application process.
- When posting positions, the Institute is committed to engaging in a fair and competitive process.

COMPETENCIES

- Hiring Managers identify specific competencies for each posted position. These competencies are listed in the basic qualifications section of the job description.
- Preferred qualifications list qualities or skills that are preferred but not required for the position.

HIRING PROCESS BLUEPRINT

HIRING PROCESS

identify
POSITION NEEDED
1

partner
WITH RECRUITING
SERVICES TO DEVELOP
RECRUITMENT STRATEGY
4

select
7

develop
JOB DESCRIPTION
2

post
APPLICANT TRACKING
SYSTEM
5

offer
8

consult
COMPENSATION
3

recruit
6

onboard
9

identify
POSITION NEEDED

Why is the position needed?

- Due to an employee resignation
- Due to an employee termination
- A new position created to meet a business need

Who is your ideal candidate?

- What competencies must your ideal candidate have?
- What qualities would you prefer in a candidate?

Where will the position be located?

- Campus
- WA/LA/HI/ CERN
- Other

Position Type

- Type of position (e.g. Regular, Temporary, PT/FT, Occasional, Term)
- Type of position funding (eg grant, general, budget)

Is remote work an option?

- Some Caltech positions may be considered for remote or hybrid remote work.
- Remote work arrangements require HR approval.

develop

JOB DESCRIPTION
2

The foundation of any job description is the Job Summary. It identifies the purpose, goals and outcomes for the position.

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.

Essential Job Duties:

The job duties section of a posting articulates the key tasks and responsibilities of a position. While the essential 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 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…

consult
COMPENSATION

Assess Market Data

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

Review Job Description

To better understand the manager's needs and appropriately classify the job

Provide Salary Range

Based on market data and internal equity models

Classify the Job

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

partner
WITH RECRUITING SERVICES TO
DEVELOP RECRUITMENT
STRATEGY

Map Recruitment Strategy

- Recruiting will discuss recruitment options with hiring manager
- Recruiting will develop a personalized recruitment plan

Select Outreach & Advertising Strategy

- Online ads
- Sourcing
- Job fairs/events
- Targeted outreach efforts
- Search firms

Identify Selection Process

- Search committee
- Manager selection only
- Panel
- Screening
- Interviews

Establish Timeline

- Set milestones and corresponding target dates

5 post

APPLICANT TRACKING SYSTEM

Initiator enters job description and other logistical information into Taleo

Information goes through a pre-designated approval workflow

Upon completion of approval workflow, the position is posted on the Caltech careers site.

recruit

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

Job Advertising

Creating and launching a job advertising plan by using any of the following:

- LinkedIn and other job boards
- Industry/professional associations and & other targeted sites
- Local job network (e.g. EDD, Diversity Partners)
- Local schools

Sourcing Activities

Identifying potential applicants for specific positions by using any of the following:

- LinkedIn
- Boolean database search
- Job fairs
- Direct mail or email campaign
- Cold calls/warm calls
- Employee referrals
- Informational interviews
- Networking

RECRUITING TOOLS

TOOL	PURPOSE (WHAT THE TOOL CAN HELP YOU DO)	RESOURCES
Supplemental Questions	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.	The applicant tracking tool can be used to house the supplemental questions, capture responses and filter the pool.
Applicant Material Review	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.	Resume, cover letter, application, and work sample.
Competencies	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.	Competency based behavioral interview
Screening	Allows you to create a more manageable applicant pool with applicants that are more closely aligned with the job.	telephone, Zoom
Interviews	Provides an opportunity for a hiring manager to determine which applicants are best suited for the position based on work-related criteria.	In-person, Zoom, phone, individual, group, stakeholder, committee.
Interview Guides	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.	Behavior based, acceptable inquiries, common interview questions
Social Media	Social media tools, such as LinkedIn, can be used to begin pipeline activities such as promoting open positions, and identifying potential candidates for a position.	LinkedIn, Indeed
References	References can be used to help gather additional information about an applicant's professional background, experience and competencies.	Internal, external, letters, phone, Vidcruiter

Selection Activity Options

select 7

Final Round Interview

Review Work Samples

Review Application Materials

Resume/CV/Cover Letter/ Reference Letters/ Application

Initial Interview

References

Phone/ Zoom Screening

2nd Round/ Stakeholder Interviews

This chart represents a number of options from which a hiring manager may choose in order to create a customized and consistent selection process. Recruiting Services will work with a hiring manager to choose the selection activities that best match their search.

