Staff Recruitment and Selection

Manual for Hiring Managers and Search Committees
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Introduction

This manual will aid in the recruitment and selection process of hiring a new full-time staff employee. If assistance is needed at any time during the hiring process, please call your respective Employment Specialist.

EQUAL OPPORTUNITY AND RECRUITING

In accordance with System Policy 08.01, Civil Rights Protections and Compliance, Texas A&M University-Corpus Christi will provide equal opportunity for employment to all persons regardless of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation or gender identity and members are encouraged to develop and maintain programs for building diversity in potential candidate pools.

KICK OFF MEETING

Before beginning the process to fill a vacancy, the Employment Specialist will initiate a kick off meeting with you to discuss the recruitment process. The purpose of this meeting is to discuss the roles and responsibilities for both the hiring manager and Employment Specialist during the process.

SEARCH COMMITTEES

A search committee should be established during the beginning stage of the recruitment process for positions. Searches for professional staff may use a committee, but are not required for positions. The composition of the search committee should be individuals most closely associated with the position. The search committee will be required to complete the confidentiality statement to ensure discretion regarding the applicants personal information.

ONLINE POSITION MANAGEMENT & APPLICANT TRACKING SYSTEM

Log in to Workday and enter the requisition number provided by your Employment Specialist to view the created position. You will toggle between your open position and Workday inbox items that may have been assigned to you. If you are not set up as the hiring manager, please contact your respective Employment Specialist.

Success Tip: In Workday, enter the “R-number” to view open position!
**Internal Environment**

This section will cover the internal aspects of the recruitment process to promote someone from within the department.

**PROMOTION FROM WITHIN**

A few options are available for promoting someone from within:

1. Post the position internally and externally for the minimum posting period of five business days and follow normal recruitment process.
2. Post the position internally for the minimum posting period of five business days and follow normal recruitment process.
3. Post the position without a search. To post positions without a search, the following steps and items are necessary:
   A. An updated Position Description (PD).
   B. A resume for the individual to ensure they meet the minimum qualifications for the new title requested.
   C. Discuss plans with Mr. Sam Ramirez in EO.
      a. Provide reasoning for the internal promotion without a search and either feedback or approve moving forward will be provided.
      b. A copy of the response from Mr. Ramirez needs to be sent to Employment Specialist.

Once all steps have been completed, HR will provide further instructions.

**RECLASSIFICATION**

To reclassify a position, a position review request form will need to be submitted. With this request, the following items will need to be included:

1. An updated PD.
2. A resume for the individual to ensure they meet the minimum qualifications for the new title requested.
3. Justification for the reclassification to be included in the request form.

Once HR has reviewed and approved all information provided, you will then complete a fiscal request document and route for approvals to obtain the additional funds. HR will be notified when the fiscal request has been approved. HR will make the necessary changes in Workday.
Recruitment and Selection Process for Full-Time Staff

Step One: Position Description Preparation

The purpose of the position description (PD) is to identify the duties and responsibilities of the job, and the qualifications applicants must possess to successfully perform the responsibilities of the position. In addition, the PD provides a logical and defensible basis for hiring processes and decisions.

REVIEW AND APPROVAL

The Employment Specialist will partner with the hiring manager to review the position description and update the position in Workday as necessary.

HR APPROVAL

If HR has questions or requires more information once the PD has been submitted to HR, you will be contacted. After the hiring manager approves, the PD is updated in Workday.

REQUISITION

Once a PD is approved, HR creates a job requisition from the position description in Workday.

QUESTIONNAIRE

The questionnaire is used to filter out any applicants that do not meet the minimum qualifications. The questions used will be based from the list of minimum qualifications in the position description.

POSTING TYPE

Positions may be open to the public or available only to current employees within the A&M System.

