Human Resources
A&M-COMMERCE

Hiring Procedures and Guidelines

Updated February 2024

In this guide...

Introduction

These guidelines have been prepared in an effort to provide comprehensive information and guidance for an effective recruitment and selection process. Human Resources will provide support and training on the use of Workday, legal and regulatory requirements, evaluation tools, hiring procedures and guidelines, and best practices. Adherence to these guidelines will ensure, as best as possible, compliance with applicable laws, policies, regulations and rules. See Procedure 33.99.01.R0.01.

Positions must be posted for ALL hires including faculty, staff, ad-interim, post docs, and adjunct faculty.

Exceptions are as follows:

- Post-doctoral positions that are externally or grant funded may already have an individual designated for the position and if so, does not require posting and/or a search.
- Ad-Interim (Exceptional Hire) per Procedure 12.99.99.R0.09.
- Non-faculty Promotion, Transfer & Voluntary Moves per Procedure 33.99.04.R0.01.
- The University Police Department positions are posted but follow TECOLE and State guidelines to meet legal requirements.

External Applicants: (applicants not currently employed by a Texas A&M System Member) may Search Postings and apply for positions within System Offices here: SEARCH POSTINGS

Internal Applicants: (current employees of any Texas A&M System member) must apply for positions through the Internal Job Board in WORKDAY.

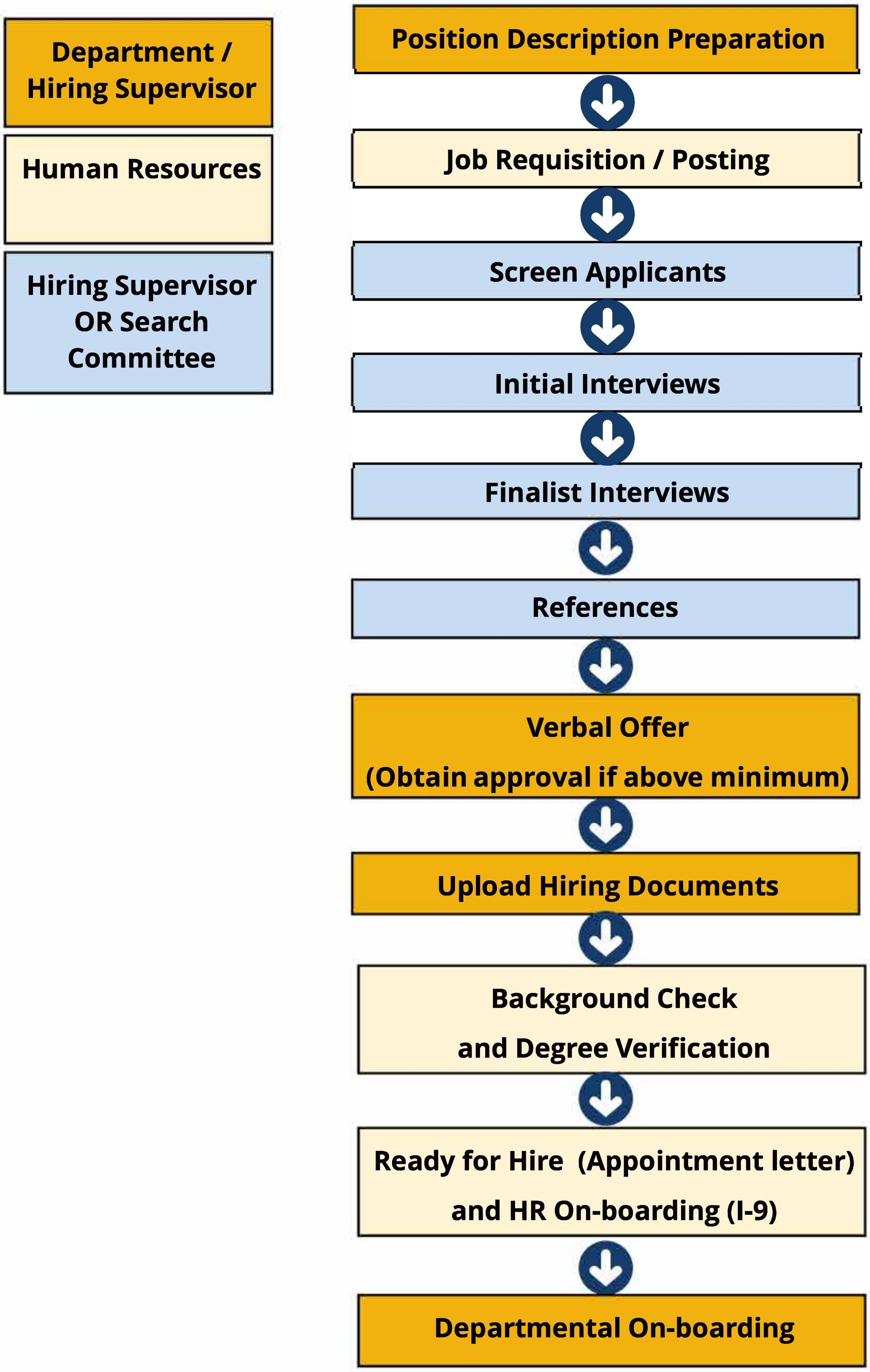
This document, tools referenced, and forms can be found HERE.

