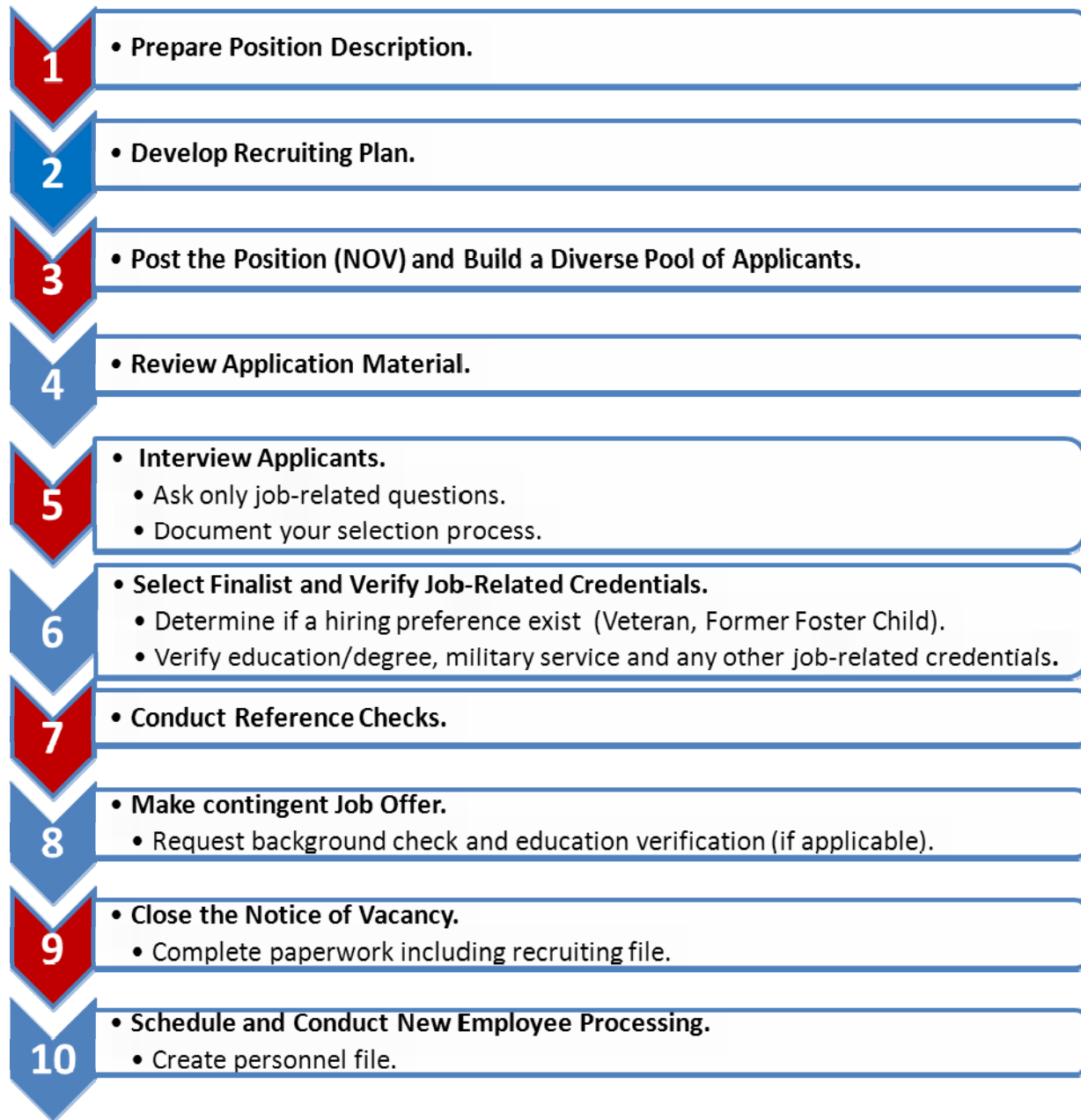


# Recruiting and Selection Guide for Hiring Managers and Supervisors

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://agrifeas.tamu.edu/hr/diversity/>



## Recruiting & Selection for Budgeted Positions

### Step 1: Prepare Position Description

Create a new position description or update a position description for a vacant position. Position descriptions must be entered and approved using GreatJobs at <https://sso.tamus.edu>

*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 a notice of vacancy 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 applicant pool, development of interview questions, interviewing, offer letters, closing the position, initial processing 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*.

