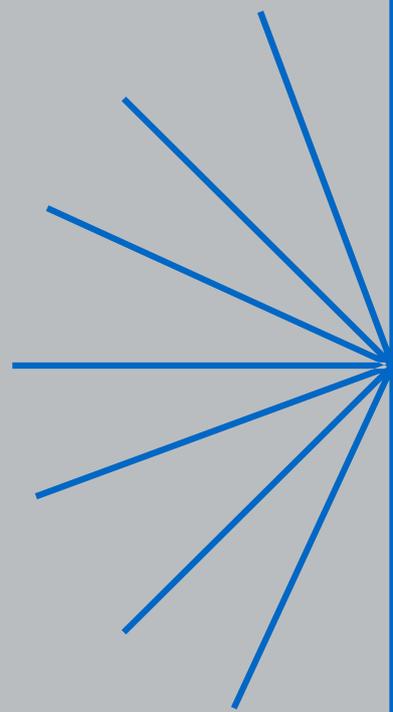




TEXAS A&M UNIVERSITY
CORPUS CHRISTI

STAFF
RECRUITMENT AND
SELECTION

TABLE OF CONTENTS



03

Introduction

04

Internal Environment

05

External Environment

11

Keep in Mind: Laws and Regulations

12

FAQ

13

Meet the Talent Analysts

14

Get in Touch



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 Talent Acquisition Analyst/Specialist.

Equal Opportunity and Recruiting

In accordance with [System Policy 08.01, Civil Rights 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.

Kick Off Meeting

The Talent Acquisition Analyst 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 Talent Acquisition Analyst 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 to. The composition of the search committee should be individuals most closely associated with the position.

Online Position Management & Applicant Tracking System

Log in to Workday and enter the requisition number provided by your TA Analyst to view the pool of candidates and posting. Only the hiring manager and committee members will be able to view this information. If you do not have access, please contact your respective Employment Specialist.

Success Tip: In Workday, enter the R-number to view the requisition.

INTERNAL ENVIRONMENT

Internal Promotions

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/ Complete the Internal Promotion form:
 - Complete the Internal Promotion form.
 - An updated Position Description (PD).
 - A resume for the individual to ensure they meet the minimum qualifications for the new title requested.
 - Provide reasoning for the internal promotion without a search.
 - Submit these document to your TA Analyst and **Employment@tamucc.edu**

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

Reclassification

To reclassify a position, a Position Review Form (PRF) will need to be submitted. With this request, the following items will need to be included:

1. An updated Position Description.
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, HR will route for approvals to obtain the additional funds. HR will be notified when the PRF has been approved, will make the necessary changes in Workday, and notify you.



EXTERNAL ENVIRONMENT



STEP ONE: POSITION DESCRIPTION AND REQUISITION

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 TA Analyst will partner with the hiring manager to review the position description and update the position in Workday as necessary. HR must approve the final draft before posting.

Requisition

The requisition is created in WorkDay based on the approved PD.

- Questionnaire - It 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. Contact your TA Analyst for details.

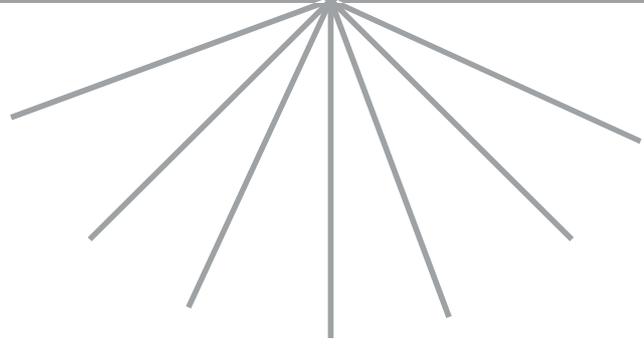
- Advertising - The University is required to post vacancies through Work in Texas and will also be posted in the sites referenced below. Additional advertising venues may be provided to you by the TA Analyst. You are encouraged to advertise the position on additional venues to increase the likelihood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

- Additional sites at no cost
 - AAHHE.org
 - HigherEdJobs.com
 - WorkInTexas.com
 - Chronicle.com

Closing Date

Minimum posting period is five business days. It is recommended that all positions close fifteen days from the open date. This will ensure all applicable job boards will have posted the advertisement and aid in a pool of qualified candidates.