Equal Employment Opportunity and Affirmative Action

In accordance with System Policy 08.01, Civil Rights Protections and Compliance, A&M-Commerce will provide equal opportunity for employment to all persons regardless of race, color, sex, religion, national origin, age, disability, genetic information, military status, sexual orientation or gender identity in compliance with applicable laws and regulations.

Under Executive Order 11246, A&M-Commerce is considered a federal contractor and must adhere to Affirmative Action Plan (AAP) requirements under federal law. We must make efforts to recruit and advance qualified minorities, women, persons with disabilities, and covered military service member to include training programs, outreach efforts and other positive steps. AAP is not a program that gives preference to any individuals based on race alone. An AAP is a management plan for ensuring equal employment opportunity. It sets forth the policies, practices, and procedures that contractors implement to ensure that all qualified applicants and employees receive equal opportunity in recruitment, selection, advancement, and other benefits and privileges of employment.

Process Flow



Position Description Preparation

The position description serves as the basis for the recruitment and selection process. It is the foundation for preparing the job requisition/posting, clarifying eligibility requirements, creating the hiring matrix, preparing interview questions, and clearly communicating job expectations to potential candidates.

Once a new employee has been selected, the position description establishes a solid set of expectations for the employee. It is also used to maintain accountability and help employers to properly evaluate performance during reviews and/or evaluations.

The position description will be used throughout the life cycle of the employee so it is ***CRITICAL*** to carefully review the duties, responsibilities and requirements *(some requirements are defined by the A&M system-wide pay plan and may not be altered to protect the integrity of the System Pay Plan).*

- The Hiring Supervisor will ensure that the position description on file with HR is accurate and up-to-date by sending a request for the current position description, including the position/Pin number to HR.Compensation@tamuc.edu.

- If the position description does not exist, a blank Master Position Description Template may be found HERE or if sample position descriptions are needed you may send a request to HR.Compensation@tamuc.edu.

It is the recommendation of Human Resources that if needed, position descriptions are reviewed by others to ensure that the position best meets the needs of the department.

- Once the position description has been created and/or updated, please complete the Position Review Form found HERE. HR will review and update Workday to reflect changes.

- If no update is needed to the position description, the department may send the request to post along with required approvals by completing the Position Review Form found HERE.

Once the details of the position description are confirmed it will be sent to the Talent Acquisition team to begin the requisition/posting process.

Requisition and Posting Requirements

REQUISITION

Once the position description is verified the Talent Acquisition team will confirm specific posting details with the department and will initiate the requisition/posting process.