### Step 3: Post the Position 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.

#### Post the Position

The notice of vacancy (NOV) is based on the position description and can be posted only after the position description is approved. NOV's are posted at <https://sso.tamus.edu>

#### Review Diversity of Applicant Pool

A summary of the applicant pool is available in GreatJobs. The "EEO Summary" report will give you a summary (not names) of applicants who have voluntarily provided their ethnicity and/or gender. If your applicant pool does not reflect the diversity you desire, consider using the methods identified below.

**Posting Report(s)**  
Assistant Chief Regional Fire Coordinator

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**Report Choices**

- Hiring Matrix
- Interviewed Applicants
- Applicant Addresses
- EEO Summary ←
- Disability

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### 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 and utilize the Graystone Group Advertising Agency at no cost to the unit. Graystone Group will design an ad to your specifications, proofread your copy and critically review it, and make suggestions to further improve the quality of the ad, which is sent to the unit for final approval. You may send an ad copy to Graystone Group via e-mail at [ads@graystoneadv.com](mailto:ads@graystoneadv.com), via fax at (203) 549-0061, or by phone at (800) 544-0005.

A list of advertising resources for building a diverse applicant pool, including advertising to veterans and individuals with disabilities, is available at:

<http://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 <http://greatjobs.tamu.edu> 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 announcements. In paid advertisements, the statement may be shortened to: "**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**

Review applications from all qualified applicants and select those to be interviewed based on job-related, non-discriminatory criteria. Texas requires that for each NOV:

- 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.

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**Hiring Matrix**

Position Summary	
Position Title	Assistant Chief Regional Fire Coordinator
NOV#	
Posting Open Date	
Department	
Responsible Hiring Supervisor	

Rate the appli

Applicant List								
Name	Veteran	Vet Spouse	Vet Orphan	Foster	Application Materials Score	Interview Score	References Score	Total
	Yes	No	No	No				
	No	No	No	No				
	Yes	No	No	No				
	No	No	No	No				
	Yes	No	No	No				
	Yes	No	No	No				

The Hiring Matrix in GreatJobs includes 3 columns indicating whether an applicant is qualified for veteran's preference. This will help you identify the veterans (*if the applicant answers yes to any of the 3 questions in the Military Service section of the application*) and ensure they are interviewed in accordance with the criteria listed above.

### Step 5: Interview Applicants

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

- Interview Questions Guide, AG-422 <http://agrififeas.tamu.edu/library/pdf/forms/ag-422.pdf>
- Sample Interview Questions <http://agrififeas.tamu.edu/files/2013/04/sampleinterviewquestions.pdf>

Change the status in GreatJobs for all interviewed applicants:

- Log into GreatJobs at <https://sso.tamus.edu> and locate the NOV.
- Identify each applicant interviewed and change their status.
  - Click on "Change Status"
  - Choose "Interviewed" from the drop-down box.
  - Confirm your choice by clicking on the "Continue to Confirm Page" button, and then clicking on the "Save Status Change" button.

### 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 applicant must provide proof of eligibility to claim such preference(s). Hiring preferences may include:

Veteran's - 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.

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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.

**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 applicant granted permission to contact any person associated with the applicant's previous employment.

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

Indicate on the Hiring Certificate 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

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 offer and prepare an offer letter. See sample offer letters at: <http://agrillifeforms.tamu.edu/contingent-offer-letter.doc> Send the offer letter and page 2 and page 3 (if applicable) of the Background Check Request Form, AG-473, <http://agrillifeas.tamu.edu/library/pdf/forms/ag-473.pdf> to the applicant.

