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) have access to this information at the onset of this process. This information is available online. Access of retained records should be restricted and monitored to ensure the integrity of the records in the file. For additional information or questions please contact HR Recruitment & Workforce Planning at jobpath@tamu.edu or (979) 845-5154.

Steps to be completed and recorded:

1. Build a diverse pool of applicants.
2. Score the applications/resumes/associated documents and include scores on the matrix.
3. Write your interview questions ahead of time.
4. Score the interviewed applicants and include scores on the matrix
5. Conduct and record the responses to reference checks for final applicant(s). Score the references (if multiple applicants) and include scores on the matrix.
6. Complete closing process.

NOTE: To access the resources, forms, and/or documents listed in this workbook, please refer to employees.tamu.edu/managers, and find the link to the title that you need.
A Record Retention Checklist for Employment Files may also be accessed at this link.

SPECIAL TRAINING NOTE: Hiring Supervisors are required to take an online TrainTraq course 2111264: Effective Hiring Practices BEFORE A POSITION CAN BE POSTED. The course must have been taken within two (2) years of posting.

STEP 1:
Build a diverse pool of applicants.

Texas A&M University is committed to diversity of thought, background, ethnicity and perspective and building a diverse workforce that reflects this. As a measure to support this commitment, you will be notified by email that your position has been opened and the email will contain the Affirmative Action goal regarding gender/race if applicable. You can also see the goal (if applicable) on the posting. You should strive to achieve the most diverse applicant pool possible in all aspects of diversity regardless of whether there are Affirmative Action goals for your position.

You can view the gender/race of your applicant pool, without seeing individual applicant names, during the hiring process by clicking on the Reports tab contained in the posting. 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 see the applicants through all stages of the hiring process.

You can find suggestions for building a diverse pool of applicants at **employees.tamu.edu/managers**. Positions having an affirmative action program/recruitment goal will also be posted to additional online job search websites at no cost to the hiring department - higheredjobs.com (for all positions located in College Station) hercjobs.org (for all TAMU/TAMUG and TAMUQ positions) and at workplacediversity.com. An affirmative action goal is not a quota, but a reference that the University will strive to increase diversity in the job group represented by the postings. 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 jobpath.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 HR Recruitment and Workforce Planning 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. These job-related factors must be noted on the posting in the description of the job as well as the requirements of the job. You may also consider any preferred qualifications noted on the posting.
- 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 is available on the Supervisor's Resources website. You can also generate a report through the reports process described above to get an applicant list for your matrix.

NOTE: Social media websites typically contain information that cannot legally be considered in making a hiring decision such as race, age, national origin, etc. Therefore, **at no point is social media to be utilized to research a potential candidate.**

STEP 3:
Make status changes in the online system for applicants no longer to be considered.

Once you have scored your applicants, there will be applicants who will not be interviewed. You must be in a Supervisor role on the system to change applicants. Select the Applicants tab within the posting and click the box besides the applicants you want to change. Use the Take Action box above the list to bring up the applicants you are going to change and select Move in Workflow. You will be able to select your status and reason. Be sure to save your changes. The system will automatically send them an email letting them know they will not be proceeding through the process. They will also drop off your online applicant list and you will be left with the applicants still under consideration.

STEP 4:
Write your interview questions ahead of time.

NOTE: To access the resources listed below, please refer to employees.tamu.edu/managers/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.
- Include questions that discuss the applicant's experiences related to diversity.
- 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 HR Recruitment and Workforce Planning if you would like assistance in developing effective interview questions.

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STEP 5:
Score the interviewed applicants.

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

STEP 6:
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). Sample questions to use when conducting reference checks are available online.

Reference checking is one of the most valuable HR management tools for gathering information on applicants' past performance and past performance is one of the strongest indicators of future performance. An investment in checking references can reduce costs and increase productivity by helping to ensure successful hires and screening for a good "fit".
Reference checking should be conducted in compliance with all federal and state laws and regulations including the Americans with Disabilities Act (ADA), Title VII of the Civil Rights Act, and Fair Credit Reporting Act. Avoid questions regarding marital status, religion, age, race, health-related issues, child care, transportation, and any other non-job related questions.

Guidelines for references checks:

- You must complete a reference check on at least the final applicant (applicant with the highest score after the interviews are conducted). Some hiring supervisors prefer to do reference checks on all their interviewed applicants.
- Obtain multiple references (at least two) to look for consistency among comments and to demonstrate that reasonable care was used in the hiring process.
- By electronically signing the application, the applicants gave permission for you to contact any person associated with their previous employment but if you plan on contacting the applicant's current employer, please inform the applicant ahead of time.
- Compose questions ahead of time.
- For best practice include a question regarding the applicant's experience related to diversity.
- Ask the same questions for each reference check. You may ask follow up questions if needed.
- If the applicant lists Texas A&M University as a current or former employee, you are encouraged to check their personnel file for performance reviews, etc.
- 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 to consider.
- Always ask if the applicant would be rehired by the organization/company.
- The best practice method for conducting reference checks is by telephone. This method allows for follow up questions when necessary and note-taking.
- When contacting a current or previous supervisor, you are encouraged to call the company's main phone number and request the individual listed as the reference rather than calling the phone number given as contact information by the applicant. This will help ensure you are contacting a valid business reference rather than a relative or friend of the applicant. The company's main phone number can be found in the phone book or on the internet.

