Hiring Procedures Overview

Texas A&M University
Recruitment & Workforce Planning

HUMAN RESOURCES
October 27, 2011
Training Objectives

- Review Recruitment and Workforce Planning Services
- TAMU Hiring Procedures/Legal Guidelines
- Online Resources
- Online Employment System
- Affirmative Action Program (AAP) Annual Placement Goals for Applicant Pools Overview
- Hiring Matrix Training
- Interview and Reference Checks
- Record Retention
- Final Procedures to Process a Hire
Recruitment & Workforce Planning provides the following:
- Assists departments with hiring procedures
- Assists with recruiting efforts
- Reviews/open Notice of Vacancy (NOVS)
- Background checks (Criminal History and Credentials)
- Hiring Certificates
- Hiring procedures workshops and training materials
- Attends job fairs and other community efforts

Contact information:
Phone: 979.845.5154
E-mail: employment@tamu.edu
Hiring Department Responsibility:

- Follows University hiring procedures; develops & follows consistent job-related selection procedures.
- Hires qualified applicants based on the parameters established in the Position Description & Notice of Vacancy.
- Maintains hiring files - retains copies of hiring matrix, interview notes & allied forms & correspondence for a period of two years.
Legal Guidelines

- **Title VII** - Federal laws prohibits employment discrimination based on the following:
  - Race
  - Color
  - Religion
  - Gender
  - National origin
  - Age
  - Pregnancy
  - Citizenship
  - Disability
  - GINA Act
Legal Guidelines

- Avoid illegal discrimination at all stages of employment including but not limited to the following:
  - Advertising your position
  - Interviewing
  - Reference Checks
  - Hiring
Online Resources
http://employees.tamu.edu
Online Resources
http://employees.tamu.edu

Managers & Liaisons

Interviews and Hiring
Learn the A-Zs of hiring: what you need to do before you post a position or interview. Take a look at the Hiring Supervisor's Workbook, Hiring Matrix, Interview Resources and more.

Manager Resources
Contains information about the online position description services and the hiring process. Also contains performance evaluation and departmental insurance.

HR Liaison Resources
Visit here for items of interest such as: New Employee Orientation Toolkit, HR Liaison network meetings, exiting employee and your HR Contacts.

Job Titles & Salary Information
Find A&M Titles and Salary, career ladders/paths, and flexible compensation programs information.

Policy and Practices
For information about ADA, unemployment compensation, reductions in force, formal complaint and appeals, and EEO charges visit http://prr.tamu.edu

Rewarding Employees
Look here for ways to reward and recognize employees such as the President's Meritorious Service Awards and flexible compensation.
Online Employment System

https://sso.tamus.edu
Online Employment System

User Login

Approved Users
If you are an Employee, Department Head, Hiring Supervisor, or Human Resources (HR) Liaison with an approved account, please select USER LOGIN below to enter the system through Single Sign-On. If you are unsure whether you have an approved account, please contact your departmental HR Liaison to verify that an account exists.

USER LOGIN

New Users
If you do not have a User account, please select the Create User Account link on the navigation bar.

Guest Users
If you have been given a Guest User username and password as part of a Search Committee or other group, please select GUEST USER LOGIN.

Applicants
If you are an applicant, please go to http://tamujobs.tamu.edu online.

You are about to log in to a secure system. When you are finished, please click Logout to ensure that others with access to your computer cannot view the information in the system.
Online Employment System

- Creating the NOV
- Posting Details
- Posting Specific Questions
- Points system (optional)
- Guest User access
Welcome to the Texas A&M Employment, Position Description & Performance Evaluation System!

This system allows employees, hiring managers and departmental HR contacts to access position descriptions, job postings and performance evaluations, as appropriate for their role and department.

To use the system, click on the appropriate selection on the navigation bar on the left.

For additional information about using this site and tutorials:

- **Employee Resources**
  - To certify your Position Description: click on Begin New Request in the Position Descriptions menu on the left
  - Employee Position Description Tutorials

- **Hiring Manager Resources**
  - To start a new action on a Position Description (Update, Certify, Reclassify/Retitle or Create New): click on Begin New Request in the Position Descriptions menu on the left
  - Hiring Manager Position Description Tutorials

- **HR Liaison Resources**
  - To start a new action on a Position Description (Update, Certify, Reclassify/Retitle or Create New) or to Add/Change User Access: click on Begin New Request in the Position Descriptions menu on the left
  - Liaison Position Description Tutorials
Creating an NOV

