



# **SEARCH PROCEDURES**

*HUMAN RESOURCES*



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## ***Human Resources Management***

### **Faculty, Administrative, and Professional Staff Recruitment and Search Procedure Guidelines**

Texas A&M University-Commerce is committed to attracting, retaining, and rewarding an outstanding faculty and staff who are dedicated to quality teaching, student success, research and scholarship. The University's strategic plan and goals, specifically focuses on the critical role faculty and staff will play in achieving the vision established for the university. Therefore, it is important that the procedures and processes for the recruitment and selection of faculty and staff be simplified so that the university is able to hire highly-qualified individuals in a timely manner.

The recruitment and search procedure guidelines provided in this document describe best practices for attracting candidates and conducting the search procedure for Texas A&M-Commerce. In addition the process has been described succinctly so that everyone involved in the search process understands the process and requirements. Finally, this document provides resources that will expedite the search process. *Section I* of the procedure consists of general strategies and guidelines before the search. *Section II* provides for the University Policy for the Search Process, screening and interview information. *Section III* reviews the post search process and final required forms and their placement.

### ***Section I***

#### ***General Strategies and Guidelines before the Search***

A primary focus, which will assist in the hiring of the most qualified faculty and staff, is to have timely, successful searches. The procedures provided in this section specify when a search committee will be formed, that the committee membership needs to be appropriately diverse, provide guidelines for ensuring consistency in search procedures, and establish parameters for the focus and scope of searches. Each search should be viewed as an opportunity to enhance the excellence and diversity of an individual department and the University as a whole.

#### **Determine Need for Position**

Effective FY 2008, the University's strategic plan and subsequently division, college and departmental plans should be used as the basis for determining whether searches will be approved. Factors that will be considered for approval of faculty searches will be enrollment, projected growth, accreditation standards and research agenda. Factors that will be considered for approval of professional staff positions will include service to stakeholders, safety and resource attainment.

Once it has been determined by the immediate supervisor that a position requires a search committee, a completed [Search Authorization Form](#), with appropriate signature from the Vice President must be submitted to Human Resources.

A [Position Vacancy Announcement](#) should be submitted electronically to Human Resources and a copy attached to the Search Authorization Form. To ensure consistency a Position Identification Number (PIN) should be used.

- The PIN allows each vacancy to be tracked and must appear on the checklist, search forms and records. If you do not have the PIN contact Human Resources.

Once both the Search Authorization Form and Position Vacancy Announcement have been submitted to Human Resources additional forms will be sent to the chair or the chair may pull the forms from the website. The [Search Procedure Checklist](#) includes all required steps and list forms needed to complete a successful search. A search will be discontinued without proper approvals and documents.

This information will be submitted to Human Resources to be posted for a minimum of 10 business days.

## **Develop a Recruiting Strategy**

Develop a recruiting strategy that will encourage highly qualified, creative, and diverse faculty and staff to apply. The first step in developing a recruiting strategy is to identify the knowledge and skills needed for the position. For example, if hiring a faculty member, what courses will the person be teaching, what research background would complement the department, etc.

- Prepare a well thought out checklist of what the department is looking for in a successful candidate.
- Determine varied media for advertising the position.
  - Use an advertisement that demonstrates the energy and creativity of your department. *Advertisements must be supplied with final search documents submitted to Human Resources.*
  - Post and announce positions in targeted areas.
  - Network at sessions and informal gatherings or at professional conferences or when visiting other universities combining recruiting efforts for present and future positions.

*Note: Human Resources lists open positions online with HigherEdJobs.com, the Texas A&M University System web site, and the Texas A&M-Commerce web site..*

## **Selecting the Search Committee**

It is recommended for faculty searches that all classifications of faculty in the departments be represented (i.e., tenured, tenure-track, clinical, etc.) on the search committee. Recognize and support that committee members may communicate in different ways and allow all to participate fully. Identify committee members that will strengthen the committee through their expertise and balanced knowledge. Provide a checklist to the search committee of what the department is looking for in a successful candidate. Have the committee members:

Carefully consider what constitutes excellence in a candidate.

Consider the characteristics of a successful candidate.

Consider the relevancy of tenured and non-tenured faculty.

