



# Recruiting and Selection Guide for Hiring Managers and Supervisors

Texas A&M AgriLife 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 and will strive to achieve full and equal employment opportunity throughout Texas A&M AgriLife. For additional information view the Affirmative Action/Equal Opportunity Employment section of the AgriLife Human Resources website: <http://agrilifeas.tamu.edu/hr/diversity/>

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## Step 1: Create Position in Workday

Create a new position or edit an existing position for a vacant position. Position must be created for all positions (budgeted staff or faculty, temp/casual and student) in Workday at <https://sso.tamus.edu>

Follow the Workday Job Aid in Workday Help for Create Position for detailed instructions.

*If an employee is available for promotion within the Agency by which they are currently employed, a unit may select this employee to fill a vacant position without posting the position in Workday in accordance with System Regulation 33.99.04 and applicable agency procedure.*

## Step 2: Develop a Recruiting Plan

As with any task, a good plan can help you achieve your goals more quickly with better results. A good recruiting plan does not necessarily need to be an elaborate, formal document. Instead a succinct outline will suffice to help you focus your efforts.

When developing this plan, consider the location of the position, the current labor market near the position, and any unique aspects of the position which might need additional attention in advertising. Also ask yourself if a local search will suffice or if you need to expand the search to a region, the entire state or even nationwide in order to secure the best candidate pool. Be sure to plan for the recruiting timetable to include the advertising, initial evaluation of the candidate pool, development of interview questions, interviewing, offer letters, filling the position, initial onboarding of the new employee, and finally, completion of the recruiting file.

Search committees should follow the instructions provided in the *Search Committee Guidelines, AG-476*.  
<https://agrififeas.tamu.edu/documents/ag-476.pdf/>

## Step 3: Create a Job Requisition in Workday and Build a Diverse Pool of Applicants

Texas A&M AgriLife is committed to building a diverse workforce and expects hiring managers to conduct searches in a manner that will attract a diverse pool of applicants.

### Create Job Requisition and Job Posting

The job requisition and posting are based on the approved position created in Workday. Links to both the External and Internal Career Sites for AgriLife jobs can be found on the AgriLife Administrative Services HR website here:

<https://agrififeas.tamu.edu/hr/careers-employment>

### Review Diversity of the Candidate Pool:

The Candidate EEO Summary tab on the job requisition in Workday will give you a summary (not names) of candidates who have voluntarily provided their ethnicity and/or gender. If your candidate pool does not reflect the diversity you desire, consider using the methods identified below:

## Advertise/Recruit

For positions requiring degrees, consider advertising with university career centers. Advertising at universities whose students are primarily minorities will also help diversify your applicant pool.

Regulations by the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) require employers to take **affirmative action** to:

1. recruit, hire, promote, and retain *veterans*, and
2. recruit and hire *individuals with disabilities* and improve job opportunities for individuals with disabilities.

If appropriate, advertise in journals, periodicals, newspapers, magazines, and internet. All AgriLife Jobs are also posted on the Texas Workforce Commission website: <https://www.workintexas.com/vosnet/Default.aspx>

A list of advertising resources for building a diverse applicant pool, including advertising to veterans and individuals with disabilities, is available at: <https://agrilifeas.tamu.edu/documents/building-diverse-applicant-pool.pdf/>

The Texas A&M University System Recruitment Contacts are shown at:  
<http://www.tamus.edu/assets/files/eo/pdf/recruitment.pdf>

If advertising on other web sites, journals, etc., refer all applicants to the Workday external website for the full position description and to apply online. The statement "**Texas A&M AgriLife is an Equal Opportunity/Affirmative Action/Veterans/Disability Employer**" must be a part of all job advertisements. In paid advertisements, the statement may be shortened to: "**Texas A&M AgriLife is an EO/AA/Vet/Disability Employer**".