ADVERTISING

The University is required to post vacancies through Work in Texas and will also be posted in the sites referenced below. Additional advertising venues may be provided to you by the Employment Specialist. You are encouraged to advertise the position on additional advertising venues to increase the likelihood of a qualified, diverse applicant pool. The hiring manager may share the job posting in other venues after receiving approval from HR.

Work in Texas  
Chronicle Vitae  
Inside Higher Ed  
Indeed.com  
Higher Ed Jobs  
Higher Education Recruitment  
Consortium (HERC)
CLOSING DATE
Minimum posting period is five business days. It is recommended that non-exempt positions close fifteen days from the open date and exempt positions close thirty days from the open date. This will ensure all applicable job boards will have posted the advertisement and aid in a diverse pool of qualified candidates.

Step Two: Hiring Matrix Development

The hiring matrix is a mandatory tool for all hiring managers to aid in the interview selection process and document that the selection process is based on job related criteria. The matrix is an MS Excel document used to rank applicants to determine whom you will interview. The Employment Specialist will provide a draft hiring matrix to the hiring manager. The hiring manager is responsible for providing to HR a final draft hiring matrix.

QUALIFYING FACTORS
The job requirements may include education, experience, knowledge, skills, and abilities as listed on the Position Description.

POINT SYSTEM
Determine how important each factor is for this position.

HR will review the finalized matrix for validity before the matrix is used to review applicants.

Step Three: Develop Interview Questions

Interview questions must be developed and approved by HR before interviews are granted.

JOB RELATED QUESTIONS
Review the Position Description when preparing the interview questions. Questions should cover the minimum and preferred requirements for the position. Ask questions about the technical skills and related experience necessary to fulfill the duties of the position.

OPEN-ENDED QUESTIONS
Try to ask questions that will facilitate job-related discussion. Avoid questions that require a ‘yes’ or ‘no’ answer. Keep the questions open-ended so that applicants have the opportunity to speak freely and voice opinions. A good rule of thumb is that the applicant should provide 75% of the conversation.

PAST PERFORMANCE QUESTIONS
Ask questions about job-related situations the applicant may have experienced in the past. There is no better indication on how applicants will perform in the future than how they performed in the past. Question applicants about both positive and negative work situations, and how they handled each. Include questions about cooperation with co-workers, dealing with change, and taking directions.
HELPFUL GUIDELINES

Please keep in mind the following guidelines when composing interview questions:

- Questions must be job-related, not personal.
- All questions must be legal and non-discriminating.
- Applicant responses must be documented and should be scored numerically.
- The same interview questions must be asked of all interviewed applicants.

ILLEGAL QUESTIONS

Questions cannot be asked regarding an applicant’s age, sex, marital status, children, ethnic origin/race, religion/politics, and/or disabilities.

Success Tip: See Appendix A for more on interview questions.

Step Four: Review Applications

It is the responsibility of the hiring manager/search committee to review the application materials for all applicants and confirm that the applicant meets the minimum requirements. The hiring matrix will be utilized for all applicants.

SCORE APPLICANTS

Score all applicants on the pre-determined point system for the hiring matrix. The spreadsheet will automatically calculate the ranking for each applicant. If there is a search committee, you may take the average score of all committee members. One finalized matrix must be turned in to HR before campus interviews are scheduled.

Sort the applicants from the application score column – highest score on top. The highest scoring applicant will be ranked as initially the most qualified. There should be a natural break in the numbers totaled for the pool of applicants. The hiring manager/committee will then decide how many applicants to interview based upon the cut-off score. The hiring manager/committee may first choose to screen applicants by phone to narrow down the pool of applicants.

If differences of opinion exist, the committee should discuss the differences and come to a consensus for each column on each applicant and develop a final matrix together.
Step Five: HR Approval of Interviews

Once candidates have been identified, the hiring manager must provide the final matrix to HR for compliance review. HR will notify the hiring manager once requested interviews are approved.

### VETERAN’S PREFERENCE

Please keep in mind that per System Regulation **33.99.01**, one veteran must be interviewed unless no veteran’s apply for the position.