Questions for consideration when reviewing the posting details:

- Are additional application documents required?
- Is the department willing/able to sponsor international applicants?
- Salary requirements - Commensurate or actual?
- Will posting be a single requisition or an Evergreen (multiple positions or pool)?
- HR recommends that a “review by” date be included on the posting such as “Full consideration will be given to completed applications received by **XXXXXXXX**."
- Are there potential internal applicants (within the department) that have Workday access to the department postings for which they wish to apply? (HR will need to be notified beforehand so that measures can be taken to reroute the approvals).
- Would you like pre-screening questions added to the posting?
- For Faculty positions - Will you consider ABD applicants?

The requisition will route through the hiring department for final review and approval before it is posted.

POSTING REQUIREMENTS

For staff positions, Human Resources follows System Policy 33.99.01, "vacancies in nonfaculty budgeted positions must be posted for at least five days." Faculty positions (or those that hold a joint faculty appointment) should be posted for 35 calendar days. The 35 day posting ensures the minimum number of days have been met in the case an international applicant is selected.

A longer posting period will ensure all applicable job boards have posted the advertisement and will aid in a pool of qualified candidates. Human Resources will review the applicant pool before the position is unposted to ensure there is a sufficient pool of applicants.

Internal only postings require justification and prior approval from Human Resources.

NOTE: ***DO NOT try to close a requisition in Workday. This will NOT unpost the position, but it will make it unavailable to fill. Positions must be unposted by Human Resources.***

Advertising

Human Resources coordinates the posting of all positions at the following locations:

- TAMUC Employment Portal (Workday)
- Texas Workforce Commission (TWC - Work In Texas) *Every state job in Texas is required to be posted to this site.*
- Inside Higher Ed (Meets requirements for International Hires)
- LinkedIn
- Higher Ed Jobs
- Circa Works (Mitratech + Circa)
- www.abilitiesinjobs.com
- www.asianinjobs.com
- www.blackinjobs.com
- www.lgbtqinjobs.com
- www.diversityinjobs.com
- www.seniorsinjobs.com
- www.womeninjobs.com
- www.JOFDAV.com
- www.disabledperson.com
- www.hispanicjobexchange.com
- www.africanamericanjobsearch.com
- www.asianjobsearch.com
- www.lgbtjobsearch.com
- www.usdiversityjobsearch.com
- www.veteranjobcenter.com
- www.seniorstowork.com
- www.hireblack.com
- www.rallypoint.com

In addition to the above, we encourage hiring departments to place additional advertisements in venues such as discipline-specific periodicals and academic journals, use professional associations, social media platforms and networks which will help to reach a broader audience.

Hiring departments are responsible for funds needed and posting for additional advertisements, ensuring that the same language is used in all external advertising.

The following approved EEO statement is to be used in all advertisements: *The Texas A&M System is an Equal Opportunity/Affirmative Action/Veterans/Disability Employer.*

- All external applicants must be directed to the online application process at: https://tamus.wd1.myworkdayjobs.com/TAMUC_External
- All internal applicants (Texas A&M System-wide employees) must apply through their Workday profile.

International Guidelines

Although the advice that follows is meant to optimize your choices and avoid obstacles when/if the person you hire is an international scholar, the advice simply describes a best practices approach on how to advertise for faculty positions for both national and international hires.

When advertising for faculty positions, the successful candidate could be a foreign national, who may need visa sponsorship for work authorization to be eligible for employment. Permanent residency may be considered after one year of employment. In some cases, sponsorship can be handled through the special handling labor certification process. This process takes advantage of the competitive recruitment used to hire the foreign national as evidence of having tested the labor market for the purposes of obtaining a labor certification for permanent residence. **The labor certification must be filed within the first 18 months from the date of the offer letter.**

Note: Candidates with *Optional Practical Training* (*OPT*) authorization must go through the International Student and Scholar Services Office for verification of employment authorization before presenting documents to HR for the hiring process.

The Department of Labor (DOL) has established regulations that address advertisement requirements for use in special handling labor certifications for faculty positions with actual teaching responsibilities.

Means of advertising - Electronic or web-based ads placed in national professional journals are acceptable to satisfy the requirements imposed by the regulation. (Inside Higher Ed and the Chronicle of Higher Education meet this criterion). **Note:** Advertisements must be posted for a period of at least 35 calendar days and such period must be documented.

