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Introduction
This manual will aid in the recruitment and selection process to fill staff (non-faculty) vacancies. Please refer to Texas A&M University-Corpus Christi Procedure 33.99.01 Filling Staff Vacancies and Texas A&M University System Regulation 33.99.01 Employment Practices for additional information regarding policy.

A hiring freeze waiver is required to be approved before a job vacancy is posted. The hiring freeze waiver can be located here on Human Resources website.

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.

TRAINING COURSES
Before beginning the process to fill a vacancy, the hiring manager should complete two courses. The courses below are located in TrainTraq at Single Sign On:

- Course 11008: Position Descriptions
- Course 2111264: Effective Hiring Practices

SEARCH COMMITTEES
A search committee should be formed for positions of director and above. Searches for other professional staff may also use a committee, but are not required for non-exempt positions. The composition of the search committee should include individuals most closely associated with the position.

ONLINE POSITION MANAGEMENT & APPLICANT TRACKING SYSTEM
Log in to Islander Jobs with your Island ID and password. You will toggle between various roles that may have been assigned to you. The Hiring Manager user group must be utilized to post or create a position. If you are not set up as the hiring manager, please contact HR Generalist Casi Casanova at ext. 3864.

Success Tip: Click on Izzy and he will take you directly to Islander Jobs!
Recruitment and Selection Process for Staff

STEP ONE:  PREPARE POSITION DESCRIPTION

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 position description provides a logical and defensible basis for hiring processes and decisions.

REVIEW AND APPROVAL

The hiring manager must initiate a position description action in Islander Jobs and obtain required approvals through the on-line position description system before a vacancy is posted and a search process is initiated.

HR APPROVAL

If HR has questions or requires more information once the position has been routed to HR, you will be contacted. After HR reviews, the PD action is sent to the Budget office. If the action is funded by contracts or grant, Budget will send the action there for approval. The PD will not be released by Budget until any pending funding issues are resolved.

JOB POSTING

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

POSTING TYPE

Positions may be open to the public or available only to current employees. An internal candidate may be appointed to a position with prior approval from the Director of Compliance Services. Contact HR for more information.

ADVERTISING

The University is required to post vacancies at Work in Texas. Other job boards used regularly at no cost to the department include Higher Ed Jobs, Jobs in Corpus Christi, and Indeed. You are encouraged to advertise the position on additional advertising venues to increase the likelihood of a qualified, diverse applicant pool. Applicant must be directed to our online employment system at https://islanderjobs.tamucc.edu to view the full job description and to apply online.

CLOSING DATE

Unless otherwise directed, non-exempt positions will close at midnight two weeks from the open date and exempt positions will close four weeks 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. Five days is the minimum posting period, internal job postings included.
STEP TWO: DEVELOP INTERVIEW QUESTIONS

Interview questions must be developed and approved by HR before access to the pool is 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.

Success Tip: 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: Obtain a list of sample interview questions from Human Resources.
STEP THREE: DEVELOP A HIRING MATRIX

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 and identify those who will move forward in the selection process. Human Resources will provide a draft hiring matrix to the hiring manager. The hiring manager is responsible for providing to HR a final hiring matrix.

QUALIFYING FACTORS
Qualifying factors are listed at the top of the hiring matrix and 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.

   Human Resources will review the finalized matrix for validity before the applicant pool is made available and the matrix is used to review applicants.

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.

STATUS CHANGES

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 need to be selected. There are status updates available from a drop-down menu for each applicant. HR has several status changes that are not available to hiring managers. If there is not a relevant status change available, please contact HR.

NOT INTERVIEWED

Please select the most relevant disqualifying factor for the applicants you will not interview. The applicants cannot see your reason for non-selection – they will only see ‘No Longer Under Consideration’ as their status for the posting when they log in.

REMOTE INTERVIEW

If you have a very large pool of applicants, you may want perform remote or phone interviews to determine whom you want to bring to campus for an in-person interview. HR approval is not required to perform a remote or phone interview; however, you must update the applicant status to document that a remote interview was conducted.

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. Request interviews by changing the applicant’s status to Campus Interview Requested. Human Resources receives an automated email and will request the final tallied matrix if not already provided.
3. Upon confirmation of approval of interviews from Human Resources, the scheduling of campus interviews may commence. The hiring department schedules all interviews.
4. Email HR the final interview schedule. Applicants have a tendency to get lost, and HR needs to be able to direct them to the correct location for their interview.

VETERAN’S PREFERENCE

Per System Regulation 33.99.01, one or more veterans must be interviewed unless no veteran’s apply for the position.
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. 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 may have been provided during the interview process. If a supervisor has not responded, please contact the supervisors that your finalist listed on the TAMUCC application. It is preferable to contact the most recent supervisor, and supervisors from previous positions whose job duties relate to the job duties you are hiring for. If you are unable to contact the supervisors, please notify your HR Generalist for assistance.

You are only required to complete a reference check on your finalist. The same questions must be asked for each reference check. Please request the pre-employment reference check form from Human Resources if not already provided.

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.

Sucess Tip: 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

STATUS UPDATES
Disqualifying factors for the applicants that were interviewed and not selected for hire need to be selected. There are status updates available from a drop-down menu for each applicant. Please select the most relevant disqualifying factor. The applicants cannot see your reason for non-selection – they will only see ‘No Longer Under Consideration’ as their status for the posting. HR has several status changes that are not available to hiring managers. If there is not a relevant status change available, please contact HR.

HIRING PROPOSAL
Information on your finalist is entered into a Hiring Proposal online. The hire details include recommended starting salary, justification for your hire, requested start date and reference information.

Salary
Indicate the annual recommended starting salary for your finalist.

Justification
The justification should include why we are hiring the finalist above all other applicants. The justification is not a justification for a salary, unless a recommendation above midpoint of the pay range is being sought. Other information that should be included is:

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 hire details and status changes are complete, either route to your HR Generalist or the next appropriate level for approval.

Once the position is routed to HR, all details are reviewed and then routed to the Employee Development & Compliance Services Department (EDCS). Once EDCS approves, it is routed to HR Assistant Director and then to the HR Director.

An employment offer may not be extended until all approvals have been received.
EXTENDING EMPLOYMENT OFFER
After the HR Director provides approval, a formal offer of employment may be extended. HR will inform the hiring manager when all approvals have been obtained. The hiring manager has the option to extend a verbal offer of employment. HR will contact the applicant selected and extend a written offer of employment. You will be notified of the intentions of the applicant and whether or not they accept the position, or if further negotiations or information is needed.

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 email information to the new employee. The new employee will be scheduled for the HR Benefits Orientation and a New Employee Onboarding Orientation.

Employee Personnel Action (EPA)
An EPA will need to be created to provide payment to the new employee. Please contact the Payroll department (ext. 5792) with assistance creating an EPA.

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.

Not Hired = Two (2) years.
New Employee = Five (5) years after termination / resignation / retirement date.

Success Tip: Complete online Course 11015: Retention of State Records Found in TrainTraq at Single Sign On.