Identify employers or persons who may be sources of potential applicants or who can provide advice about recruiting. These may include existing employees, friends or colleagues at other units, institutions, or agencies. A departmental website can also be an effective recruiting tool.

## Step 4: Review Application Materials and Screen Candidates

Following the [Job Application](#) Job Aid in Workday Help, the recruiting coordinator at each unit will perform the initial review of all candidates TO ENSURE THEY MEET THE MINIMUM REQUIREMENT and move those to be Screened to the manager. Manager should review applications, resumes and attachments from all qualified candidates and move those to be interviewed based on job-related, non-discriminatory criteria. Texas Law requires that for each job posting:

- At least one applicant who qualifies for veteran's preference is interviewed (if any apply)
- AND-
- If more than 6 applicants are interviewed, at least 20% of them must be applicants who qualify for veteran's preference.

The candidates tab on the job requisition in Workday indicates whether a candidate indicated veteran's employment preference. This will help you identify the veterans (*if the candidate answers yes to any of the Military Service questions in Workday*) and ensure they are interviewed in accordance with the criteria listed above.

## Step 5: Interview Candidates

Develop job-related interview questions ahead of time and ask the same questions of all interviewed candidates. Any written correspondence or documentation of interviews should be retained in the recruiting file in Laserfiche

- Interview Questions Guide, AG-422 <https://agrifeas.tamu.edu/documents/ag-422.pdf/>
- Sample Interview Questions <https://agrifecdn.tamu.edu/admin/files/2013/04/sampleinterviewquestions.pdf>

The manager will move those candidates selected for interview in Workday following the Job Aid in Workday Help called Job Application Process (Manager), rate the candidates and make the final interview decision.

## Step 6: Select Finalist and Verify Job-Related Credentials

### Hiring Preferences

Determine if one of the finalists is entitled to a hiring preference under the Texas Government Code. If preference(s) are applicable and used in the hiring decision, the candidate must provide proof of eligibility to claim such preference(s). Hiring preferences may include:

Veterans - see application to determine if applicable

*Sec. 657.002. Individuals Entitled To Veteran's Employment Preference.*

Source: <http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.657.htm>

- (a) A veteran qualifies for a veteran's employment preference if the veteran has served in: (i) the army, navy, air force, coast guard, or marine corps of the United States or the United States Public Health Service under 42 U.S.C. Section 201 et seq., as amended;
  - (ii) the Texas military forces as defined by Section 437.001; or
  - (iii) an auxiliary service of one of those branches of the armed forces; and has been honorably discharged from the branch of the service in which the person served.
- (b) A veteran's surviving spouse who has not remarried if the veteran was killed while on active duty;
- (c) An orphan of a veteran if the veteran was killed while on active duty.

Former Foster Child – see application to determine if applicable

*Sec. 672.002. Employment Preference.* (a) An individual who was under the permanent managing conservatorship of the Department of Family and Protective Services on the day preceding the individual's 18th birthday is entitled to a preference in employment with a state agency over other applicants for the same position who do not have a greater qualification.

*Sec. 672.005. Age Limit.* An individual is entitled to an employment preference under this chapter only if the individual is 25 years of age or younger. Source:

<http://www.statutes.legis.state.tx.us/Docs/GV/htm/GV.672.htm>

### Verification of Job-related Credentials

Hiring units must verify job-related credentials as required by System Regulation, *33.99.01 Employment Practices* and agency procedures. This includes degree verification and certification/license verification.

**Verify military service** by requiring applicant to provide copy of DD-214 or other appropriate documentation if military service claimed on application.

**Verify certifications, licenses or other job-related credentials** by requiring applicant to provide written documentation.

## Step 7: Conduct Reference Checks

Conduct reference checks on at least the finalist for the position. By submitting the employment application, the candidate granted permission to contact any person associated with the candidate's previous employment.