- From Previous Posting
- From Template
# Creating an NOV From Previous

Create From a Previous Posting

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Department</th>
<th>PIN or PAN</th>
<th>Title Code</th>
<th>Job Open Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Associate Create</td>
<td>Nutrition &amp; Food Sciences-02-130010</td>
<td>A07505</td>
<td>0058</td>
<td>06-14-21</td>
</tr>
<tr>
<td>Office Associate Create</td>
<td>Assistant Provost International Programs-02-120404</td>
<td>M33863</td>
<td>0058</td>
<td>07-03-21</td>
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<tr>
<td>Office Associate Create</td>
<td>Political Science-02-133007</td>
<td>wage</td>
<td>0058</td>
<td>07-17-21</td>
</tr>
<tr>
<td>Office Associate Create</td>
<td>Mental Health &amp; Safety-02-150005</td>
<td>M23829</td>
<td>0058</td>
<td>07-06-21</td>
</tr>
<tr>
<td>Office Associate Create</td>
<td>Executive Director Admissions and Records-02-120400</td>
<td>M30328</td>
<td>0058</td>
<td>07-31-21</td>
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<td>Office Associate Create</td>
<td>Athletic Director-02-300090</td>
<td>02-3685</td>
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<td>08-30-21</td>
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<td>Office Associate Create</td>
<td>Political Science-02-133007</td>
<td>02-3652</td>
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<td>09-11-21</td>
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</tbody>
</table>
Creating an NOV From Template

Create From a Template

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Title Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Associate Create</td>
<td>0058</td>
</tr>
</tbody>
</table>

Create From a Template

Position Title: Office Associate

[SEARCH] [CLEAR RESULTS]
Create NOV - Office Associate

Posting Details

To create an NOV, first complete the information on this screen, then click Continue to Next Section>>. Proceed through all sections completing all necessary information. To submit the NOV to human resources, you must click on the Continue to Next Section>> button from the last section. A summary page will appear after the final section. Select the Submit button and click Continue. Your NOV will not be saved/submitted until you see the confirmation page and click the Confirm button.

*Required information is denoted with an asterisk.

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Office Associate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title Code</td>
<td>0058</td>
</tr>
<tr>
<td>Department</td>
<td>Not Assigned</td>
</tr>
<tr>
<td>N.O.V. Number</td>
<td></td>
</tr>
<tr>
<td>Salary</td>
<td></td>
</tr>
<tr>
<td>Starting salary for</td>
<td></td>
</tr>
</tbody>
</table>
Creating an NOV

The * symbolizes required information.

Salary
Starting salaries for positions may be negotiable based on qualifications and experience

$11.59

Pay Basis
Hourly

Job Open Date

Major/Essential Duties of Job
Other duties as required.

Occasional Duties

Required Education and Experience
High school graduation or any equivalent combination of training and experience and 5 years experience in general office or clerical work. Requires ability to multi-task and work cooperatively with others.

Preferred Education and Experience

Required licenses, certifications, or registrations:
Welcome Brittany L. Bouillion. You are logged in as Sample HR Liaison 1 with Department View.

Create NOV - Office Associate

Posting Specific Questions

To add questions that will be asked of every applicant who applies to this position, click Add a Question. Click Continue to Next Section>> to skip this section or when finished.

No Posting Specific questions exist.

ADD A QUESTION

<< RETURN TO PREVIOUS

CONTINUE TO NEXT PAGE>>

SAVE AND STAY ON THIS PAGE

CANCEL  PREVIEW NOV
Posting Specific Questions

Add a Question

To add a supplemental screening question, first search the database of questions. To retrieve all pre-loaded questions, leave the keyword field blank and click "Search".

Search Existing Questions:

Search by Keywords:

Excel

[SEARCH] [CANCEL]

Create a Question

- A question may already exist that relates to your topic. Type in a keyword to find an existing question about your topic.
## Search Results

121 Records

<table>
<thead>
<tr>
<th>Question Text</th>
<th>View/Add</th>
</tr>
</thead>
<tbody>
<tr>
<td>3099 - Do you have knowledge of Programming-LP, Simulation, Excel?</td>
<td>View/Add</td>
</tr>
<tr>
<td>3358 - Give some examples of ways to use Excel.</td>
<td>View/Add</td>
</tr>
<tr>
<td>3808 - Do you have computer skills (internet familiarity, MS Word and...</td>
<td>View/Add</td>
</tr>
<tr>
<td>3920 - Do you have working knowledge of Microsoft Word, Excel and Ac...</td>
<td>View/Add</td>
</tr>
<tr>
<td>3935 - Do you have working knowledge of both PC and Mac computer prog...</td>
<td>View/Add</td>
</tr>
<tr>
<td>4315 - Do you have proficiency with Word and Excel?</td>
<td>View/Add</td>
</tr>
<tr>
<td>6264 - Do you have knowledge of Microsoft Word, Excel, and PowerPoint...</td>
<td>View/Add</td>
</tr>
<tr>
<td>6323 - Do you have working knowledge of Word Perfect, Microsoft Word,...</td>
<td>View/Add</td>
</tr>
<tr>
<td>6463 - Do you have knowledge of AutoCAD, Microsoft Word, and Excel?</td>
<td>View/Add</td>
</tr>
<tr>
<td>6565 - Describe the computer programs you are proficient in. (example...</td>
<td>View/Add</td>
</tr>
<tr>
<td>7364 - What is your hands-on experience with MS Excel?</td>
<td>View/Add</td>
</tr>
<tr>
<td>8202 - Briefly describe your level of skill using Excel or data bases...</td>
<td>View/Add</td>
</tr>
<tr>
<td>14195 - Are you proficient with Excel and Access?</td>
<td>View/Add</td>
</tr>
<tr>
<td>14243 - Are you proficient in word, excel, powerpoint, advanced word p...</td>
<td>View/Add</td>
</tr>
<tr>
<td>18883 - Do you have professional working experience with Excel?</td>
<td>View/Add</td>
</tr>
<tr>
<td>19549 - Do you have professional working experience with Microsoft Wor...</td>
<td>View/Add</td>
</tr>
<tr>
<td>19651 - Do you have professional working experience with Microsoft Wor...</td>
<td>View/Add</td>
</tr>
<tr>
<td>19883 - Do you have professional work experience with Microsoft Word, ...</td>
<td>View/Add</td>
</tr>
</tbody>
</table>
View/Add Question