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<th>3</th>
<th>4</th>
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</tbody>
</table>

### # of Individuals Selected for Interview vs Minimum # of individuals to interview with Veteran’s Preference (required)

<table>
<thead>
<tr>
<th># of Individuals Selected for Interview</th>
<th>Minimum # of individuals to interview with Veteran’s Preference (required)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-6</td>
<td>1</td>
</tr>
<tr>
<td>7 or more</td>
<td>2 (20% of 7 = 1.4, round up to 2)</td>
</tr>
</tbody>
</table>

### NOT INTERVIEWED

It is important to document a reason why each candidate considered was eliminated from further consideration. Disqualifying factors for the applicants you did not choose to interview will be needed during the final stage of the recruitment process.
REMOTE INTERVIEW
If you have a very large pool of applicants, you may want perform phone interviews to determine whom you want to bring to campus for an in-person interview.

CAMPUS INTERVIEW REQUESTED
Once you have the applicants you would like to bring on campus for an in-person interview, complete the steps below:

1. Provide the final tallied matrix to HR for review.
2. Receive confirmation of approval for interviews from Human Resources.
3. The scheduling of campus interviews may commence. The hiring department schedules all interviews.

Step Six: Interview

INTERVIEW PROCEDURE
It is important that all questions be asked of each applicant in a consistent manner. If the applicant’s response to an interview question is unclear, a follow-up question may be asked for. New questions not approved by HR may not be used.

A 5-Point Scoring System is recommended to score each question asked of an applicant. An answer that would be given a score of 3 should be used as a benchmark:

5-Point Scoring System

<table>
<thead>
<tr>
<th>Points</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Best possible answer an applicant could provide; admirable</td>
</tr>
<tr>
<td>4</td>
<td>Desirable answer; outstanding</td>
</tr>
<tr>
<td>3</td>
<td>Acceptable answer that a qualified applicant could provide</td>
</tr>
<tr>
<td>2</td>
<td>Brief answer. Does not address all aspects of question</td>
</tr>
<tr>
<td>1</td>
<td>Poor answer that indicates minimal knowledge, skill, or ability</td>
</tr>
</tbody>
</table>

Step Seven: References

REFERENCE CHECKS

Please review the references that have been provided during the application stage. This document is located in the questionnaire results of the application.

You are only required to complete a reference check on your finalist. Please use the Pre-Employment Reference Check Form if not already provided. It is preferable to contact the most previous or current supervisor; whose job duties relate to the position you are hiring for. If a supervisor has not responded, please contact your finalist to ensure contact information is accurate.
If you prefer to complete a reference check before interviews are conducted, complete a reference check on all those you want to interview to be consistent with the hiring process.

If a reference check is so negative that it warrants not hiring an applicant, please remember to document the reference check thoroughly.

**Step Eight: Finalize the Hire**

**HIRING PROPOSAL**

Information on your finalist is entered on a Hiring Proposal that will be provided to you by email from the Employment Specialist.

The hire details include reference information, justification of selection, recommended starting salary, requested start date and moving expenses.

**Salary**

Indicate the annual recommended starting salary for your finalist. The following lists a few points to keep in mind when recommending a salary:

1. Keep in mind previous offers for similar positions to avoid internal equity issues.
2. Recommend a salary within the budgeted amount for the position.
3. Salaries recommended above the midpoint of the pay grade for the position will require additional justification and VP approval.
4. If the recommended salary is over the budgeted amount, be sure to fill out a position review form and submit HR.

**Justification**

A justification for hiring your finalist above all others is needed, as well as a recommended salary and reference information. The justification is *not* a justification for your salary, unless you are hiring above midpoint of the pay range. The justification is placed in the hire details tab. Information should include:

1. Experience, knowledge, skills and abilities this person has acquired which makes him/her the person who best meets the needs of the position as they relate to the posted requirements/preferences.
2. Details about the results of the interview, such as questions asked and the answers your finalist presented.
3. Summary of the reasons for non-selection of the other applicant(s) interviewed.
4. Scoring system used.
ROUTING
Once the hiring proposal is complete, all details are reviewed by HR and then routed to EO. Once EO approves, it is routed to HR Assistant Director and then to the HR Director.