Compose questions ahead of time and ask the same questions of each reference contacted. Inform the candidate ahead of time if you plan to contact his/her current employer. Sample questions and reference check form are available at: <https://agriflifeas.tamu.edu/documents/ag-446.pdf/>

Following the Job Aid in Workday Help called Job Application Process (Manager): the hiring manager or recruiting coordinator should indicate in Workday in the reference check section that reference checks were conducted on at least the finalist for the position. Any written correspondence or documentation of reference checks should be retained in the Recruiting File.

## Step 8: Make the Offer and Complete Background Check/Degree Verification

All job offers must be made contingent upon:

- Successful completion of a background check. A background check is required for **all** positions.
- Verification of degree for highest degree attained if required by position or indicated on application.
- Proof of authorization to work in the U.S.

Extend a contingent verbal offer. Review the offer letter template and submit in Workday if hired through Workday recruiting. If not hired through Workday recruiting prepare and send an offer letter directly to candidate. AgriLife offer letter templates can be found at:

<https://agriflifeas.tamu.edu/documents/workday-offer-letter-templates.pdf/>

\*\*\*\*\*Upon successful completion of the background check, AgriLife HR will issue a Background Check Completion certificate via email if the candidate was not hired through Workday recruiting. This email must be included with other new employee documents on the AG 421 and placed in WIP Payroll in Laserfiche. If the candidate was hired through Workday recruiting, the hiring manager and/or recruiting coordinator will receive a hiring compliance checklist to complete. If the criminal history check returns information resulting in a decision not to employ the applicant, AgriLife HR will notify the hiring unit and advise them to delay offering the position to another candidate until the conclusion of the required adverse action notice process, typically 7 business days.

If a degree is required for the position or if the candidate indicates he/she has a degree a Verification of Degree Release Form should be completed by the candidate and submitted to AgriLife HR. Once verified, HR will issue an email confirming the degree which should be placed in WIP Payroll with the AG 421 and other required new employee documents. Foreign degree verification is the responsibility of the hiring unit. Units may request a certified transcript from the employee/candidate or other documents deemed acceptable

*If a foreign national who has a temporary work permit is selected to fill a vacant position, he or she must be notified that his or her employment may end at the expiration of the temporary work permit. For detailed information regarding labor certification and foreign national services, please contact TAMU International Faculty & Scholar Services (IFSS) at <http://ifss.tamu.edu/>*

*If a foreign national is selected to fill a vacant position, units are required to submit AgriLife form AG-713, Export Controls Compliance Review: Visitor Exchange Programs and Employment. This form must be submitted to AgriLife Risk and Compliance. AgriLife Risk and Compliance will conduct Restricted Party Screening and evaluate the job duties associated with the proposed employment.*

*If you have offered the position to a male applicant age 18 - 25, the applicant must complete the Statement of Selective Service Registration Status and registration must be verified for those who are not exempt from the registration provisions. The Statement of Selective Service Registration Status, AG-401, and the verification, if applicable, must be placed in WIP Payroll in Laserfiche along with other new employee documents.*

## Step 9: Unpost the Job and Disposition Candidates

Hiring manager or recruiting coordinator should request that AgriLife HR unpost the job so that no further applicants can apply. Then the hiring manager should disposition each active candidate in their Workday inbox following the Job Aid in Workday Help called Job Application Process (Manager):

## Step 10: Schedule and Conduct New Employee Orientation/Onboarding

Schedule the new employee's orientation and onboarding for their first day of employment and assist them with Workday Onboarding. Follow the Workday Help Job Aids called Hire Employee and Onboarding to complete the new hire process. Complete the Form I-9 in Guardian. Place all required new hire documents in WIP Payroll following the AG 421 Hiring Checklist <https://agrififeas.tamu.edu/documents/ag-421.pdf/>

Assemble the Personnel File in accordance with the checklist:

<https://agrififeas.tamu.edu/documents/personnel-file.pdf/>

Assemble the Recruiting File in accordance with the checklist:

<https://agrififeas.tamu.edu/documents/checklists-recruiting.pdf/>