



HEALTH SCIENCE CENTER

The Hiring Process

A Guide for the Hiring Manager

This document is provided to assist hiring managers through the hiring process using the [Health Science Center Jobsite](#).

An abbreviated version of this guide ([Hiring Process Checklist](#)) is available on the HSC website.

All documentation used during the hiring process must be retained in a Position File for two years from the hire date (see [Position File Checklist](#) for additional information).

HR staff is available to answer your questions at any time during the process.

Carl McLin	979-458-7280	mclin@tamhsc.edu	All HSC Components
Valerie Townsend	979-458-7268	townsend@tamhsc.edu	All HSC Components
Pat Lopez	214-828-8962	plopez@bcd.tamhsc.edu	BCD
Diana Taylor	713-677-7734	dtaylor@ibt.tamhsc.edu	IBT
Harry Smithwick	361-593-4903	smithwick@tamhsc.edu	COP

I. Getting Ready to Hire

- A. Review the [Position Description](#). Update it if necessary, since the position description serves as the basis for everything to follow.
- B. The departmental coordinator/HR Liaison (Level 1 User) will login to the [HSC Jobsite](#) to enter and submit the job posting to the appropriate HR staff (Level 2 User) at each component (at BCD, the posting will be routed to Budgets initially, then to HR staff). See training for procedures on how to post.
- C. HR staff (Level 2) will review the position description for appropriate duties, title, education and experience requirements. If the posting is for a replacement position, HR will confirm the PIN is already vacant or that the EPA is in process.
- C. When the posting appears on the jobsite, all users with access to that posting will receive a confirming email. A sample copy of that notification is attached to this guide.

II. Screening Candidates

- A. **Rank the applicants using the [Hiring Matrix](#) form.** Use of the Hiring Matrix encourages objectivity by providing a numerical way to evaluate application materials. Contact HR if you have any questions regarding the requirements used to rank applicants.

The Hiring Matrix is customized for every position. Before reviewing any applications,

- Enter NOV (Notice of Vacancy) number, position title and evaluator’s name on the form.
- Using the Position Description as a guide, enter the required and preferred qualifications.
- Required factors are given a weight of 5 (the highest rating). Preferred qualifications, and the interview and reference checks, may be weighted from 1 to 5 depending upon the importance you assign to each of these factors.

- Now you're ready to review the applications. As you rank the applications, each applicant's total score will be calculated. If you find an applicant that does not meet minimum requirements, place an 'X' in the score box — the application score will reset to zero. All factors should be assigned a score from 1 (lowest) to 5 (highest).
 - Only applicants with the highest scores should be interviewed.
- B. Review the diversity of your applicant pool.** Texas A&M Health Science Center is committed to building a diverse workforce. You can view the gender/race of your applicant pool, without seeing individual applicant names, by logging onto the HSC Job Site.
- Click on 'Reports'
 - Fill in your NOV number, and then click 'Check All' for the posting status.
 - Click on 'search' to see all the positions you have listed.
 - Locate your current position, and click on 'Get Reports List'
 - Click on 'Generate Reports'
 - View/Print Hiring Manager EEO Report showing the race/gender of the applicant pool as reported on the voluntary EEO section of the candidates' applications.

Suggestions for building a diverse pool of applicants can be found online at <http://employees.tamu.edu/docs/employment/hiring/415AddDiversity.pdf>. Contact HR if you have concerns about the diversity of your applicant pool or you would like assistance in identifying additional recruiting sources.

If you plan to place additional advertising with web sites, journals, etc., you must refer all applicants to the Jobsite (<http://jobs.tamhsc.edu>) for the full job description and to apply online. This will ensure that you meet all the federal, state and System legal requirements for postings. You may not consider applications received from sources other than the Jobsite.

- C. When you're ready to begin scheduling interviews, contact HR to place the position 'On Hold' to stop the flow of applicants.**
- Each position must be posted for a minimum of five working days. After that time, when you decide the applicant pool is sufficiently large, ask HR to place the position on hold to stop the flow of additional applicants. Once the job is placed on hold all users with access to that posting will receive an email. A sample copy of that notification is attached to this guide.