Return to Search

Question

4315 - Do you have proficiency with Word and Excel?

Closed-Ended Response Options

Display No Response As:

No Response

Possible Responses (up to 7):
1. Yes
2. No
3.
4.
5.
6.
7.

ADD THIS QUESTION
Closed – Ended Questions

**Question**

Please enter question text:

> Which word below best describes your experience with Microsoft Word, Excel, and Access?

Please select answer type:

- **Closed-Ended** (e.g. Do you have experience working in an office environment?)
- **Open-Ended** (e.g. Describe any work experience relevant to this Position.)

<table>
<thead>
<tr>
<th>Closed-Ended Answers</th>
<th>Open-Ended Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Display No Response As:</strong></td>
<td><strong>Open-Ended Answer Type:</strong></td>
</tr>
<tr>
<td>No Response</td>
<td>○ None</td>
</tr>
</tbody>
</table>

**Possible Responses (up to 7):**

1. None
2. Novice
3. Advanced
4. Expert
5.
Open – Ended Questions

Please enter question text:

Give examples of how you have used Microsoft Word, Microsoft Excel, or Microsoft Access in your professional work.

Please select answer type:

○ Closed-Ended (e.g. Do you have experience working in an office environment?)
○ Open-Ended (e.g. Describe any work experience relevant to this Position.)

Closed-Ended Answers

Display No Response As:

No Response

Possible Responses (up to 7):

1. 
2. 
3. 

Open-Ended Answers

Open-Ended Answer Type:

○ None
○ Short Text (Text < 50 characters)
○ Long Text (Text > 50 characters)
○ Phone
○ Date
Posting Specific Questions

- You may continue to add and delete questions until you are satisfied with your job-related questions.

[Question: 39568 - Give examples of how you have used Microsoft Word, Microsoft Excel, or Microsoft Access in your professional work. (Edit)]

Question Status: I

Long Text

This question is required.

- Delete Question(s)
- Add a Question

<< Return to previous

Continue to next page >>

Save and stay on this page
The Point System

Create NOV - Office Associate

On this page, you may assign points to answers that can be used to rank applicants and designate an answer as a disqualifying answer. Applicants who select a disqualifying answer will be automatically moved to a status of not hired with a reason of did not meet minimum qualifications.

When finished adding points, selecting disqualifying answers, or to skip this section, click Continue to Next Section>>.

Open-ended questions will not be visible on this tab, but will be visible on the summary page.

Maximum Points Possible: 0

Posting Specific Questions

4315 - Do you have proficiency with Word and Excel?

<table>
<thead>
<tr>
<th>ANSWER</th>
<th>DISQUALIFYING</th>
<th>SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>No</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>No Response</td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

0 %
Guest User Access

- Your team and/or search committee members may view the application material for your position if you allow them to have access. They will be able to log onto the Online Employment System using a user name and password.

- Contact Recruitment to Activate your guest user access.
Guest User

- The online system assigns the guest user name.
- You must choose a password.
- Guests may log on at: http://tamujobs.tamu.edu/hr

On this screen, you may create an account that will be used by members of the review committee.

Committee members who log in using this account may view applications and resumes to this NOV only, and are not able to take action on the applicants.

When finished or to skip this section, click **Continue to Next Section.**

**Activate Guest User**

<< RETURN TO PREVIOUS

CONTINUE TO NEXT PAGE >>

SAVE AND STAY ON THIS PAGE

CANCEL

PREVIEW NOV
Submitting an NOV

View NOV Summary - Office Associate

Please review the details of the NOV carefully before continuing.

To take the action you have specified, click **Continue**. To edit the NOV, click **Edit**. To exit the NOV without making any changes, click **Cancel**.

**Edit**  

**Position Status**
- Save w/o submit
- Submit

CANCEL  CONTINUE
Department: The "Black Box"

- Staff Members
- What Happens Between Submittal from Department and Approval/Posting by Recruitment and Workforce Planning?
NOV Approved

- NOV has been approved:
  - Job posting is now “open” & visible to applicants at tamujobs.tamu.edu.
  - Hiring Department (Department Head, Hiring Supervisor, & Liaison) will receive a confirmation e-mail from Recruitment.
  - Open NOV’s will appear on your home page after you log into your account.
Beginning the Hiring Process

- View applicants and their materials
- AAP Recruiting Goals
- Hiring Preferences
- Placing a position on "Hold"
- Hiring Matrix and rating scale
Viewing Your Applicants

- All open NOV's will appear on your home page after you log into your account.

