
Hiring Supervisor's Workbook: A Guide for Hiring a New Employee

This document is provided to assist the hiring supervisor through the hiring process. It is important that the hiring supervisor (the person making the final hiring decision) to have access to this information at the onset of this process. This information is available online or in a printed format available through Recruitment & Workforce Planning. If you need assistance at any time during the process, please call the Recruitment & Workforce Planning at (979)845-5154.

Steps to be completed and recorded:

1. Build a diverse pool of applicants.
2. Score the applications/resumes/cover letters.
3. Write your interview questions ahead of time.
4. Score the interviewed applicants.
5. Conduct and record the responses to reference checks for final applicant(s).
6. Complete closing process.

Note: To access the resources, forms, and/or documents listed in this workbook, please refer to <http://employees.tamu.edu/managers/Hiring/Default.aspx>, and find the link to the title of the document or form that you need.

Step 1:

Build a diverse pool of applicants.

The University is committed to building a diverse workforce at Texas A&M University. You can view the gender/race of your applicant pool, without seeing individual applicant names, during the hiring process by logging into <http://tamujobs.tamu.edu/hr> and clicking on “**Reports**”. Input your Notice of Vacancy (NOV) number, and click “**Check All**” for the “**Posting Status**.” By clicking the “**Search**” button, you will see all the positions you have posted on the website. Locate the position for which you wish to generate a gender/race report for, and click “**Get Reports List**.” When you click on the “**Generate Report**” link, you can view your **Hiring Manager EEO Report**. This report will show you the race/gender of your applicant pool according to the voluntary answers given in the EEO section of the application.

You can find suggestions for building a diverse pool of applicants at <http://employees.tamu.edu/managers/Hiring/preparingToHire.aspx>. Positions having an affirmative action program recruitment goal for its applicant pool will also be posted to two additional online job search websites at no cost to the hiring department - www.higheredjobs.com (for positions located in College Station) and at www.workplacediversity.com. Departments are encouraged to advertise their positions on additional advertising venues to increase the likelihood of a qualified, diverse applicant pool. If you wish to advertise your positions with other websites, journals, etc, then the additional advertisement must refer the applicant to our online employment system at <http://tamujobs.tamu.edu> to view the full job description and to apply online. This procedure will assure that you meet all the federal, state, and university legal requirements for job postings.

Please contact Recruitment at (979) 845-5154 if you have any questions or concerns regarding the diversity of your applicant pool, or if you would like assistance in identifying and locating additional recruiting sources.

Step 2:

Score the applications/resumes/cover letters.

- Develop a numerical method of evaluating the application materials.
- Determine ahead of time what job-related factors you will consider.
- Determine the weight you want to assign to each factor.

A helpful and recommended tool to use when scoring your applicants is the Hiring Matrix which is available online. A blank Hiring Matrix, as well as a short tutorial on how to use a Hiring Matrix are available on the Manager's Resources website.

Record Retention: Keep the Hiring Matrix or other scored evaluation materials in the position file.

Step 3:

Write your interview questions ahead of time.

Note: To access the resources listed below, please refer to <http://employees.tamu.edu/managers/Hiring/interview/>

Compose your interview questions ahead of time. There is an Interview Guide online. The interview questions that you compose can be recorded in this document.

Some guidelines to remember for composing interview questions:

- Questions must be job-related, not personal.
- All questions must be legal and non-discriminating.
- Ask the same questions of all interviewed applicants.
- Record all interviewed applicant responses and score numerically.

In addition, examples of legal and illegal job interview questions are available online. Please contact the Employment Office if you would like assistance in developing effective interview questions.

Record Retention: Keep the questions and answers of all the candidates interviewed in the position file.

Step 4:

Score the interviewed applicants.

Each applicant that is interviewed should receive a score that reflects how well the applicant answered each interview question. These points will be added to the Hiring Matrix or your evaluation tool to document that the applicant you hire has the **highest** overall score.

Record Retention: Keep records showing all interview responses and your scores.

Step 5:

Conduct and record the responses to reference checks for final applicant(s).

You must complete a reference check on at least the final applicant (applicant with the highest score after the interviews are conducted). Many hiring supervisors prefer to do reference checks on all their interviewed applicants. Sample questions to use when conducting reference checks are available online.

Guidelines for references checks:

- Compose questions ahead of time.
- Ask the same questions for each reference check.
- By signing the application, the applicants gave permission for you to contact any person associated with their previous employment.
- If you plan to contact the applicant's current employer, please inform the applicant ahead of time.

Record Retention: Keep records of all reference check questions and all responses in the position file.

Step 6:

Complete closing process.

Have I printed the application for the person I am hiring?

You must print the application for the person you are hiring. Log into <http://tamujobs.tamu.edu/hr> and print the application and any additional documents such as the resume and cover letter.

Record Retention: The new hire must SIGN this copy for their personnel file.

Have I identified all the applicants I interviewed?

You must change the online status for all the applicants you interviewed. Log on to the online employment system to locate the position, then locate each person you interviewed and change their "Status". For each applicant interviewed, click on **Change Status** and choose "Interviewed" from the drop-down box. You must confirm your choice by clicking on the "Continue to Confirm Page" button followed by clicking on the "Save Status Change" button. The Employment Office will verify this online before they issue the Hiring Certificate.