EXTERNAL ENVIRONMENT



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 TA Analyst 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

Success Tip: Avoid using the word 'Fit' and be more specific on rating criteria.

STEP THREE: DEVELOPING INTERVIEW QUESTIONS

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-discriminatory
- Applicant responses must be documented
- 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 laws and regulations on page 11



EXTERNAL ENVIRONMENT

STEP FOUR: APPLICATION REVIEW

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 for review and approval **before** first-round 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: 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.

Military Preference

Please keep in mind that per System Regulation [33.99.01](#), one veteran/military person must be interviewed unless no veterans/military persons apply for the position.

# of Individuals Selected for Interview	Minimum # of individuals to interview with Veteran's Preference (required)
1-6	1
7 or more	2 (20% of 7 = 1.4, round up to 2)

HIRING MATRIX	POINT SYSTEM	VETERAN'S PREFERENCE	EDUCATION	DIRECTLY RELATED EXPERIENCE	ORGANIZATIONAL / SCHEDULING SKILLS	COMPUTER SKILLS	CUSTOMER SERVICE SKILLS	WRITTEN COMMUNICATION SKILLS	ATTENTION TO DETAIL	TOTAL SCORE
		0 = NOT QUALIFIED DO NOT CONTINUE NO YES Bachelor's or equivalent of education and experience= 1	Minimal / Somewhat related = 1 More than minimal / Somewhat related = 2 Solid / Directly related = 3 Significant / Directly related = 4	Not Evident = 0 Evident - can manage own time = 1 Extensive - can manage time of others = 2	None = 0 Minimal = 1 Advanced = 2 Expert = 3	Not Evident = 0 Fair = 1 Competent = 2 Highly Effective = 3	Poor / Not Relevant = 0 Good / Brief = 1 Excellent / Elaborate = 2	Multiple or Major Errors = 0 Minor Errors = 1 No Errors = 2		
Applicants	Required									
Jon Snow	Yes	1	4	3	2	3	2	2	17	
Daenerys Targaryen	No	1	4	4	2	3	1	2	17	
Tyrian Lannister	No	1	4	3	2	3	1	2	16	
Arya Stark	No	1	2	4	2	3	2	2	16	
Samwell Tarly	No	1	3	3	3	2	1	2	15	
Gregor Clegene	No	1	2	4	1	2	2	2	14	
Gendry Baratheon	No	1	2	3	1	3	2	2	14	
Theon Greyjoy	No	1	1	2	2	3	2	2	13	
Petyr Baelish	No	1	1	2	2	3	1	2	12	
Ramsay Bolton	No	1	1	2	2	3	1	2	12	
Kahl Drogo	Yes	1	2	1	1	2	2	2	11	
Daario Naharis	No	1	2	1	2	1	2	2	11	
Jorah Mormont	No	1	1	2	2	2	1	2	11	

EXTERNAL ENVIRONMENT



Not Interviewed

It is important to document a reason why each candidate considered was eliminated from further consideration. Candidates considered include those candidates reached out by phone, email, video call, and/or in-person interviews. 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 to perform phone interviews and/or video call to determine whom you want to bring to campus for an in-person interview.

Campus Interview Requested

Once you have identified 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 HR.
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.

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

Points Answers

- | | |
|---|--|
| 5 | Best possible answer; admirable |
| 4 | Desirable answer; outstanding |
| 3 | Acceptable answer from a qualified applicant |
| 2 | Brief answer. Does not address all aspects of question |
| 1 | Poor answer; minimal knowledge, skill, or ability |

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 required to complete three reference checks on your finalist. Please use the [Pre-Employment Reference Check Form](#) provided to you. If you have your own reference check form, you may use it if HR approves of it. It is preferable to contact the most current supervisors. If a supervisor has not responded, please contact the finalist to verify the contact information or request an additional reference.

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.