To view the details of the position, click on the "View" link below the Job Title.

You may change the sort order of the list by clicking on the column heading.

<table>
<thead>
<tr>
<th>Open Job Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1 Record</strong></td>
</tr>
<tr>
<td><strong>Position Title</strong></td>
</tr>
<tr>
<td>Office Associate</td>
</tr>
</tbody>
</table>
### View/Edit Position - Office Associate - 050946

**Active Applicants**

19 Records

<table>
<thead>
<tr>
<th>Name</th>
<th>Documents</th>
<th>Phone Number</th>
<th>Score</th>
<th>Link To</th>
<th>Date Applied</th>
<th>Status</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant, Alien</td>
<td>Doc 1</td>
<td>956-448-1375</td>
<td>0</td>
<td>History/Notes</td>
<td>05-12-2005</td>
<td>No longer under consideration</td>
<td>Change Status</td>
</tr>
<tr>
<td>Applicant, Amy</td>
<td>Doc 1</td>
<td>979-696-1155</td>
<td>0</td>
<td>History/Notes</td>
<td>05-11-2005</td>
<td>Interviewed</td>
<td>Change Status</td>
</tr>
<tr>
<td>Applicant, Barney</td>
<td>Doc 1</td>
<td>972-558-1212</td>
<td>0</td>
<td>History/Notes</td>
<td>05-12-2005</td>
<td>No longer under consideration</td>
<td>Change Status</td>
</tr>
<tr>
<td>Applicant, Bruce</td>
<td>Doc 1</td>
<td>973-558-1212</td>
<td>0</td>
<td>History/Notes</td>
<td>05-13-2005</td>
<td>No longer under consideration</td>
<td>Change Status</td>
</tr>
</tbody>
</table>
You can sort the data in each column in either ascending or descending order by clicking on ▲.

### View/Edit Position - Office Associate - 050946

#### Active Applicants

<table>
<thead>
<tr>
<th>Name</th>
<th>Documents</th>
<th>Phone Number</th>
<th>Score</th>
<th>Link To</th>
<th>Date Applied</th>
<th>Status</th>
<th>Actions</th>
<th>All / None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant, Allen</td>
<td>Doc 1 Res</td>
<td>956-448-1375</td>
<td>0</td>
<td>History/Notes</td>
<td>05-12-2005</td>
<td>No longer under consideration</td>
<td></td>
<td></td>
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<tr>
<td>Applicant, Amy</td>
<td>Doc 1</td>
<td>979-696-1155</td>
<td>0</td>
<td>History/Notes</td>
<td>05-11-2005</td>
<td>Interviewed</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Affirmative Action Program/Recruiting Goals

- Texas A&M has determined the percentage of women or minorities employed in a particular job group is less than reasonably would be expected given their availability for employment in that particular job group, the university has established an Annual Placement Goal equal to the availability percentage for women or minorities, as appropriate, for the job group.

- Annual Placement Goals apply to movement into a job group, whether from new hires or from promotion or transfer from another job group. Texas A&M will make a good faith effort to attain its Annual Placement Goals through implementation of action-oriented recruitment and outreach programs.
Annual Placement Goals

- Annual Placement Goals are not rigid or inflexible quotas which must be met;

- Annual Placement Goals do not set a ceiling or a floor for the employment of particular groups;

- Annual Placement Goals do not justify and will not be used to extend a preference to any person, select a person, or adversely affect any person’s employment status on the basis of that person’s race, sex, color, national origin, religion or age.
• Texas A&M monitors the hiring process activity from the initial posting of the vacancy to the selection of the applicant for hiring. This procedure involves the use of Texas A&M Online Employment Services data or other applicant flow data, as well as collaboration with the hiring manager or other department representative responsible for the hiring process. When needed, Human Resources or the Dean of Faculties and Associate Provost will recommend actions to assure that no person is discriminated against in the hiring process.

• Analyses of new hires and terminations are prepared to determine if there is a disparate impact in the selection or retention of employees, and are reviewed with executive management as necessary.
AAP Recruiting Goals

Click here in order to view the make up of your applicant pool.
EEO Report

Position Report(s)

Academic Advisor I

Return to Previous

Report Choices

- Interviewed Applicants
- Hired Applicant
- Human Resources EEO Report
- Hiring Manager EEO Report
- Applicant List for Hiring Matrix
- Applicant List Email Report

[GENERATE REPORT]
### Race/Ethnicity

<table>
<thead>
<tr>
<th>Gender</th>
<th>Hispanic / Latina</th>
<th>White</th>
<th>Black or African American</th>
<th>Asian</th>
<th>American Indian or Alaska Native</th>
<th>Native Hawaiian or Other Pacific Islander</th>
<th>Two or More</th>
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<th>Total</th>
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</thead>
<tbody>
<tr>
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<td>1</td>
<td>3</td>
<td>38</td>
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</tbody>
</table>