III. Preparing to Interview

- A. Review the position description and the [sample interview questions](#) on the HSC website.** Contact your HR Office if you would like assistance in developing effective interview questions.
- B. Preplan your interview by using the [Interview Record](#).** Prepare a list of 4-5 "core" job-related questions that you'll ask of every interviewed candidate. Although you must ask every candidate the same core questions, you are free to ask more specific and varied questions based on a particular candidate's responses to the core questions or to clarify relevant work experience and education. Just keep in mind that all questions must be job-related and non-discriminatory.

IV. Conducting the interviews and scoring the interviewed applicants.

- A.** During the interview, ask the applicant to sign his or her application. By signing the application, the applicant gives you permission to contact any person associated with their previous employment.
- B.** After the interview, assign a score from 1 (lowest) to 5 (highest) to represent how well each applicant answered each interview question. These points will be added to the Hiring Matrix.

V. *Finalizing the Hire*

A. **Make an initial selection.**

B. **Conduct the Reference Check(s).**

- Check the references on the final applicant (applicant with the highest score after the interviews). Some hiring managers prefer to do reference checks on all interviewed applicants.
- Document the reference check(s) in writing, using the [Reference Check form](#) available on the HSC website or other suitable forms. Ask the same questions for each reference check.
- If a reference check is so negative that it warrants not hiring an applicant, place an 'X' in the reference score. That applicant's total score will be reset to zero.
- Indicate the reference check score on the Hiring Matrix.
- If applicable, educational credentials should also be verified at this time using a [release](#) and [sample letter](#) or similar documents. These forms are available on the [HR Forms page](#).

C. **The hiring department (recommended) or HR staff may extend a verbal contingent offer** to the selected applicant, but the applicant should also receive an official written offer confirming the salary, job title, supervisor's name, and start date. [Sample offer letters](#) are available on the [HSC Forms Page](#).

Advise the candidate that

- The position is considered security sensitive and the person chosen to fill the position must undergo a criminal history record check.
- If s/he wishes to accept the position, s/he must complete the [Background Authorization and Disclosure Form](#) form. Male candidates must also complete a [Selective Service Registration Status](#) form.
- If a criminal history check reveals information that was not on the employment application, s/he will be informed and given an opportunity to correct or challenge the information, and
- Evidence of criminal history may be grounds for withdrawing the offer.

These forms may be attached to the Offer Letter, or the candidate can download the forms from the HSC website, and then return them to the hiring department.

VI. *The Closing Process*

A. **Submit these forms to HR.**

- Scan the [Background Authorization and Disclosure Form](#) (after completing the department's portion of the form) to the HR Inbox in the DMS. Each department must properly name the Background check when scanning. (BC-last name, first name).
- Selective Service Registration Status form (if applicant is male). Keep a copy of this for the employee personnel file.
- Scan the completed forms to HR via laserfiche in the (9.0) Human Resource inbox.

HR will conduct the background check and confirm the results to the hiring department or HR staff at BCD and IBT.

B. **Change statuses on the HSC Jobsite.**

1. Identify each applicant who was interviewed, and change their status to 'Interviewed.'
2. Change the status of the successful candidate from 'Interviewed' to 'Offered Position.'
3. Change the status of all other candidates to 'No longer under consideration' and indicate a reason from the drop-down box provided. These reasons must reflect the scoring already noted on your hiring matrix or other evaluation materials.

C. **Assemble the Position File** (also called an NOV File).

The Position File must contain the documents listed below. A [Position File Checklist](#) is available on the HR Forms Page.

- Copy of the Position Description (signed or unsigned).
- Copy of the job posting
- Copy of any additional advertisements
- Copies of all correspondence with applicants including the offer letter (signed or unsigned).
- Hiring manager reports (after status changes)
- Interview Record form or similar document with the questions and the responses of all the applicants who were interviewed.
- Hiring Matrix or other quantitative scoring document used to rank all applicants.
- Questions asked on all the Reference Checks, and the responses you received on each.