Broadly share departmental needs with the committee members.

Student input is valued and can be solicited by the search committee, however, effective FY 2008; no students will be allowed to participate as a member of a search committee.

## **First Meeting**

- A representative from human resources must attend the first committee meeting
- Review the charge to the committee
- Establish committee expectations regarding confidentiality and attendance
- Establish a search committee meeting schedule
- Advise the committee of the affirmative action commitment of the department and the University
- Develop interview questions

## **Section II**

### *University Policy for Search Procedures, Checklist, and Required Forms*

#### **University Policy**

Prior to the initial screening of the applicants, reviewing the University rules will be beneficial to the committee members. Committee members can also reference the [Interview Guidelines](#) for a guide on acceptable and non-acceptable questions.

- Texas A & M University-Commerce does not discriminate on the basis of race, color, religion, gender, age, national origin, or disability.
- The search procedures reflect compliance with federal laws, as well as, the Texas Commission on Human Rights Act.
- By the authority of the Board of Regents, the President is authorized to make offers of employment and to employ personnel. The President has delegated employment authority to each Vice President for their respective divisions. Each Vice President will make offers of employment and this will be done only in writing.
- The search procedures apply to faculty, administrative, professional, and technical staff that is exempt from the Fair Labor Standards Act.
- Applicants who hold a terminal degree from Texas A&M University-Commerce will be hired in tenured and tenure track positions only in rare and exceptional cases. Those exceptions must be approved by the President.
- The University will achieve a diverse faculty with terminal degrees, which represent a variety of universities.
- Ad interim, exceptional hire may only be used in cases where there is an immediate emergency.
- In the event of an unexpected administrative or faculty vacancy, and when time does not permit a full search to be conducted, the appropriate Vice President may approve an ad interim, exceptional appointment. The appointment shall not exceed nine/twelve months, during which time a search will be conducted.
- An ad-interim, exceptional appointee cannot serve more than nine/twelve months in the position when the appointment was made without a regular search. To serve more than nine months in the same position the appointee must be selected for the position as a result of a search conducted in accordance with these search procedures.
- Internal search – The hiring supervisor will determine the scope of a search (internal or external). Internal only requires the President’s approval. The search, whether internal or external, will be in accordance with the University search procedures.
- Employment of Foreign Nationals – Any job offer from the University is contingent upon proof of United States citizenship, citizenship eligibility, or authorization to work in the United States on a full-time basis.
- Selective Service Law – Any job offer from the University is contingent upon proof of compliance with Selective Service Law for males’ ages 18 through 25.

## Screening Matrix

- Establish objective, job-related criteria which will be consistently applied to all applicants and which can be quantifiably measured.
- Stipulate each qualification on the matrix.
- Determine if qualifications need to be weighted.

Use the Human Resources [Screening Matrix](#) and **Applicant Ranking** to compare each candidate's qualifications.

**For faculty searches the screening must include the appropriate terminal degree and required minimum of 18 hours in the specified discipline.**

## Initial Screening

Each applicant should be acknowledged immediately. Within one week applicants should receive notification of the receipt of their application or inquiry.

Using the developed screening matrix evaluate the applicants applying the established criteria and moving only the qualified applicants to the next level.

Rank the candidates and select top applicants for interviews.

Critically review the selected group to ensure that a qualified pool of candidates will be interviewed.

Applicants that are unsuccessful should be notified at this time.

Forward files of the selected top candidates to be interviewed along with the *Interview Questions* to be asked to Human Resources for compliance review and approval.

## Interviews

Upon emailing a request for *approval to conduct interviews* and receiving approval from Human Resources, on campus interviews should be scheduled. Only when necessary, telephone interviews may be conducted to minimize costs to the University. When one candidate must be interviewed via telephone all candidates must be interviewed by telephone to maintain an equitable process.

Use the *Interview Question Guidelines* to ensure appropriate interview questions. Sample interview questions are included as a separate document.

References will be checked and documented for final applicant(s) along with verification of the 18 hours in the required discipline for faculty.