### EEO Summary
Affirmative Action Goal Summary

AAP 31 Intermed Professional I - 54.95% Females

Applicant pool should be equal to or greater than Affirmative Action Goal, if one is listed above. Please contact the Recruitment Center at (979)845-5154 if you have questions or need assistance with recruiting or Affirmative Action Goals.
Hiring Preferences

- Veterans
- Former Foster Child
- RIF (University practice)
- Information Shown on Application/Attached Letter
- Documentation Needed to Confirm
Position “On Hold”

- Positions must be posted for a minimum of five (5) days per System Regulation 33.99.01. Regulation update in August 2011 and no longer requires five (5) working days.
- Place the position “on hold” to stop the flow of applicants before the interview process begins.
- Contact Recruitment & Workforce Planning at 979.845.5154 or email employment@tamu.edu to place a position “On Hold”.
The Hiring Matrix

- Hiring managers are required to use a numerical ranking system or hiring matrix that displays the selection criteria and evaluation of applicants.
- A Hiring Matrix template is accessible at: http://employees.tamu.edu/managers/hiring/HiringMatrix/Default.aspx
The Hiring Matrix

- A Hiring Matrix or other numerical ranking system can be used to rank the applicants to determine whom you will want to interview and finally, whom you will hire.

- The final score reflects the interview, reference checks, etc. Therefore, you will offer the position (contingent upon the background checks) to the individual scoring the highest on the completed (final) matrix.
First - Enable Macros.

Click on "START" at the beginning of each session.

<table>
<thead>
<tr>
<th>APPLICANTS</th>
<th>Min Requirements</th>
<th>1</th>
<th>1</th>
<th>1</th>
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</tr>
</tbody>
</table>

APPLICATION SCORE

<table>
<thead>
<tr>
<th>INTERVIEW SCORE</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>REFERENCE SCORE</td>
<td>1</td>
</tr>
<tr>
<td>Veteran's Preference</td>
<td>Y or N</td>
</tr>
<tr>
<td>Former Foster Child Preference Claimed</td>
<td>Y or N</td>
</tr>
</tbody>
</table>

TOTAL SCORE

0

Human Resources
Hiring Procedures Overview

Division of Finance

Page 46
Evaluating Applications/Resumes

Type in all Required and Preferred Qualifications that are listed in your Position Description.

<table>
<thead>
<tr>
<th>APPLICANTS</th>
<th>Min Requirements</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>APPLICATION SCORE</th>
<th>INTERVIEW SCORE</th>
<th>REFERENCE SCORE</th>
<th>Veteran's Preference Claimed</th>
<th>Former Foster Child Preference Claimed</th>
<th>TOTAL SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assigned weight</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

START
Assigning a Weight

- How important are the requirements posted for this position?
- How much weight do you want the _<factor>_ to count?
- How much weight do you want the interview to count?
- How important are reference checks?
Evaluating Applications/Resumes

<table>
<thead>
<tr>
<th>APPLICANTS</th>
<th>Min Requirements</th>
<th>Employment, Recruiting or closely related professional work experience</th>
<th>Human Resources Experience</th>
<th>Supervisory Experience</th>
<th>Database, spreadsheet, presentation &amp; word processing software experience</th>
<th>Workshop/training experience</th>
<th>Online employment systems experience</th>
<th>Customer Service Experience</th>
<th>Background checks experience</th>
<th>Hiring Experience</th>
<th>TAMU Experience</th>
<th>APPLICATION SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Assigned weight</td>
<td>5</td>
<td>5</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

- Assign a weight to each factor
- Weight from 1 to 5 with 5 being the most important
Evaluating Applications/Resumes

If upon review, you do not see that an applicant meets the minimum requirements as listed on the Notice of Vacancy, then place an “X” in the score box. The Application Score will reset to zero.
As you begin to receive the applications, insert names of the applicants and score their education, experience, and skills on a scale from 1 to 5.

The computer will calculate the weighted ranking for each application. This score appears in the “Total Score” column as well.

Continue to enter applicants’ names and scores during the application review process.
Evaluating Applications/Resumes

<table>
<thead>
<tr>
<th>APPLICANTS</th>
<th>Assigned weight</th>
<th>Min. Require</th>
<th>Leadership</th>
<th>Clerical Exp</th>
<th>Supervisory</th>
<th>Diversity Ed</th>
<th>Keyboarding</th>
<th>Teamwork</th>
<th>Computer E</th>
<th>TAMU Exp</th>
<th>TOTAL SC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allison Toms</td>
<td>3 0 2 3 4 2 4 3 5</td>
<td>100</td>
<td>0</td>
<td>0</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chip Jones</td>
<td>3 5 3 2 3 5 2 5 0</td>
<td>95</td>
<td>0</td>
<td>0</td>
<td>95</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kent Adams</td>
<td>3 0 5 1 0 3 0 3 3</td>
<td>76</td>
<td>0</td>
<td>0</td>
<td>76</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Clicking on the “Sort” button will place the application scores in descending order, so the highest ranked applicant is placed at the top.
Evaluating Applicants

In this example, the hiring supervisor would most likely decide to interview the top two candidates since their scores are relatively close.