EXTERNAL ENVIRONMENT



STEP EIGHT: FINALIZE THE HIRE

Hiring Proposal

Information on your finalist is entered into a Hiring Proposal link that will be provided to you by email by your Talent Acquisition Analyst.

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

Salary

Indicate the monthly/hourly recommended starting salary for your finalist and provide the estimated annual amount.

The following lists a few points to keep in mind when recommending a salary:

- Keep in mind previous offers for similar positions to avoid internal equity issues.
- Recommend a salary **within** the budgeted amount for the position.
- Salaries recommended above the midpoint of the pay grade for the position will require additional justification and VP approval
- If the recommended salary is over the budgeted amount, be sure to fill out a PRF and submit to HR for processing. You may make the new offer **after** HR has notified you of the PRF approval.

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 or an equitable amount. The justification should include:

- Experience, knowledge, skills and abilities this person has acquired which makes them the person who best meet the needs of the position as they relate to the posted requirements/preferences.
- Details about the results of the interview, such as questions asked and the answers your finalist presented.
- Summary of the reasons for non-selection of the other applicant(s) interviewed.
- Scoring system used.

Routing

Once the hiring proposal is complete, all details are reviewed by your TA Analyst, and then routed to EO. Once EO approves, it is routed to HR Associate Director and then to the CHRO for final approval.

Once the hiring proposal is approved, your TA Analyst will handle all position movement in Workday.

EXTERNAL ENVIRONMENT



STEP NINE: RECORDS RETENTION

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.

Extending Employment Offer

After Compliance Services and the CHRO provides approval, a formal offer of employment may be made. The hiring manager/department is responsible for making the formal offer. Notify HR 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 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. Contact your TA Analyst for options, pros and cons.

HAPPY RECRUITING!!





KEEP IN MIND

LAWS AND REGULATIONS

There are a number of 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 Age Discrimination in Employment Act (ADEA) of 1967 extends discrimination protection to persons aged 40 and older. Pay attention to your state's discrimination laws as well. 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. 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 the Compliance Office. 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, 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. See *Eales v. Tanana Valley Medical-Surgical Group, Inc.* for court opinion regarding enforceability of oral promises made during the hiring process.

FREQUENTLY ASKED QUESTIONS

Q Can I request candidates to upload copies of their transcripts in their application?

No. The only materials you may request are the following:

- Cover letter
- CV or Resume
- Portfolio of creative work (where applicable)
- Professional references

Q Can I advertise a higher salary on the job posting than what it is currently budgeted for?

No. You can only post up to the budgeted amount. If you would like to increase this amount, please complete a PRF.

Q Can my job posting be advertised to other sites?

Yes, we can post in our social media and/or request additional advertising quotes from our third party vendor.

Q Can I keep my posting opened until a finalist has been selected?

Yes, you will coordinate with your TA Analyst on this.

Q Do I have to consider a military member that does not meet the minimum qualifications?

No, military/veteran preference is only granted to those individuals that meet the minimum qualifications.

Q An applicant invited to an interview requested a different time and date. Do we have to accommodate the request?

We recommend that if possible, accommodations are granted. If accommodations are granted for one candidate, then the other candidates should also receive one if requested.

Q How many references do I need to contact? What if I cannot reach out some of them?

Three references from current and previous supervisors. You may reach out to the candidate and request additional references.



Q The finalist for my position countered. Can I accept the counter offer?

No. You must contact your TA Analyst and complete a PRF. The PRF must be approved **before** you accept the counter offer.

Q Do I have to rate on the matrix every applicant in the pool of candidates?

Yes, all candidates in the active pool must be added and rated on the matrix.

Q Do I need to have a search committee?

No, a search committee is not mandatory.

Q Who is qualified for Military/Veteran preference?

Click [HERE](#) for details.

Q Who is my assigned Talent Acquisition Analyst/Specialist?

Click [HERE](#) to view your assigned TA Analyst/Specialist

Q My finalist is a foreign national. How do I proceed?

Please contact your TA Analyst to find out how to proceed.



MEET THE TALENT GURUS



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- Staff and Faculty Recruitment
- Social Media Advertising
- Onboarding
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HUMAN RESOURCES

TALENT ACQUISITION

GET IN TOUCH

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