The advertisement MUST contain the following: (**Note:** If preferred items are listed they are considered a requirement by the DOL.)

- State the job title (Assistant Professor, Associate Professor, and/or Professor).
- State the job duties (What will the individual be doing?) Specify the teaching, research and service expectations. Teaching expectations must be present.
- State the educational requirements (degree, area or field of study)

Note: A staff position may be considered for sponsorship by a member only in exceptional cases when determined to be in the member's best interest. Such cases, however, are expected to be rare and will require additional justification beyond that required in Section 7.3.2. per Regulation 33.99.09

Search Committee Requisites

FACULTY positions requiring a search committee:

- All budgeted full time faculty positions.
- Assistant/Associate Dean: Searches must be conducted following Rule 12.99.99.R0.07.
- Department Head: Searches must be conducted following Rule 12.99.99.R0.08.
- Administrative positions that carry a faculty appointment are treated as faculty searches. (i.e. Dean)

FACULTY positions **NOT** requiring a search committee:

- Ad-Interim (Exceptional Hire): Appointments are strictly temporary in nature and are used to fill departmental needs on short notice per Procedure 12.99.99.R0.09.
- Ad Interim: Appointments are strictly temporary in nature and are used to fill departmental needs on short notice due to increased enrollment, an unexpected vacancy, or for special projects per Procedure 33.99.01.R0.02.
- Adjunct faculty per Procedure 12.99.99.R0.10.

NON-INSTRUCTIONAL STAFF positions requiring a search committee:

- Director-Level and above.

Hiring Supervisors are **not** to be included as a committee chair and/or a committee member. Prior approval from HR will be required for an exception.

NON-INSTRUCTIONAL STAFF positions **NOT** requiring a search committee:

- Below Director-level

If a search committee is not required then the search may be conducted solely by the Hiring Supervisor and input from others obtained by scheduling individual and/or group interviews, open forums, etc.

NOTE: While a committee is not required for all staff positions, HR highly recommends one be considered to ensure transparency and fairness. All hiring procedures must be followed whether conducted by an individual Hiring Supervisor or a search committee.

Duties and Responsibilities

The **Hiring Supervisor / Departmental** duties include but are not limited to:

- Selecting a committee chair and a minimum of three (3) additional committee members with at least one (1) member being from outside the department.
    - Bringing a wide spectrum of backgrounds to a search committee will serve to better identify the most qualified person for the position. The committee members should be be a broad representation of the faculty and staff who will work with the individual.
- Identifying administrative support from the department and/or college for the search process.
- Notifying Human Resources of all committee members and administrative support.
- During the kick off meeting the Hiring Supervisor will provide a charge to committee and the administrative support with detailed communication including expectations, outline of committee tasks and timeline.

The **Administrative Support / Departmental** duties include but are not limited to:

- Assist the Hiring Supervisor and/or Committee Chair with scheduling interviews and arranging travel and accommodations for the candidates.
- Collecting all required search documents from the hiring supervisor and/or committee members.
- Gaining salary approval from HR.Compensation@tamuc.edu **prior** to making a verbal offer to candidates if the salary is above the minimum salary level.
- Submitting all documentation and information via the Final Hiring Process Compliance Checklist to begin the hiring process for the selected candidate.
- Coordinating on-boarding of the new employee.

The **Committee Chair** duties include but are not limited to:

- Serve as the liaison between the Hiring Supervisor,HR department, administrative support, and other members of the search committee.
- Perform all duties of a regular committee member.
- Ensure that the intent of the charge is carried out.
- Coordinate with other constituent groups to ensure their involvement, as appropriate, in the interview or selection process.
- With the assistance of administrative support, schedule interviews and arrange travel and accommodations for the candidates.
- Completes the Summary Narrative and presents the Search Committee's recommendations and assessments of finalists' strengths and weaknesses, based on documentation reviewed, to the hiring supervisor.

If any issues or concerns arise during a search (i.e. information regarding a candidate), please contact Human Resources to discuss.