<table>
<thead>
<tr>
<th>APPLICANTS</th>
<th>MIN. REQ'D</th>
<th>LEADERSHIP</th>
<th>CLERICAL EXP</th>
<th>SUPERVISORS</th>
<th>DIVERSITY</th>
<th>ED</th>
<th>KEYBOARDING</th>
<th>TEAMWORK</th>
<th>COMPUTER E</th>
<th>TAMU EXP</th>
<th>TOTAL SC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allison Toms</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>Chip Jones</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>0</td>
<td>95</td>
<td>0</td>
</tr>
<tr>
<td>Kent Adams</td>
<td>3</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>76</td>
<td>0</td>
</tr>
</tbody>
</table>
Steps to Making the Hiring Decision

- The Interview
- Reference Checks
- Recording an Applicant’s Score
- Changing the Applicants’ Statuses
The Interview

- Compose a list of interview questions before beginning the interview process
- Use job-related questions
- Prepare expected answers (not required)
# The Interview

## Interview Questions Guide

**Interviewer's Name:**

---

**INSTRUCTIONS:** This form is used by hiring supervisors to develop interview questions. The same questions will be asked of all the applicants that you interview. You may have as many questions as you deem necessary. Space is provided below for up to seven questions. You may add or remove question boxes as needed. Record the questions and the anticipated answer(s) before you begin your interviews. During the interview, you can transcribe the applicant's answers. After the interview is conducted, then you may go back and score each question and calculate the overall score.

**RECORDS RETENTION SCHEDULE:** System Regulation 33.99.01: Employment Practices: Maintain employment applications and other relevant data on ALL job applicants who are NOT hired for two years. Employment applications and relevant data on hired applicants should be kept throughout their employment AND for five years after employment terminates.

<table>
<thead>
<tr>
<th>Applicant's Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notice of Vacancy Number</td>
<td>Score</td>
</tr>
</tbody>
</table>

### Question 1:

**Anticipated Answer(s):**

**Applicant's Answer:**

**Score:**
- □ 5 = Outstanding
- □ 4 = Excellent
- □ 3 = Good
- □ 2 = Fair
- □ 1 = Poor
- □ 0 = No Answer

### Question 2:

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---
The Interview

- Job Related Questions
  - Questions based on job duties
  - Open-ended questions
  - Past-performance questions
  - Measurable/Questions can be scored numerically
  - Legal questions
The Interview

For a list of legal and illegal questions, read "Job Interview Questions Dos and Don’ts" at:

http://employees.tamu.edu/docs/employment/hiring/411InterviewQuestions.pdf
Reference Checks

HUMAN RESOURCES

Telephone Reference Contact

**INSTRUCTIONS** This form is used by departmental hiring supervisors to record responses to the following questions regarding a reference check for a job applicant.

**RECORDS RETENTION SCHEDULE** System Regulation 33.99.01: Employment Practices:
Maintain employment applications and other relevant data on ALL job applicants who are NOT hired for two years. Employment applications and relevant data on hired applicants should be kept throughout their employment AND for five years after employment terminates.

<table>
<thead>
<tr>
<th>Applicant's Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Contacted</td>
<td>Reference's Name</td>
</tr>
</tbody>
</table>

Telephone Reference Contact Form – Once completed, must be kept on file for 2 years.
Making the Hiring Decision

- Enter the applicants' overall or average interview score
- Enter the applicants' reference checking score
Making the Hiring Decision

<table>
<thead>
<tr>
<th>APPLICANTS</th>
<th>Min Requirements</th>
<th>Leadership Training</th>
<th>Clerical Experience</th>
<th>Supervisory experience</th>
<th>Diversity/Educ Experience</th>
<th>Keyboarding Skills</th>
<th>Teamwork</th>
<th>Computer Experience</th>
<th>TAMU Experience</th>
<th>APPLICATION SCORE</th>
<th>INTERVIEW SCORE</th>
<th>REFERENCE SCORE</th>
<th>TOTAL SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allison Toms</td>
<td>3 0 2 3 4 2 4 3 5</td>
<td>100</td>
<td>3</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3 X</td>
<td>0</td>
<td>140</td>
</tr>
<tr>
<td>Chip Jones</td>
<td>3 5 3 2 3 5 2 5 0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5 4</td>
<td>140</td>
<td></td>
</tr>
</tbody>
</table>

If a reference check is so negative that it warrants not hiring an applicant, place an “X” in the score box and the Total Score will reset to zero.