offer

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Verify
- References
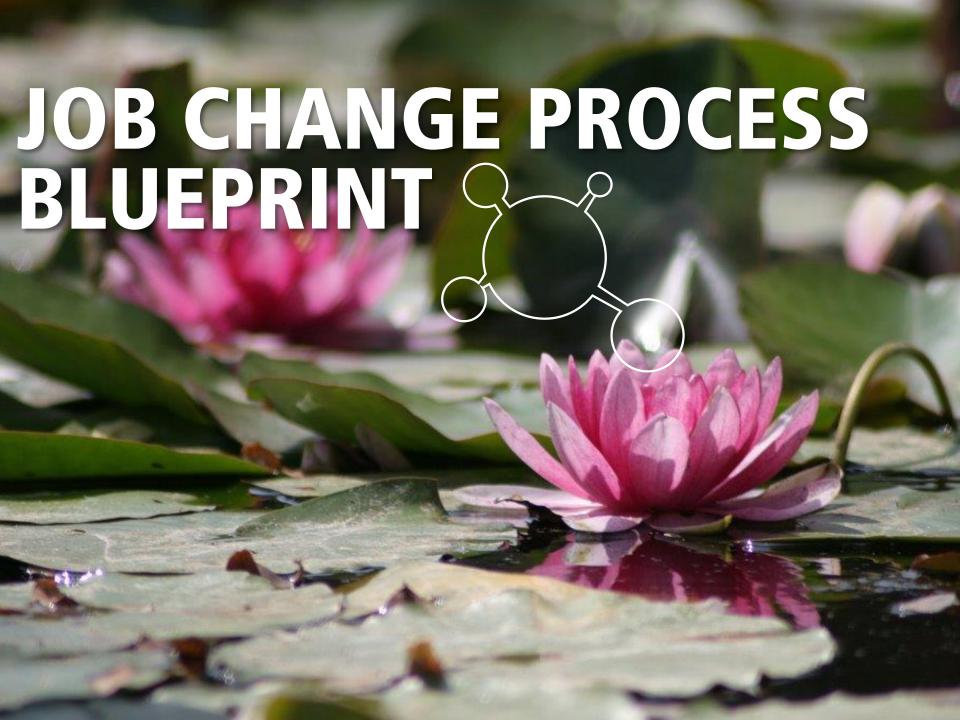
Extend Offer
- Salary

Post-Offer
- Criminal/sexual offender background check
- COVID-19 vaccination documentation and validation
- Education & professional certifications
- DMV report
- Physical

Follow-up
- Confirm all pre-employment clearances are complete
- Offer confirmation letter/email provided
- Onboarding tasks sent

JOB CHANGE PROCESS BLUEPRINT

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

COMPENSATION

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
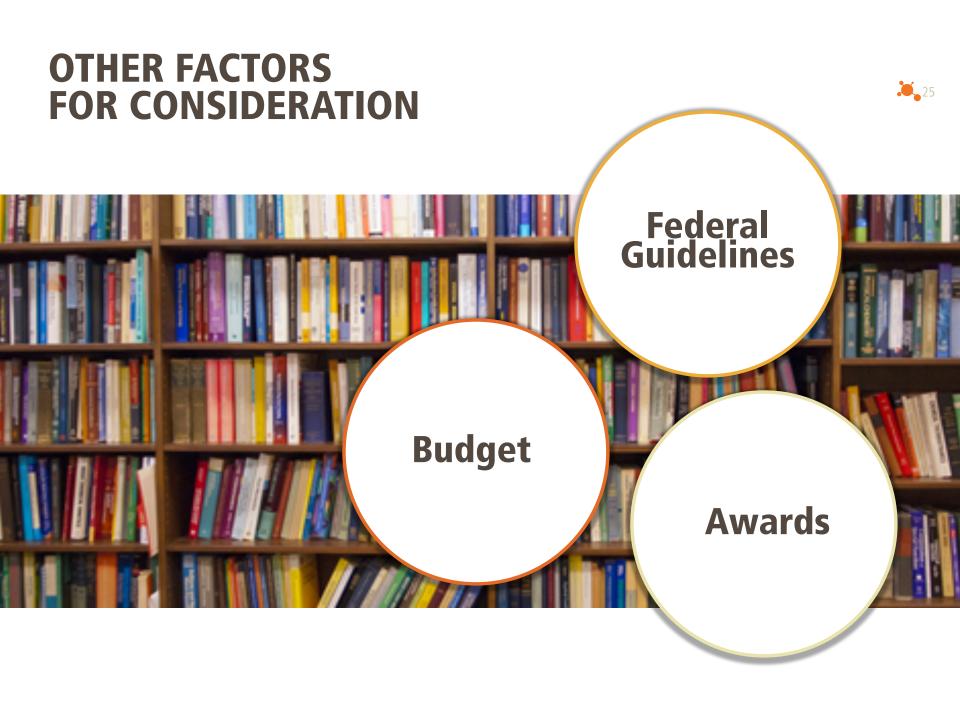
Training & Certification

- 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

Caltech
HUMANRESOURCES
HUMAN SOLUTIONS

If you have any questions regarding these guidelines, please contact:

399 S. Holliston
Pasadena, CA 91125

626-395-6565
https://hr.caltech.edu/departments/
recruiting-services