Mandatory Kick Off Meeting and Confidentiality

MANDATORY KICK OFF MEETING

A mandatory meeting will be scheduled by the hiring department and will include the Hiring Supervisor, the administrative support for the search, all committee members (if a committee is required and/or appointed), and a Human Resource representative. The purpose of the meeting is for **the HR Representative** to provide attendees with information regarding access to applicants, position description/requirements, evaluation tools, and legal and regulatory requirements regarding the search currently being conducted. If a committee is used, **the hiring supervisor** will provide a charge with details including expectations, outline of tasks and timeline.

To ensure consistent treatment of all applicants; all the same guidelines are to be followed in the hiring process whether the candidate is internal or external and whether or not a committee is used.

CONFIDENTIALITY AGREEMENTS

Confidentiality Agreements must be signed by all individuals involved in the search process whether internal or external to the University as it is imperative that anyone having knowledge of the search keep the process focused and self-contained. Specifics of the hiring process should not be discussed with anyone outside of Human Resources, the search committee, the designated administrative support or the hiring supervisor. This is to respect and protect the privacy of applicants and to protect the committee and/or those involved in hiring. Those making the recommendation must be free to discuss the applicants in committee meetings without fear that their comments will be shared outside the deliberations. This information should be held confidential in perpetuity, **not** just until the search is over. Once finalists are announced, those involved in the hiring process should only speak about the applicants' information that has been made public. A breach of confidentiality could result in a failed/cancelled search and possible disciplinary action.

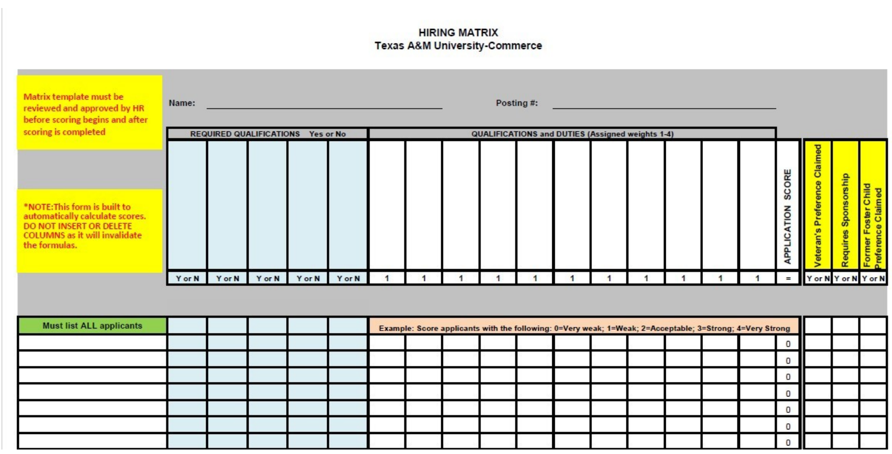
Hiring Matrix Development and Use

The hiring matrix is a mandatory tool for all hiring managers and/or search committees to aid in the interview selection process and documents 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 to the next step in the selection process.

Human Resources will provide a draft hiring matrix to the hiring manager and/or search committee chair. The hiring manager and/or search committee is responsible for providing input and weights to the draft matrix. (Weighting of preferred criteria cannot exceed required criteria weighting). 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.

Once criteria and weights have been added, Human Resources will review the finalized matrix for approval before the applicant pool is made available for the review of applicants.

Workday will be used **only** to review the applicants. The departments, hiring supervisor and/or search committee members are NOT allowed to disposition or move candidates forward in Workday.



- The hiring matrix will be utilized for **all** applicants.
- 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. (It is at the discretion of the committee members to review applicants for minimum qualifications or to delegate this duty to the committee chair).
- All committee members must score all applicants that meet minimum qualifications 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 sum of all committee members.
- Once finalized the compiled matrix must be turned in to HR for review before any interviews are scheduled.

