This workbook is provided to hiring supervisors and search committees and serves as a guide to basic requirements for the advertising and hiring of faculty vacancies. It is important that this information is carefully reviewed and understood at the onset of the process. As required by the Provost’s Office, search committee chairs must arrange for an HR representative to join every first search committee meeting to review the advertising and hiring process as well as immigration and confidentiality issues. If you need assistance at any time during the process, please contact the Employment Office at employment@tamiu.edu or ext. 2360.

It is the responsibility of the search committee to conduct a fair and confidential recruitment and selection process. This includes using a selection process based on the advertised qualifications of the job and other job-related factors to determine the most qualified applicant in the pool. Please see the Provost’s Office for other faculty search procedures established by that office. [IMMIGRATION SERVICES NOTE: If testing the labor market for immigration purposes, the search committee chair or Dean must inform HR who the most qualified applicant is before any communication (letters, emails) is sent to the applicants in the pool).

The following are the STEPS TO BE COMPLETED AND RECORDED (details for each step are provided further below). Ensure that all documents are dated and identified with the corresponding Job Vacancy Notice (JVN) number. ***Please note that documents for items 2, 3 and 4 are required to be submitted to the Employment Office at the end of the process when a selection is made.

1. Request to Advertise the Vacancy
2. Review and Score the Employment Applications***
3. Conduct and Score the Interviews***
4. Conduct Reference Checks for Finalist(s)***
5. Make a Selection and Complete the Process

CONFIDENTIALITY: To maintain the integrity of records and the process, ensure that throughout the process all records are treated with the utmost confidentiality and security and that access is restricted only to those involved in the process.

RESOURCES FOR HIRING SUPERVISORS: The resource materials listed in this workbook are available on the HR Employment webpage under “Resources for Hiring Supervisors.” Additionally, the System online training course called “Effective Hiring Practices” is available on TrainTraq via Single Sign On.

### Step 1: Request to Advertise the Vacancy
A request to advertise a faculty vacancy is started by generating a requisition via TAMIUWorks, our online employment system.

The requisition will require entering information such as job title, job duties, qualifications, hiring supervisor, search committee, budget, justification, and if applicable, external advertising. A requisition can be started by the User Types called Support Staff, Hiring Supervisor, or Budgetary Unit Head. The requisition must be approved by the Budgetary Unit Head, one of the Next Level Supervisors (Associate VP, Dean, or Executive Director), the Provost, and finally reviewed by HR.

After all appropriate approvals are obtained on the TAMIUWorks requisition, HR prepares a JVN and posts it as follows at no cost to the hiring department: online at TAMIUWorks; online at HigherEdJobs.com; with the Texas Workforce Commission; with The Texas Higher Education Coordinating Board; and with various other agencies.
GUIDELINES FOR EXTERNAL ADVERTISING:

- To advertise your JVN as a full ad in a newspaper or a pertinent journal/publication (i.e., The Chronicle of Higher Education), the Hiring Supervisor must create an ad in Word format using the information submitted in the TAMIUWorks requisition and route it via email for approval to the Dean and the Provost. The Provost will, in turn, email the approved ad to HR. HR will review the ad to ensure it matches the information on the TAMIUWorks requisition and will provide the final ad to the Purchasing Department. Then, the Hiring Supervisor works with the Purchasing Department to generate a requisition and have the ad placed. The hiring department is responsible for the cost of placing the ad.

- To post a vacancy on a pertinent, free Internet advertising site, ensure the exact wording (copy and paste) from the JVN posted in TAMIUWorks is used and that the announcement carries the statement “TAMIU is an Equal Opportunity/Affirmative Action/Veterans/Disability Employer” at the end.

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Step 2: Review and Score the Employment Applications

Employment applications will be collected (electronically) in TAMIUWorks without review by HR. It is the responsibility of the search committee to review employment applications and consider, interview, and recommend for selection only qualified applicants. Qualified applicants are those who meet all required qualifications as advertised on the JVN and who have a complete employment application with all the required documents as requested on the JVN. Both the “Hiring Supervisor” and “Faculty Search Chair” may access employment applications by logging on to TAMIUWorks with those User Types. Search committee members may be provided “Guest User” access by HR unique to the vacancy so they can view employment applications.

Next, score the applicants as follows:

- Develop and use a quantitative (numerical) method of scoring (evaluating) the employment application materials. (You may develop your own applicant scoring tool or use the Hiring Matrix recommended below).
- Determine ahead of time the job-related factors (required qualifications) that will be considered. The job-related factors (required qualifications) are found on the JVN. You may also consider any preferred qualifications noted on the JVN.
- Score the applications and conduct interviews with the highest scoring applicants.

RESOURCES FOR HIRING SUPERVISORS: A helpful tool to use when scoring employment applications is the Hiring Matrix. A Hiring Matrix pre-populated with applicant names is available for use once the JVN is placed “On Hold.”

RECORDS RETENTION: The completed applicant scoring tool (your own or the Hiring Matrix) must be submitted to the Employment Office at the end of the process when a selection is made. The scoring tool must include all qualified applicants who applied for the vacancy and were considered.