E. **Request the Hiring Certificate** Submit the above position file and the [Request for Hiring Certificate](#) through the DMS in the (9.0) HR inbox. (HR will issue the hiring certificate only after confirming that all applicant statuses have been changed, and that the entire Position File is received and accurate). **This request should be done on or before the candidate's start date.**

The Position File must be retained for two years from the date the position was filled.

E. **Print the application for the person you are hiring** (if not done already).

If the new hire hasn't already signed the application (see section IV.A.), print it now, together with any related documents such as the resume and cover letter. A properly signed application is required to be in the person's personnel file.

F. **Assemble the new Personnel File.**

Use the [Personnel File Checklist](#) to properly assemble the file.

Include the following documents in the personnel file for your new employee:

- [Personnel File Checklist](#)
- Position Description — Place the original signed position description in the personnel file after making a copy for the new employee.
- Signed application and any other application materials, such as a resume and cover letter.
- Offer letter signed and dated by the new hire.
- [Workers Compensation Notice](#)
- [Signed Acknowledgment of Receipt](#)
- [Selective Service Registration Status form](#) (if applicant is male). If applicant is between 18 and 26, retain a copy of his proof of registration. Proof of registration is obtained online at <https://www4.sss.gov/regver/verification1.asp>.
- [Computer Use Agreement](#)
- Any other documents related to the applicant (see [Checklist](#) for examples)

If the new hire is transferring from another Texas A&M University System department or agency, you may request the original personnel file from that department or agency. Add the forms above to that file when it is received.

If the new hire is transferring from another component or department within the Health Science Center, you are required to request the original personnel file.

G. **Mark your calendar with a reminder to evaluate the performance of your new employee using the [New Employee Review form](#).** This is not a requirement, but supervisors are encouraged to evaluate the performance of new employees during the first few months of employment in order to provide feedback to the new employee. HR will send out periodic reminders.

EXAMPLE EMAILS:

1. **Job Posted** - *When a job is posted the following email will be sent to all users that have access to that posting:*

Notice of Vacancy Number (NOV): 200XXXX

Position Title: ADMINISTRATIVE SECRETARY

Human Resource has opened your job posting. Applicants may view your posting online at <http://jobs.tamhsc.edu>. To view your posting, applications, and other information related to your NOV, log in to <http://jobs.tamhsc.edu/hr>.

Our office will furnish a copy of the posting to www.WorkinTexas.com, as well as the Texas A&M System site <http://tamus.edu>.

If you have any questions with this listing, please contact our office at employment@tamu.edu or (979) 458-7268.

2. **Job On Hold** - When a job is posted the following email will be sent to all users that have access to that posting:

At your request, the following NOV has been placed on hold to stop the flow of applicants:

Job Title: ADMINISTRATIVE SECRETARY

NOV #: 200XXXX

Please ensure the following processes are completed (necessary forms can be found on the "Human Resources Forms

1. Complete the Hiring Matrix ranking all applicants for this position.
2. Compile your interview questions and prepare your Interview Record.
3. Following each interview, assign a score on the Interview Record and the Hiring Matrix.
4. After selecting a finalist for the position, conduct a Reference Check and update the applicant statuses on the Jobsite ('interviewed' for all interviewed candidates, then 'offered position' to the selected candidate, and 'no longer under consideration' with appropriate reason for all others).
5. Extend a contingent job offer. Sample offer letter formats are available on the Human Resources forms site.
6. Ask the finalist to complete his or her portion of the Background Check Authorization Form and Disclosure Notice and return it. After completing your portion of the form, scan and send it to HR via Laserfiche to the HR inbox (9.0). The hiring department will be notified via email following Completion of the background check.
7. If the finalist is male, he must also complete and sign the Statement of Selective Service Registration Status form and return it to the hiring department.
8. Completely fill out the Request for Hiring Certificate sign, scan and submit via Laserfiche to the Human Resource inbox (9.0).
9. Compile the Position File using the checklist available on the HR Forms site. Scan signed checklist and all associated hiring paperwork via Laserfiche to the Human Resource inbox (9.0).
10. Once all paper work is received and verified, Payroll and HR Services will issue the Hiring Certificate and send via Laserfiche in the appropriate department inbox.

Please contact Payroll and HR Services (979-458-7268) with any questions/concerns.