Special Note Regarding Hiring Preferences:

After all scoring is completed; determine if one of the top applicants is entitled to a hiring preference. Hiring preferences may include:

- Veteran's - see application to determine if applicable
- Former Foster Child – see application to determine if applicable
- Reduction in Force (RIF) from Texas A&M University – see attachments to application to determine if applicable and for further detail regarding preference

Specific information regarding the preferences above are explained in the Hiring Matrix. If preference(s) are applicable and used in the hiring decision, the applicant must provide proof of eligibility to claim such preference(s). Please note that as State law, Veteran's and Former Foster Child preferences take precedence over the RIF preference.

Sample questions to use when conducting reference checks are available online.

STEP 7:
Complete closing process.

NOTE: Social media websites typically contain information that cannot legally be considered in making a hiring decision such as race, age, national origin, etc. Therefore, **at no point is social media to be utilized to research a potential candidate.**

☐ **Have I printed the application for the person I am hiring?**
You must print the application for the person you are hiring. Print the application and any additional documents such as the resume and cover letter from the online system before you make further status changes.

☐ **Have I properly chosen a status (or multiple status where applicable) for each remaining applicant?**
You must change the online status for all the applicants you interviewed to Interviewed. After that change, you must change the status for the result of the interview. If you select Interviewed Not Selected- Notify by Email, the system will generate an email to the applicant. If you select Interviewed Not Selected-Hiring Department to Notify, you will need to send the applicant a personal email or letter.

SPECIAL NOTE REGARDING INTERVIEWED APPLICANTS: It is a best practice to personally contact interviewed applicants not hired with a phone call or a customized letter.

☐ **Have I completed the final hiring documents and sent them to HR Recruitment and Workforce Planning and/or Uploaded them to the PATH system?**

A. For Multiple PIN Staff and Multiple PIN Other Postings:

The final hiring documents consist of:

- Hiring Process Compliance Checklist
- Criminal Background Check Request Form
- Verification of Degree(s) and/or Licensure Release Form, (if applicable)
- Statement of Selective Service Registration Status (if hiring a male). If appropriate, verify the registration at sss.gov online, and print the online verification for your records.

Due to the form containing social security number and date of birth, the Verification of Degree(s) and/or Licensure Form, and the Selective Service Form must be faxed to (979) 847-8877; hand delivered, or sent via campus mail to MS 1255. 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.

Once all is complete, Recruitment will change the selected applicant's status will to Hired. **An applicant must have a Hired status before they can start work.**

Once all applicants have been hired from the posting, Recruitment will change the status of the posting to Filled.

You will need to maintain a hard copy position file for all Multiple Pin Staff and Multiple Pin Other postings. See the Record Retention Checklist for required documents.

B. Single PIN Staff and Single PIN Other Postings:

The final hiring documents consist of:

- Criminal Background Check Request Form
- Verification of Degree(s) and/or Licensure Release Form, (if applicable)

Due to the form containing social security number and date of birth, the Verification of Degree(s) and/or Licensure Form, and the Selective Service Form must be faxed to (979) 847-8877; hand delivered, or sent via campus mail to MS 1255. 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.

All other required documents are uploaded and maintained in the PATH system. If appropriate, verify the Selective Service registration at sss.gov,and print the online verification for your records.

The documents must be received by Recruitment & Workforce Planning and required documents uploaded before a Hiring Certificate is issued, and a Hiring Certificate must be issued before the employee can start work.

☐ **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. Change their status to Recommended for Hire. You follow the same procedures for changing a status as described earlier in the document. Do not forget to confirm the change **and** save the status change.

☐ **For Single PIN Staff and Single PIN Other Postings-Has the HR Liaison uploaded all the materials used in this hiring process?**
The materials are uploaded to the posting using the Hiring Checklist Documents Tab. In the HR Liaison role, go into the posting and select edit. You will be able to select the tab and begin adding your documents. Once all appropriate/applicable documents are loaded, the HR Liaison can select Documentation Complete to move the posting to Recruitment for final processing. Recruitment will review to ensure all appropriate documents are uploaded and criminal history/credential checks (as applicable) are complete.

Once all is complete, Recruitment will change the selected applicant's status will to Hired. **An applicant must have a Hired status before they can start work.** Recruitment will change the status of the posting to Filled.

HR will maintain this file for **five (5) years from the date you fill the position.**

☐ **Do I have a signed copy of the Offer Letter?**
A new hire should be given an offer letter. Sample offer letters for the person you hire are available. Place a **SIGNED** copy of this letter in the new employee'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 the documents contained in the Record Retention Checklist.** See Section C. The form also contains a link to the Personnel File page for further instructions.

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 referred my new employee to the "New Employee Welcome" link?

This site new.tamu.edu 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.

For additional information or questions please contact HR Recruitment & Workforce Planning at jobpath@tamu.edu or (979) 845-5154.