## Evaluating the Candidates

- Collect feedback on each candidate from all committee members
- Review all reference checks and other submitted materials
- Evaluate candidates for strengths and contributions each can give the University based upon qualifications

*Exceptions to these rules/procedures may be made by the President. In the event at any time during the hiring process an issue arises, it will be reviewed jointly by the Director of Human Resources and the appropriate vice president. In the event that the HR Director and the appropriate vice president cannot resolve the matter, the issue will be submitted to the President for final resolution.*

## Section III

### *Post Search Process and Final Forms*

#### **Post Search Process**

Once a selection has been made by the committee a *Narrative and [Recommendation for Appointment](#)* with required documentation and signatures must be submitted to the appropriate Vice President for approval.

Letters to unsuccessful candidates must be sent.

The Narrative and Recommendation for Appointment including resume/vita and transcripts (copy if faculty) will be submitted to Human Resources for signatures. The narrative must include information regarding the candidate's job related skills and abilities.

Once the vice president has received confirmation from Human Resources that all documentation is in place, the vice president will send the **Offer Letter** to the successful candidate.

All Applicant files, Qualified and Non-Qualified, will be submitted to Human Resources within five (5) days of receipt of the signed offer letter.

The supervisor then requests the successful candidate's employment by submitting a **Personnel Action Form** with all required signatures. Human Resources will confirm that a signed offer letter is on file.

Original faculty transcripts will be maintained in the Provost office.

Human Resources will maintain all original search files. In case of faculty, original transcripts will be maintained the Office of the Provost and stamped copy of the original transcript for faculty will be maintained in Human Resources.

Periodically, search procedures will be reviewed within the Human Resources Department. Any recommendations to change will be submitted to the Director of Human Resources or designee. Based on review, revisions will be presented to the President's Advisory Council for approval.

## **Checklist and Forms**

Below is a listing of forms that will assist the search committee in having a successful search.

The *Search Procedure Checklist* will assist the search chair in meeting the requirements of the University in concluding the job search. The following documents are required.

*Search Authorization Form* – to be completed, signed with by appropriate Vice President and received in Human Resources along with the Position Vacancy Announcement.

*Position Vacancy Announcement* – identifies duties of the job, qualifications and necessary material to be received from applicants and contact information for submission of the materials.

*Interview Questions* – Must be approved by Human Resources

*Screening Matrix and Applicant Ranking* – Must be received in Human Resources before the search can continue. Faculty positions must have verification of 18 hours within the discipline.

*Approval to Conduct Interviews* – Human Resources must approve.

*Narrative & Recommendation for Appointment* – summary of applicants' abilities and department's reason for recommendation (vita/resume must accompany recommendation.)

*Request for Above Minimum Salary* – necessary only when applicable

*Offer Letter* – submitted by the vice president office only

*Personnel Action Form (PAF)* – Must be complete with appropriate signatures. This document generates payroll action for the employee

Qualified Applicant's files and Non-Qualified Applicant's files – Must be forwarded to Human Resources and received five days after search is complete and offer letter has been signed. Any advertisements for the position must be included with the file.

## Interview Guidelines

Inquiries during the selection and interview process must be related to the job. Questions can be considered improper if the employer cannot demonstrate a job related necessity for asking the question. In no way should a candidate be asked anything in such a way so as to discriminate on the basis of race, color, religion, sex, national origin, age or disability. Some perfectly legal questions can be construed as improper if all candidates are not asked the same questions.

Below are suggestions and general guidelines on the type of questions that should and should not be asked during the selection and interview process.