Hiring Matrix Development and Use cont…

Understanding Minimum Requirements & Equivalencies When Reviewing Candidates:

Required Minimum Education:

- High School or a Degree type: An equivalency cannot be accepted in place of a degree unless noted specifically in the description. For example:
    - Bachelor’s Degree (or equivalent combination of education and experience) (High School and four years of experience or Associates and two years of experience would be equivalent combination of education and experience for a Bachelor's).
- Required Minimum Years of Experience:
    - Years of experience is always full-time, however, part-time work can be considered and combined if applicable. Note that the minimum year(s) is in addition to any equivalency accepted for education. For example:
        - Bachelors (or equivalent) and 6 years of experience. If the candidate has high school diploma, then a combined total of 10 years of experience (H+4 and 6 years) would be required.
        - Preferred Education and/or Experience (Anything above and beyond the minimum requirements needed to qualify for the position).

FINALIZATION OF MATRIX

At the conclusion of this review, each matrix will be compiled by the committee chair or administrative support into one matrix.

- 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. (If there are questions or concerns with this step, please reach of the HR).

Preferences

PREFERENCES

Military Preference

- Per System Regulation 33.99.01, one or more qualified military service members **must** be interviewed unless no military service members apply for the position or they do not meet minimum requirements.

Reduction in Force (RIF) Preference:

- Per System Regulation 33.99.15: Reduction in Force for Nonfaculty Employees and Standard Administrative Procedure 33.99.15.M0.01: Reduction in Force for Nonfaculty Employees. Employees impacted by a RIF may be eligible for a hiring preference for open positions at Texas A&M for which they may qualify.

Former Foster Child Preference:

- Texas Government Code Chapter 672 requires that former foster youth who were in the permanent managing conservatorship of the Texas Department of Family and Protective Services on the day preceding the individual's 18th birthday be accorded preference in employment with state agencies over other applicants for the same position who do not have a greater qualification. An individual is entitled to an employment preference only if the individual is 25 years of age or younger (day before turning 26).

Interviews and References

DEVELOP INTERVIEW QUESTIONS

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

- Questions must be job-related, legal, non-discriminatory and not personal. Suggestions and guidelines for acceptable and not acceptable questions can be found in Interview Guidelines.
- Applicant responses should be documented and provided to HR at the conclusion of the search.
- The same interview questions must be asked of all interviewed applicants.
- If the applicant's response to an interview question is unclear, a follow-up question may be asked.
- All questions must be pre-approved by HR. Sample interview questions are available to assist in this process.

TELEPHONE/VIRTUAL INTERVIEWS

Telephone or virtual interviews are recommended and are conducted to narrow the field of applicants that will be considered for final interviews. Consistency must be ensured for all candidates, so either phone or virtual may be used but not both.

- The entire committee should make every effort to be in attendance during each interview to ensure consistent treatment of all applicants and consistent interpretation of the information obtained during the interview. If a committee member misses one interview, they can be present for subsequent candidate interviews but cannot engage in discussions concerning the interviews in this step of the search process.
- Questions and answers should be documented and provided to the departmental administrative support for submission to HR at the conclusion of the search.

Interviews and References cont…

FINALISTS INTERVIEWS

- A minimum of two (2) applicants are required for finalists interviews unless there are extenuating circumstances and prior approval is given by Human Resources.
- Please be aware of any internal requirements within individual divisions / departments / colleges when scheduling the interviews. Applicants for faculty positions are also required to be interviewed by the College Dean or designee.
- In-house applicants are to be interviewed first and should be given instruction that they are not to participate in the interviews and/or any meetings involving external candidates.
- The assigned administrative support will be responsible for arranging travel and funding (via the Budget Manager) if needed.
- Each committee member is to document the interview of applicants.
- Audio and video recordings of the applicants are not allowed.
- The use of video conferencing in lieu of bringing the final candidates to campus is STRONGLY discouraged. Justification and prior approval by Human Resources will be required.
- Assessment testing such as cognitive or personality is not allowed.

Summarizing the interview:

A summary/narrative is submitted for administrative review and presents the Search Committee's recommendations and assessments of finalists' strengths and weaknesses, based on documentation reviewed, to the hiring supervisor.