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Upon successful completion of the background check AND education verification, AgriLife Human Resources will issue a Background Check Completion certificate via email. This email must be provided to payroll along with other new employee documents. If the criminal history check returns information resulting in a decision not to employ the applicant, human resources 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.

Foreign degree verification is the responsibility of the hiring unit. Units may request a certified transcript from the employee or applicant or other documents deemed acceptable. If the highest degree claimed is from a U.S. based institution, an official transcript or check done by AgriLife Human Resources is sufficient to fulfill the verification requirements.

*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 provided to payroll along with other new employee documents.*

### Step 9: Close the NOV

Change the status for all active applicants:

- Log into GreatJobs at <https://sso.tamus.edu> and locate the NOV.
- Change the status of everyone not hired to “No Longer Under Consideration-Interviewed/Not Interviewed-Send Email/No Email” and then choose a “Reason” from the drop-down box provided. Note: If several applicants were not hired for the same reason, you can change all statuses at the same time by clicking the box under “All/None,” then clicking on the “Change Multiple Applicant Statuses” button at the bottom of the list. Choose the one status and the one reason at the top of the next page, and continue as before.
- Change the status of the applicant you wish to hire to “Hired” (follow steps above).
- Print the hiring certificate which you will receive via email when you move the applicant’s status to “hired”. Have the hiring supervisor sign and date the hiring certificate. This certificate must be provided to payroll along with the other new employee documents.
- **Change the status of the NOV to “Fill-BUDGETED position”.**

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Assemble the Recruiting file in accordance with the checklist:

**Recruiting File** <http://agrifeas.tamu.edu/documents/checklists-recruiting.pdf>

### Step 10: Schedule and Conduct New Employee Processing

1. View the **DayOne Resources** website for instructions on set up required prior to the new employee beginning the online processing:  
<http://agrifeas.tamu.edu/hr/supervisor-toolkit/new-hire-process/dayone-resources/index.php>
2. New employees can then be directed to **DayOne** for required forms, training, and benefit enrollment, if applicable. *All new employees are required to use DayOne:*  
<http://agrifeas.tamu.edu/hr/careers-employment/dayone/index.php>
3. Assemble the Personnel File in accordance with the checklist:  
**Personnel File** <http://agrifeas.tamu.edu/documents/personnel-file.pdf>

## Best Practices in Recruiting & Selection for Wage<sup>1</sup> Positions

1. Post a Notice of Vacancy in GreatJobs and accept applications online.
2. Follow a non-discriminatory process to make a hiring decision.
3. Close the NOV in GreatJobs:
  - a. Change the status of everyone not hired to “No Longer Under Consideration-Interviewed/Not Interviewed-Send Email/No Email” and then choose a “Reason” from the drop-down box provided. Note: If several applicants were not hired for the same reason, you can change all statuses at the same time by clicking their box under “All/None,” then clicking on the “Change Multiple Applicant Statuses” button at the bottom of the list. Choose the one status and the one reason at the top of the next page, and continue as before.
  - b. Change the status of the applicant(s) you wish to hire to “Hired” (follow steps above). Multiple hires may be made on the same NOV.
  - c. Print the hiring certificate which you will receive via email when you move the applicant’s status to “hired”. Have the hiring supervisor sign and date the hiring certificate. This certificate must be provided to payroll along with the other new employee documents.
  - d. Change the status of the NOV to “CLOSED-Wage positions”.**
4. Verify job-related credentials as required by System Regulation, *33.99.01 Employment Practices* and agency procedures. (See **Step 6: Select Finalist and Verify Job-Related Credentials**)
5. Print application into Laserfiche, stamp as electronically signed, and submit to payroll along with the EPA.
6. Use contingent offer letter: <http://agrifileforms.tamu.edu/contingent-offer-letter.doc> with AG-473, Background Check and Disclosure Notice as an attachment.

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<sup>1</sup> Wage Position – a temporary position funded from a lump-sum budget category. Such a position will fit within one of two categories: a) a student wage position which requires student status as a condition of employment; or b) a wage position created to accommodate temporary labor needs, such as work of an intermittent nature or having a brief, fixed duration.