Inquiry Area	Questions Not Acceptable	Acceptable Questions
National Origin/ Citizenship	Are you a U. S. citizen? (In some very specialized situations such as a requirement for national security. Any lawfully immigrated alien who is eligible to work may not be discriminated against on the basis of citizenship.)What is your native language?	Are you authorized to work in the United States?  What languages do you read, speak, or write fluently? (this questions must have relevance to the job)
Age	How old are you? When is your birth date? When did you graduate from high school?	Are you over the age of 18?
Gender/Sexual Orientation	Anything that would indicate gender or sexual orientation. Any inquiry that would be asked of one gender but not the other	None
Race or Color	Any inquiry related	None
Religion or Creed	Any question that would indicated religious denomination or custom	None
Marital/Family Status	Are you married? Who do you live with? Do you plan to have a family? How many kids do you have? What are your childcare arrangements?	Would you be willing to relocate if necessary? Travel is an important part of the job. Do you see yourself as being able to fulfill this part of the job? This job requires overtime occasionally. Would you be able and willing to work overtime as necessary?
Name/Personal	Where does your name/title come from? How tall are you? How much do you weigh?	None for name, height or weight Are you able to lift a 50-pound weight and carry it 100 yards, as that is part of the job?
Affiliations	What clubs do you belong to? What social organizations do you belong to?	What professional or trade groups do you belong to that you consider relevant to your ability to perform this job?
Disabilities	Do you have any disabilities? Do you need an accommodation to do the job? Have you had any recent operations or illnesses?	Are you able to perform the essential functions of this job with or without reasonable accommodations? Can you demonstrate how you would perform the following job related function? (All applicants must be asked to perform the same task.)
Arrests & Convections	Have you ever been arrested?	Inquiries into convictions of specific felonies related to qualifications for the job applied for.
Military	If you have ever been in the military, were you honorably discharged?	What branch of Armed Forces did you serve? What type of training or education did you receive in the military?

## Sample Interview Questions

Please give us a synopsis of your experience that has prepared you for this position.

Why are you interested in Texas A&M-Commerce?

Describe one program that you developed of which you are proud.

Why do you feel that you are the best fit for the position and why you believe you would be successful at this University?

Share with us one or two difficult or pressing problems of your present job and how you've grown professionally from these experiences.

How do you deal with conflict? Give an example.

Discuss your communication style and how you would resolve conflict, facilitate open dialogue and create collaborative relationships.

Please tell us how your peers and co-workers would describe your strengths. Weaknesses.

What skills and abilities can you bring to the University that will further the success of the department and the University?

How do you handle conforming to a decision or policy with which you may disagree?

Replacing: \_\_\_\_\_

## SEARCH PROCEDURE CHECKLIST

Position Title: \_\_\_\_\_ PIN: \_\_\_\_\_

Department: \_\_\_\_\_

Committee Chair: \_\_\_\_\_ Phone: \_\_\_\_\_

### Required Documents

\_\_\_\_\_ Search Authorization Form

\_\_\_\_\_ Position Vacancy Announcement

\_\_\_\_\_ Meet with Human Resources

\_\_\_\_\_ Interview Questions

\_\_\_\_\_ Screening Tool and Applicant Ranking

\_\_\_\_\_ Request Approval to Conduct Interviews by e-mail to HR

\_\_\_\_\_ Narrative (summary of applicant's abilities and department's reason of recommendation)

\_\_\_\_\_ Recommendation for Appointment (attach vita/resume)

\_\_\_\_\_ Offer Letter

\_\_\_\_\_ Personnel Action Form (PAF) \*complete with signatures\*

**The following must be forwarded to HR after search is complete:**

\_\_\_\_\_ Qualified Applicants' files

\_\_\_\_\_ Non-Qualified Applicants' files

Ad-Interim Procedures
NAME: _____
____ Exceptional Hire Appointment
____ Resume/VITA
Start Date: _____ End Date: _____

For HR use only:
Open Date: _____
Close Date: _____
Online Post Date: _____
Person Hired: _____

**Search Authorization Form**  
**Attach Vacancy Announcement (and Job Description, if non-faculty)**

1. Position Title: \_\_\_\_\_ 2. Acct. No. \_\_\_\_\_ 3. PIN \_\_\_\_\_

4. Division/College: \_\_\_\_\_ 5. Department: \_\_\_\_\_

6. Department Head \_\_\_\_\_

7. New Position  Replacement  Ad Interim Replacement:

If Replacement, for whom? \_\_\_\_\_

8. Type of Appointment: Faculty:  Tenure Track:  Non Tenure Track

9. Starting Date \_\_\_\_\_ 10. Salary Range: (Please specify) \_\_\_\_\_

11. Salary Verification: Faculty

VPAA Verification if applicable \_\_\_\_\_

Salary Verification: Faculty

HR Verification \_\_\_\_\_

12. Type of Search:  New  Extension  Reopened

13. Scope of Search \_\_\_\_\_

**Position must be open for at least 10 days.**

**Regional Professional staff/Non TT Faculty** Labor Market:

State of Texas

- minority recruiting sources
- newspaper in selected major cities

**National Administrative/Tenure track faculty** Labor Market:

United States

- minority recruiting sources
- selected higher education source(s)

*Approval to Conduct Search:*

\_\_\_\_\_  
Vice President/President

\_\_\_\_\_  
Date

*Review of Vacancy Announcement:*

\_\_\_\_\_  
Human Resources

\_\_\_\_\_  
Date

Search authorization form must be completed with Vice President's signature before posting.

