This workbook is provided to assist the hiring supervisor through the advertising and hiring process. It is important that the hiring supervisor (the person making the final hiring decision) carefully reviews and understands this information at the onset of the process. If you need assistance at any time during the process, please contact the Employment Office at employment@tamiu.edu or ext. 2360.

The following are the **STEPS TO BE COMPLETED AND RECORDED** (details for each step are provided 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.

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**Step 1: Request to Advertise the Vacancy**

A request to advertise an existing vacant position is done by submitting the appropriate action via TAMIUWorks, our online employment system. If the Position Description (PD) does not need updating, submit the action called “Post Position.” If the PD needs updating, submit the action called “Update Existing PD with Posting.”

If requesting a new position, reclassification, or other change on TAMIUWorks, click on “Begin New Action” and select the appropriate action. Your action will require you to enter a justification for the request, and if applicable, the amount of additional funds needed and where those additional funds will come from. The action is routed through your Budgetary Unit Head and **one** of the Next Level Supervisors (President, VP, Associate VP, Dean, or Executive Director), then to HR. If the request is outside the budget, HR will route the action to the Fiscal Officer and/or President for final approval, in accordance with policy.

After all appropriate approvals are obtained on your action, HR prepares a Job Vacancy Notice (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 (if administrative or faculty); and with various other agencies.

**GUIDELINES FOR ADDITIONAL ADVERTISING:**

- To advertise your JVN as a full ad in a newspaper or in a pertinent journal/publication, work with the Employment Office to develop the actual ad to use. HR will provide the approved ad to the Purchasing Department. Then, you work with the Purchasing Department to get pricing, 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 you use the exact wording (copy and paste) from the JVN developed by HR and that the announcement carries the statement “TAMIU is an Equal Opportunity/Affirmative Action/Veterans/Disability Employer” at the end.

### Step 2: Review and Score the Employment Applications

Via TAMIUWorks, employment applications will be forwarded directly to the hiring supervisor without review by HR. It is the responsibility of the hiring supervisor to review employment applications and consider, interview, and select 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. You can review applications by logging on to TAMIUWorks as the “Hiring Supervisor.”

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 FORHIRING 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.” It can be accessed in TAMIUWorks from the JVN and under the “Get Reports List” link.

**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.

### 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.”

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.

**RESOURCES FOR HIRING SUPERVISORS:** Tips about conducting interviews and appropriate interview questions are available on the HR Employment webpage under “Resources for Hiring Supervisors.”

**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.

### 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 HR Office.
- 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.

### 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.

- 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.

- Notify the Employment Office of your selection so that a background check can be started.

- Generate an Electronic Personnel Action (EPA) for the selected applicant. **NOTE:** If paying above the entry of the position’s pay grade, justification is required in the “Justification/Comments” box of the EPA. Base your justification on the advertised minimum required qualifications of the position and indicate how the applicant exceeds those qualifications or indicate if the applicant holds the preferred qualifications that were advertised. For example, your justification for paying above the entry of the pay grade could be that the position requires a minimum of an Associate’s degree but the applicant holds a Bachelor’s degree, or the position requires a minimum of 2 years experience but the applicant has 7 years experience, or the applicant’s degree is in the field indicated on the ad as preferred.

- 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 conducted and cleared, and all approvals are obtained on the EPA, HR will make the offer of employment to the individual selected, schedule the start date, and notify the hiring supervisor when the new hire can be expected to report for work.

As a reminder, HR New Hire Orientation is held every Thursday, and all required documentation in the checklist above must be submitted to the Employment Office by 9am on the Monday before orientation. Please refer to the latest **HR New Hire Orientation Schedule** available on the **HR Employment webpage** under “Resources for Hiring Supervisors.”