



Agriculture is Life!

Recruiting and Selection Guide for Hiring Managers and Supervisors

Steps to Success in Recruiting & Selection for Budgeted Positions

Step 1: Prepare Position Description

Create a new position description or review and change or update the position description for a vacant position. Position descriptions should be entered and approved using GreatJobs at <http://greatjobs.tamu.edu/hr>

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 vacancy notice.

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 you 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.

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://greatjobs.tamu.edu/hr>

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.

Advertise/Recruit

If the recruiting area for this position is beyond the community in which the job is located, indicate on the NOV that you would like to have the position advertised with HigherEdJobs.com at no cost to the hiring unit.

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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.

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, via fax at (203) 549-0061, or by phone at (800) 544-0005.

A list of advertising resources for building a diverse applicant pool is available at <http://aghr.tamu.edu/recruitment/Building-Diverse-Applicant-Pool.pdf> The Texas A&M University System Recruitment Contacts are shown at <http://www.tamus.edu/offices/eo/pdfs/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. This will ensure that all federal, state and Texas A&M AgriLife requirements are met. The statement “**Equal Opportunity Employer**” must be a part of all job announcements.

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

Hiring managers are expected to review applications from all qualified applicants and select those to be interviewed based on job-related, non-discriminatory criteria.

Step 5: Interview Applicants and Make Decision

Hiring managers are expected to 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. Change the status in GreatJobs for all interviewed applicants. Log into <http://greatjobs.tamu.edu/hr> and locate the NOV. Identify each person 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 7: Conduct Reference Checks

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Hiring managers are expected to 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 a sample reference check form are available at:

<http://agservices.tamu.edu/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 accordance with the Recruiting File Checklist

<http://hrtoolbox.tamu.edu/compliance/Recruiting-File-Checklist.pdf>

Step 8: Close the Position

A background check is required for **all** positions. All offers must be made contingent upon successful completion of a background check. Extend a contingent offer and prepare a contingent offer letter. See sample contingent offer letters at <http://aghr.tamu.edu/recruitment/Confirmation-Letters.doc>. Send the contingent offer letter and Background Check Disclosure Notice and Authorization Form, AG-473, (<http://agservices.tamu.edu/forms/AG-473.pdf>) to the chosen applicant.

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, form AG-401, and the verification, if applicable, must be provided to payroll along with other new employee documents.

Change the status for all the applicants. Log into <http://greatjobs.tamu.edu/hr> 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 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.
- 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 "filled".

Step 9: Do the Paperwork

Assemble files in accordance with the following checklists:

Recruiting File

<http://hrtoolbox.tamu.edu/compliance/Recruiting-File-Checklist.pdf>

Personnel File

<http://hrtoolbox.tamu.edu/compliance/Personnel-File-Checklist.pdf>

Schedule and Conduct New Employee Processing

1. Select “Unit Contact Information” from the employee processing website at <http://aghr.tamu.edu/processing.htm> for instructions on set up required **prior** to the new employee beginning the online processing.
2. New employees can then be directed to <http://aghr.tamu.edu/processing.htm> for required forms, training, and benefit enrollment, if applicable. All new employees are required to use this on-line new employee processing system.

Best Practices in Recruiting & Selection for Wage Positions

- Post a Notice of Vacancy in GreatJobs and accept applications online
- Print application into Laserfiche and stamp as electronically signed. Attach to EPA to be included in payroll file.
- Use contingent offer letter, <http://aghr.tamu.edu/recruitment/Confirmation-Letters.doc>, with AG-473, Background Check and Disclosure Notice as an attachment.
- If an offer letter is not used, provide wage employee a list of acceptable documents for employment eligibility documentation, which can be found at: <http://www.uscis.gov/files/form/i-9.pdf> .
- Print application into Laserfiche and stamp as electronically signed. Attach to EPA to be included in payroll file.