A narrative form can be HERE.

Interviews and References cont...

REFERENCE CHECKS

Reference checks must be completed **before** a verbal offer is extended to the finalist. Reference forms are available HERE.

If you want to use questions other than the standard form they will require HR approval.

- Best practice is that reference checks are conducted via phone.
- A minimum of two (preferably more) reference checks must be documented for the applicants selected.
- The applicant's electronic signature at the end of the Application for Employment gives consent for reference checks with previous employers. It is recommended that current employers not be contacted so that current jobs are not jeopardized.
- Hiring department heads/hiring supervisors and search committee members should not raise any questions that fall under the EEO discriminatory practice areas, such as questions regarding race, color, sex, religion, national origin, age, disability, genetic information, military status, sexual orientation or gender identity.
- The same questions should be asked of all references. Questions and answers should be documented and provided to the administrative support to upload to HR at the conclusion of the search.
- Hiring department heads/hiring supervisors and search committee members should not tell the applicant or the reference source(s) that reference checks are being conducted because the applicant has "been selected" for the position, but may indicate that the applicant is "being considered."
- Information from social media websites or general internet searches of applicants may disclose information that is not true, inappropriate or illegal for consideration. Caution must be used when information cannot be verified. Adverse information should be discussed with the candidate prior to an offer of employment.
- Previous employers may only be able to provide the position title, dates of employment, salary and/or eligibility for rehire due to company policy and this should not be assumed as a negative reference for the applicant as this is a common practice. All information should be documented and provided to HR at the conclusion of the search.

Verbal Offer and Completing the Hire

BEFORE Making the Verbal Offer

Before making the verbal offer you will need to confirm with your Budget Coordinator that the funds are available for the offer.

If the department wishes to make an offer greater than the position's pay grade minimum (for staff positions) please send the positions Pin # and/or Requisition #, resume of selected candidate and requested salary offer to HR.Compensation@tamuc.edu. This allows HR to review the pay request for compression and/or equity issues. Once the verbal offer amount is approved, HR will submit a confirmation email for the department to proceed.

The Hiring Department makes ONLY the contingent verbal offer to the candidate (see below) and DOES NOT issue a written offer or create official appointment letters. Staff and faculty appointment letters are produced by Human Resources and/or the Provost once the hiring process is fully complete.

Making the Verbal Offer

Once a candidate is selected, a verbal offer is ready to be extended. When presenting the verbal offer to the candidate, ensure to express the offer is conditional/contingent upon the next steps in the hiring process.

This offer is contingent upon:

- Obtaining the candidates qualifications (i.e. transcripts, certifications, other licensure)
- Compensation request changes (i.e. moving expences, increase pay, etc.)
- Satisfactory reference checks
- Satisfactory background checks
- Export control review
- Any other necessary documentation

COMPLETE THE HIRING PROCESS

A Final Hiring Process Compliance Checklist Form must be submitted by the hiring department with **ALL** required documents and signatures for all faculty and budgeted staff positions at A&M-Commerce prior to any official confirmation. The Final Hiring Process Compliance Checklist Form and other needed documents may be found HERE.

Faculty Credentialing

For faculty members, the final hiring checklist also includes the completion and submission of the Faculty Credential Inventory form (FCI). The FCI can be found on the list of Hiring Additional Forms on the HR Hiring/Employment website and is completed in a Laserfiche form. The Faculty Credential Inventory (FCI) is to be completed by the Department Head at the time of hiring or at any time a faculty member's qualifications and/or teaching assignment change. The Faculty Credential Inventory is used by A&M-Commerce to document and justify faculty qualifications in accordance with SACSCOC Standard 6.2.a and the SACSCOC Faculty Credentials Guidelines. The Texas A&M University-Commerce Guidelines for Validating Instructor Credentials to Teach can be used with the information on the FCI form as guidance on documenting and justifying sufficient credentials for faculty hiring. For additional information about graduate faculty and graduate faculty status, refer to institutional Procedure 12.99.99.R0.12, Graduate Faculty Membership (revisions pending Spring 2024).

List of Appendices