**Position Vacancy Announcement**

*(See next page for example)*

<b>Job Title</b>	
<b>PIN</b>	
<b>Job Posted</b>	
<b>Closing Date</b>	
<b>Division/Dept</b>	
<b>Job Group</b>	
<b>Location</b>	
<b>Salary</b>	
<b>Security Sensitive?</b>	
<b>Major Job Duties</b>	
<b>Minor Job Duties</b>	
<b>Required Education and Experience</b>	
<b>Preferred Education and Experience</b>	
<b>Comments to Applicants</b>	
<b>Required Documents</b>	
<b>Sent Application To</b>	

**Please include the following information:**

- . Job Title:
- . PIN: *R00000*
- . Date Job Posted: *01/01/2007*
- . Job Closing Date

**OPTION 1:** *Applications will begin to be reviewed on mm/dd/yy.  
Position is open until filled:* (for this category all applications must be given consideration until an offer is made).

**OPTION 2:** *Position closing date: mm/dd/yy (Positions with listed closing dates must consider all applications received by the above post marked date; no applications received after this date can be considered.*

- . Division/Dept.

- . Job Group

*Faculty, professional*

- . Location

*Commerce, Mesquite, Midlothian*

- . Salary

*Commensurate with qualifications and experience (or) state starting range  
**Statistics have shown that stating an actual starting salary will attract a larger pool of qualified applicants.***

- . Security Sensitive Position

*Yes, No*

- . Major Job Duties

- . Minor Job Duties

- . Required Education and Experience

**PLEASE NOTE:** *If doctorate is advertised as required, applicants should have completed all requirements for the degree (verification from conferring institution attached to vita/resume) by the time of employment (hire date).*

- . Preferred Education and Experience

- . Comments to Applicants

*All materials submitted should reference the position and Pin number  
Related to the position*

- . Required Documents

*Application for employment  
Letter of application (cover letter)  
Resume  
Names and full contact information for three professional references  
Official Transcripts*

- . Send Application To

**Texas A&M University – Commerce  
Screening Form**

Name:

Position:

**Has applicant submitted all requested material by due date?**  Yes  No

Cover letter addressing qualifications

Vita/resume

Three letters of reference (faculty only)

Transcript (if applicable)

**Does applicant meet the published minimum qualifications?**

Hold the degree published?

Yes  No

Have minimum required experience?

Yes  No

Meet all published minimum requirements?

Yes  No

18 hours discipline verification (faculty only)

Yes  No

**If the answer is no to any of the above questions, the person is not qualified and should be eliminated at this time.**

**This applicant is Qualified:**

Yes  No

**(Enter your screening criteria)**

Strong 3	Acceptable 2	Weak 1
-------------	-----------------	-----------

1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		

### Recommendation for Appointment

To:	
From:	
Date:	
Subject:	Recommendation to Hire

The department search committee's recommendation, with which I concur is to offer the following position to the stated applicant.

Name:	
Position:	
Tenure Track	<input type="checkbox"/>
Non Tenure Track	<input type="checkbox"/>
Replacing:	
PIN Number:	
Length of Contract:	
Salary:	
Starting Date:	
Contingencies, if any	

**Note: Vita should be submitted with recommendation to hire**

Required Signatures: (typed signatures accepted if received from e-mail box of appropriate department head, dean, and the provost)

Department Head Approval	Date
Dean Approval	Date
Vice President	Date
Department of Human Resources	Date

**Conditions of Employment: Official transcript(s) showing completion of terminal degree must accompany personnel action form. The faculty member must complete, sign and return the Primary Language Form and Security Sensitive Release Form which will be enclosed with the contract to offer employment.**