Once the hiring proposal is approved, your HR Employment Specialist will handle all position movement in Workday.

EXTENDING EMPLOYMENT OFFER
After the Director of Compliance Services and HR Director provides approval, a formal offer of employment may be made. HR will contact the applicant selected and extend the offer of employment, unless otherwise directed by you. You will be notified of the intentions of the applicant and whether they accept the position, or if further negotiations or information is needed. If the negotiated salary is over the budgeted amount, be sure to fill out a position review form and submit HR right away.

ACCEPTANCE OF OFFER
Once an applicant has accepted an offer and a hire date has been determined, HR will create a new hire letter and mail information to the new employee. The new employee will be scheduled for the HR Benefits Orientation and a New Employee Onboarding Orientation.

DECLINED OFFER
If a candidate has declined a job offer, you may begin pursuing another applicant. If there are no other viable applicants in your current pool, you may request the position be re-opened to the public to recruit more applicants.

Step Nine: Records Retention

RETENTION OF RECORDS
All final records from the search process are to be retained, as specified by the records retention schedule, and are subject to release under the Texas Public Information Act or other legal proceedings. If you have any questions, please contact your HR Employment Specialist.

Not Hired = Two (2) years.
New Employee = Five (5) years after termination / resignation / retirement date.
Additional information to keep in mind during the recruiting process.

LEGAL ISSUES

There are several laws that will affect your hiring process, particularly in the area of discrimination. The Civil Rights Act of 1964 prohibits discrimination in employment practices when the discrimination is based on a person’s race, color, sex, religion or national origin. The federal law applies to organizations with 15 or more employees.

The Age Discrimination in Employment Act (ADEA) of 1967 extends discrimination protection to persons aged 40 and older for organizations of 20 or more employees. Pay attention to your state’s discrimination laws as well. Some states require compliance with age discrimination law for employers of two or more workers, and some states have lowered the age discrimination threshold far below 40 years old.

The Pregnancy Discrimination Act of 1978 is an amendment to Title VII of the Civil Rights Act. The Act makes it unlawful to refuse employment to a woman based on pregnancy, childbirth or any related medical condition. The basic principle is that a woman affected by pregnancy or other related medical condition must be treated the same as any other applicant in the recruitment and selection process.

The Americans with Disabilities Act (ADA) of 1990 prohibits discrimination against qualified individuals with disabilities in organizations of 15 or more employees. The ADA also requires that the employer offer reasonable accommodations to disabled individuals so they have equal opportunity to apply for job openings and, if hired, to be successful in their job functions. If you are unsure what accommodations may be reasonable, check with your state department of labor.

Employers are prohibited from using an employment test to disqualify a disabled candidate unless that test is valid for the skills necessary in the job to which they are applying and unless the same test is given to all applicants, not just to those with disabilities. Discrimination costs employers millions of dollars every year, not to mention the countless hours of lost work time, employee stress and the negative public image that goes along with a discrimination lawsuit. The best way to avoid the trauma and expense of a lawsuit is to simply not discriminate. Focus your recruitment and hiring decisions on job skills and qualifications, endeavoring to find the best person for the job.

JOB OFFER

When you make the job offer, avoid quoting an annual salary. Quote compensation by the hour or the month, whichever is appropriate. Annual salary quotes have sometimes been interpreted by the courts as a contract for employment for a minimum of one year.

If the employee is let go before the completion of that first year, you may be looking at a potential lawsuit—breach of employment contract. This is easy enough to avoid—don’t quote an annual
salary! See Eales v. Tanana Valley Medical-Surgical Group, Inc. for court opinion regarding enforceability of oral promises made during the hiring process.