Remember to document the reference thoroughly.
# Making the Hiring Decision

<table>
<thead>
<tr>
<th>Applicants</th>
<th>Min Requirements</th>
<th>Leadership Training</th>
<th>Clerical Experience</th>
<th>Supervisory experience</th>
<th>Diversity/Edu/Experi</th>
<th>Keyboarding Skills</th>
<th>Teamwork</th>
<th>Computer Experience</th>
<th>TAMU Experience</th>
<th>Application Score</th>
<th>Interview Score</th>
<th>Reference Score</th>
<th>Total Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chip Jones</td>
<td>3</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>5</td>
<td>2</td>
<td>5</td>
<td>0</td>
<td>1</td>
<td>95</td>
<td>5</td>
<td>4</td>
<td>140</td>
</tr>
<tr>
<td>Allison Toms</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>5</td>
<td>100</td>
<td>3</td>
<td>2</td>
<td>125</td>
</tr>
<tr>
<td>Kent Adams</td>
<td>3</td>
<td>0</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>76</td>
<td>0</td>
<td>0</td>
<td>76</td>
</tr>
</tbody>
</table>

**Final Hiring Decision:**
Resorting the data will move the applicant with the highest overall score to the top of the Matrix.
Recording an Applicant Status

All applicants have an active status that shows where they are in the hiring process. During the review process, you will change their status to reflect their progress by clicking “Change Status.”
Changing Applicant Status

You MUST change an applicant’s status when:

1) You interview an applicant
   - Status will change to “Interviewed”

2) You fill the position.
   - The person who is hired will have a status of “Submitted Checklist / Offered Position.”
   - Other applicants’ statuses: “No longer under consideration…”
### Changing Applicant Status

**Applicant status choices**
- No longer under consideration
- Offer withdrawn by TAMU
- Offer declined by applicant
- Submitted Checklist/Offered position
- Interviewed

---

**Change Applicant Status**

Prior to offering the position, you must submit the Hiring Checklist to the Recruitment Office.

<table>
<thead>
<tr>
<th>Name</th>
<th>Documents</th>
<th>Status</th>
<th>Reason</th>
<th>Not Hired Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant</td>
<td></td>
<td>Interviewed</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CONTINUE TO CONFIRM PAGE >>  
RESET TO ORIGINAL STATUS  
CANCEL
Changing Applicant Status

You must give a reason as to why the applicant is “No longer under consideration.”

- Did not meet minimum requirements
- Less relevant experience than applicant hired
- Less relevant education than applicant hired
- Less relevant education and experience than applicant hired
- Applicant did not have preferred qualifications
- Less effective interview than applicant hired
Changing Applicant Status

Prior to offering the position, you must submit the Hiring Checklist to the Recruitment Office.

<table>
<thead>
<tr>
<th>Name</th>
<th>Documents</th>
<th>Status</th>
<th>Reason</th>
<th>Not HIred Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant, Amy</td>
<td>Doc 1</td>
<td>No longer under consideration</td>
<td>Less relevant experience than applicant hired</td>
<td>Choose: Option Below</td>
</tr>
</tbody>
</table>

- References unsatisfactory
- Security sensitive check unsatisfactory
- Applicant withdrew
- Unable to contact applicant
All status changes are recorded in the applicant's "History/Notes."

<table>
<thead>
<tr>
<th>Name</th>
<th>Documents</th>
<th>Phone Number</th>
<th>Score</th>
<th>Link To</th>
<th>Date Applied</th>
<th>Status</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant, Allen</td>
<td>Doc 1 Res</td>
<td>956-448-1375</td>
<td>0</td>
<td>History/Notes</td>
<td>05-12-2005</td>
<td>No longer under consideration</td>
<td>Change Status</td>
</tr>
<tr>
<td>Applicant, Amy</td>
<td>Doc 1</td>
<td>979-696-1155</td>
<td>0</td>
<td>History/Notes</td>
<td>05-11-2005</td>
<td>Interviewed</td>
<td>Change Status</td>
</tr>
</tbody>
</table>
Procedures to Process A Hire

1) Complete the Hiring Matrix for all referred applicants.
2) Print the application of the person to be hired for signature, and place in the new employee’s personnel file.
3) Verify “Interviewed” statuses have been entered for all applicants interviewed.
4) Change status of person you are hiring to “Submitted Checklist/Offered Position.”
5) Change status of all persons not hired to “No longer under consideration…” and choose a reason.

6) Submit the Final Hiring Packet to the Recruitment Center
   1) Hiring Process Compliance Checklist
   2) Criminal Background Check Request Form
   3) Verification of Degree(s) and/or Licensure Form [if applicable]
   4) Selective Service form (if hiring a male)
Finalizing Your Hire

• Checks
  – Social Security Trace, Multijurisdictional, & Nationwide database search completed through First Advantage.
  – When a record is found, information may be verified via county search (F.A.) and/or state of Texas search (DPS)
  – Department verifies foreign degrees/licenses below highest level type
  – Recruitment Center will verify highest level U.S. based degree above H.S.

• Hiring Process Compliance Checklist
  – Affirms the following processes were completed by the hiring department & that documentation was maintained in the position file.
    • Numerical ranking system or hiring matrix.
    • Interview questions & documentation thereof.
    • Reference verifications & documentation thereof.
Finalizing Your Hire

- Hiring Certificate
  - Issued by Recruitment & Workforce Planning contingent upon satisfactory compliance with employment policies and procedures & all applicable federal and state laws and regulations.
Hiring Process Compliance Checklist

INSTRUCTIONS: This form is used by Human Resources as a hiring process compliance checklist and must be completed and submitted to Recruitment & Workforce Planning prior to issuance of a Hiring Certificate for all budgeted staff and research positions at Texas A&M University. A complete guide to hiring processes can be found online at http://employees.tamu.edu/managers/hiring. This completed checklist may be scanned and emailed to employment@tamu.edu or faxed to (979) 847-6877.