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Step 3: Conduct and Score the Interviews

Based on the scores of the employment applications, schedule and conduct interview(s). Ahead of time, decide on and record your interview questions.

You may use your own document or use the “Interview Form” available on the HR Employment webpage under “Resources for Hiring Supervisors.” If you use your own document, ensure it contains identifiers including the JVN number, the date of the interview, the full name of the applicant being interviewed, and the full name of the individual conducting the interview.

SOME INTERVIEWING GUIDELINES TO REMEMBER:

- Questions must be job-related, not personal.
- All questions must be legal and non-discriminating.
• Ask the same questions of all interviewed applicants.
• During the interview, summarize and write notes on the “Interview Form” about the applicant’s responses.
• After the interview, score each response numerically using the “Interview Form.”
• Tips about conducting interviews and appropriate interview questions are available on the HR Employment webpage under “Resources for Hiring Supervisors.”

Give each interviewed applicant a score that reflects how well the applicant responded to each interview question. This score should be added onto your applicant scoring tool or the Hiring Matrix (whichever you use) in order to document that the applicant you select at the end has the highest overall score.

It is recommended that throughout the process you enter on TAMIUWorks the status of each applicant as it is happening (interviewed and selected; interviewed but not selected; not interviewed and not selected) and the reason for non-selection for each applicant.

RECORDS RETENTION: The completed “Interview Forms” for each applicant you interviewed (with your questions, the responses of the interviewed applicants, and scores) must be submitted to the Employment Office at the end of the process when a selection is made.

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**Step 4: Conduct Reference Checks for Finalist(s)**

Finalists are the 1-3 interviewed applicants with the highest overall scores. You **must** conduct a reference check on at least the final applicant (the applicant you select).

You may use your own document or use the “Reference Check Form” available on the HR Employment webpage under “Resources for Hiring Supervisors.” If you use your own document, ensure it contains identifiers including the JVN number, the date of the reference check, the full name of the reference, and the full name of the individual conducting the reference check.

**SOME REFERENCE CHECK GUIDELINES TO REMEMBER:**

• Compose questions ahead of time.
• Ask the same questions for each reference check.
• By electronically signing the employment application, applicants gave permission for you to contact any person associated with their previous employment.
• If you plan to contact the applicant’s current employer, ensure you inform the applicant ahead of time.
• If the applicant lists TAMIU as a current or former employer, you may inquire about performance evaluations on file with the Office of the Provost.
• Be careful to avoid seeking or using information from social media websites or general internet searches of candidates. Such sources may disclose information that is not true, inappropriate, or illegal for consideration.

**RESOURCES FOR HIRING SUPERVISORS:** Tips about checking references and appropriate reference check questions are available on the HR Employment webpage under “Resources for Hiring Supervisors.”

**RECORDS RETENTION:** The completed “Reference Check Form” for each reference check you conducted (with your questions and the responses from the reference) must be submitted to the Employment Office at the end of the process when a selection is made.

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**Step 5: Make a Selection and Complete the Process**

Before deciding on your selection, ensure you have identified the reasons for not selecting each of the other applicants (interviewed and not interviewed). These reasons should coincide with the scores reflected on your scoring tool or the Hiring Matrix (whichever you use).
SPECIAL NOTE REGARDING HIRING PREFERENCES: After all scoring is complete, determine if one of the finalists is entitled to a hiring preference. Hiring preferences include Veterans or Former Foster Children. Such individuals will be accorded preference in employment with state agencies over other applicants for the same position who do not have a greater qualification. Refer to the employment application to determine if the applicant claimed either status. Please notify the Employment Office if preference(s) are applicable and are used in your selection decision.

WHEN A SELECTION IS MADE, USE THE FOLLOWING CHECKLIST TO ENSURE COMPLETION OF THESE ITEMS:

☐ If you wish that the posting be put “on hold” so that no more applications are accepted, email employment@tamiu.edu your request.

☐ Notify the Employment Office of the selection. Ensure HR receives a copy of the job offer letter signed/accepted by the selected candidate so that a background check can be started.

☐ Enter the final status of each applicant on TAMIUWorks (interviewed and selected; interviewed but not selected; not interviewed and not selected) and the reason for non-selection for each applicant.

☐ Generate an Electronic Personnel Action (EPA) for the selected candidate.

☐ Submit (preferably scanned and emailed) to the Employment Office the completed Interview Form(s) for each applicant you interviewed, containing your questions, the responses of the interviewed applicants, and scores.

☐ Submit (preferably scanned and emailed) to the Employment Office the completed Reference Check Form(s) for each reference check you conducted, containing your questions and the responses from the reference.

☐ Submit (preferably scanned and emailed) to the Employment Office your completed quantitative scoring tool or Hiring Matrix (whichever you used). The scoring tool must include all qualified applicants who applied for the vacancy and were considered.

It is preferable that the final hiring documents (last 3 checklist items above) are scanned and emailed to employment@tamiu.edu. However, they may be hand-delivered to KL 158.

Once all of the above checklist items are done, the background check is cleared, and all approvals are obtained on the EPA, HR will coordinate with Department and/or College secretaries to schedule the new hire orientation.