Have I completed the final hiring documents and sent them to the Employment Office?

The final hiring documents consist of the Hiring Process Compliance Checklist, the Criminal Background Check Release, and the Selective Service Form (if hiring a male). The Hiring Process Compliance Checklist may be scanned and emailed to employment@tamu.edu or faxed to (979) 847-8877. Due to the forms containing social security numbers, the Criminal Background Check Release and the Selective Service Form must be faxed to (979) 847-8877; hand delivered, or sent via campus mail to MS#1475. The documents must be received by Recruitment & Workforce Planning before a hiring certificate is issued, and a hiring certificate must be issued before the employee can start work.

Hiring Process Compliance Checklist

A Hiring Process Compliance Checklist (found at <http://employees.tamu.edu/docs/employment/hiring/407HiringChecklist.pdf>) must be completed and submitted to the Employment Office prior to the issuance of a Hiring Certificate for all budgeted staff and research positions at Texas A&M University.

Record Retention: Maintain the hiring process compliance checklist form in the position (NOV) file for two years.

Criminal Background Check Release

All budgeted positions are considered to be SECURITY SENSITIVE. Extend a conditional hire to the chosen applicant and have the applicant complete the release form for the Criminal Background Check.

The release form for positions is available online at <http://employees.tamu.edu/managers/hiring/bgChecks/Default.aspx>. The Employment Office staff will run the Criminal Background Check before issuing the Hiring Certificate. A copy of the Criminal Background Check form should not be retained by the hiring department and should be shredded. Information will be shared with the Security Sensitive hiring department if convictions are identified.

Selective Service Form

IF YOU HAVE OFFERED THE POSITION TO A **MALE** APPLICANT, the Selective Service form, available at <http://tamus.edu/offices/shro/publications/forms/203.pdf> online, must be signed at the point-of-offer. After sending to the Employment Office, you will maintain a copy of this form in the new hire's personnel file. If appropriate, verify the registration at www.sss.gov online, and print the online verification for your records.

Record Retention: Maintain a copy of the Selective Service form and documented verification in the new hire's personnel file.

Have I identified online the applicant I wish to hire?

The applicant you wish to hire will show a status of "Interviewed" (see above). You must now change the online status for this applicant to reflect your hiring decision. Log on to <http://tamujobs.tamu.edu/hr> to locate the position, and then locate the person you wish to hire and change their status to "**Submitted Checklist/Offered Position**". You follow the same procedures as described in the previous paragraph. Do not forget to confirm the change **and** save the status change.

Have I given reasons for not hiring everyone else?

You must identify a reason for not hiring the other applicants. These reasons must reflect the scoring already noted on your hiring matrix or other evaluation materials. Change the “**Status**” for all the applicants you did not hire to “**No longer under consideration (TAMU HR to notify by email)**” or “**No longer under consideration (hiring department to notify)**”, and then choose a “**Reason**” from the drop-down box provided. If several of these applicants were not hired for the same reason, you can change all their statuses at the same time by clicking their box under the “**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. Recruitment & Workforce Planning will verify this online before they issue the Hiring Certificate.

Do I have a signed copy of the Confirmation Letter?

A new hire should be given a confirmation letter. Sample confirmation letters for the person you hire are available at <http://employees.tamu.edu/docs/employment/hiring/408OfferLetters.doc>. Place a SIGNED copy of this letter in the new employee’s personnel file.

Record Retention: Maintain a copy of the SIGNED letter in the new hire’s personnel file.

Have I assembled the new hire’s Personnel File?

You will begin a personnel file for your new employee. *The new personnel file should include:*

- Position Description. The new employee should sign a paper copy, or certify their online Position Description.
- Copy of a SIGNED application for the new hire. Include copies of any additional optional application materials such as the online resume and/or cover letter.
- Selective Service form (if applicant is male). If applicant is 18 through 25 years of age, be sure to keep a copy of his proof of registration.
- Copy of the SIGNED and DATED Confirmation Letter.

If the new hire is transferring from another Texas A&M University department, you will add these new items to the original personnel file as soon as the file is forwarded to your department.

- Have I assembled the departmental position file, the file which represents all the materials used in this hiring process?**

Materials to be included in this position file:

- Copy of the Position Description (or reference to the online Position Description).
- Interview Questions AND the responses of all the applicants who were interviewed.
- Hiring Matrix or other quantitative scoring document.
- Questions asked on all the Reference Checks, the responses you received on each.
- Any correspondence between you and any of the applicants, including notes, emails, etc.
- Copy of the Hiring Certificate.

Your department will maintain this file for **two years from the date of the hire**, and then it should be shredded.

- Have I referred my new employee to the “New Employee Essentials” link?**
<http://employees.tamu.edu/employees/howdy/newEmployeeGuide.aspx>

This site directs your new employee to information on mandatory training, the current Benefits Enrollment booklet, our Drugs and Alcohol program, University parking hangtags, and other notices. It also includes other important information for your new employee to know and copies of recent university news and/or announcements.