<table>
<thead>
<tr>
<th>Position NO#</th>
<th>Position Title</th>
</tr>
</thead>
</table>

Hiring Supervisor:

Please affirm the following processes were completed by the department and documentation maintained with the file for the position identified above.

1. A numerical ranking system or Hiring Matrix was used to score and screen applicants for the position at each stage of the hiring process (applicant screening, interviewing, and reference checks)
Criminal Background Check Request Form

Privacy Notice: State law requires that you be informed that you are entitled to: (1) request to be informed about the information collected about yourself on this form (with a few exceptions as provided by law); (2) receive and review that information; and (3) have the information corrected at no charge. To request this information, contact employment@tamu.edu or (979) 845-5154.

**INSTRUCTIONS TO THE HIRING DEPARTMENT:** This form is used by Human Resources as authorization to obtain criminal history information on the applicant, as specified below.

1) Complete the hiring department/college information.
2) Have the applicant complete the applicant section (including the signature).
3) Fax to Recruitment & Workforce Planning (979) 847-5877, or by campus mail to MS 1255
4) Shred this form after receiving the hiring certificate or confirmation of receipt from Recruitment & Workforce Planning.

**TO BE COMPLETED BY THE HIRING DEPARTMENT:**

<table>
<thead>
<tr>
<th>Hiring Department/College:</th>
<th>Security Sensitive Contact Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hiring Supervisor:</th>
<th>Security Sensitive Phone and Email:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position Title:</th>
<th>NOV:</th>
<th>PIN/PAN/HR Approval #:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All posted positions are security sensitive.
Verification of Degree(s) and/or Licensure Release Form

Privacy Notice: State law requires that you be informed that you are entitled to: (1) request to be informed about the information collected about yourself on this form (with a few exceptions as provided by law); (2) receive and review that information; and (3) have the information corrected at no charge. To request this information, contact employment@tamu.edu or (979) 845-5154.

INSTRUCTIONS TO THE HIRING DEPARTMENT: This form is used by Human Resources as authorization to obtain verification of degree(s) and/or licensure on the applicant, as specified below.

1) Complete the hiring department/college information.
2) Have the applicant complete the applicant section (including the signature).
3) Send the form to Recruitment & Workforce Planning by fax (979) 847-8877 or by campus mail, MS 1255.
4) Shred this form after receiving the hiring certificate or confirmation of receipt from Recruitment & Workforce Planning.

TO BE COMPLETED BY THE HIRING DEPARTMENT:

<table>
<thead>
<tr>
<th>Hiring Department/College</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Reclassification □ Yes □ No

TO BE COMPLETED BY THE APPLICANT:

<table>
<thead>
<tr>
<th>Last Name</th>
<th>First Name</th>
<th>Phone Number</th>
<th>Date of Birth</th>
<th>Middle Name</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Offer Letters

1) If a contingent offer is made, then see the sample letters on our website.

2) Have the applicant complete and sign the background check forms.

3) Fax or mail the completed form to Recruitment 847-8877.
http://employees.tamu.edu/managers/hiring/preparingToHire.aspx
Selective Service

If you are hiring a male, then they are required to fill out the Selective Service form. Fax the completed Selective Service form to Recruitment, and place the online verification in the employee’s personnel file.
Procedures to Process A Hire

Recruitment & Workforce Planning will email the Hiring Certificate to Payroll and to the hiring department.

You must have a hiring certificate BEFORE the employee starts working (shows up for work)!
Documents Maintained by Recruitment

- Notice of Vacancy
- All Applications
  - Referred
  - Not referred
- All Attached Documents
  - Resumes
  - Cover Letters
  - Test Scores
- Hiring Process Compliance Checklist
- Hiring Summary
Documents Maintained by Recruitment

- Hiring Summary provides information on:
  - Who was interviewed
  - Who was hired
  - Rejected applications
  - Reason why they were not hired
Record Retention/Position File

- The Hiring Department must maintain the Position File for 2 years.
- Contents of the Position File:
  - Position Description
  - Interview Questions/Answers of all interviewed
  - Hiring Matrix and rating scale
  - Reference Checking Materials
  - All notes, e-mails, etc.
  - Hiring Certificate
Rules and Regulations

System Regulation 33.99.01 Employment Practices
University Rule 33.99.01.M1 Hiring Rules for Non-Faculty Positions

System Regulation 33.99.14 Criminal History Record Information- Employees and Applicants
University Rule 33.99.14.M1 Criminal History Record Information- Employees and Applicants
University SAP 33.99.14.M.01 Criminal History Record Information- Nonfaculty Employees and Applicants
Recruitment & Workforce Planning

Contact information:
Phone: 979.845.5154
E-mail: employment@tamu.edu