

Sam Houston State University Human Resources

Hiring Manager's Guide

I. Introduction.

The purpose of this guide is to assist hiring managers with the hiring process established by Finance & Operations Human Resources Policy E-1, Staffing. As a hiring manager, please become familiar with these guidelines and with the provisions in Finance & Operations Human Resources Policy E-1, Staffing.

Your Human Resources office is here to assist you with the University's hiring process and the actions required to ensure compliance with federal and state regulations (e.g., statutes relating to equal employment opportunity, etc.). Please coordinate with the HR Staffing Specialist during the various steps in the hiring process.

II. Requesting to Fill a Position.

1. Job Description:

Prior to posting a vacancy, please review the job description to ensure it accurately reflects the position's duties, essential functions, and the educational and experience requirements.

2. Modify Staff Position (Change Existing FTE):

If you need to request substantial changes to the job description to an extent that a reclassification may be required, please initiate the modify staff position action in the University's employment system (PeopleAdmin). Refer to the PeopleAdmin User Guide to create the action.

3. Request Staff/Executive Staff Posting Replacement:

If you do not have substantial changes to request to the job description, initiate a posting replacement action to replace a vacancy for an existing FTE. Refer to the PeopleAdmin User Guide to create a replacement action.

Once your action has been approved in PeopleAdmin, expect a call from the HR Staffing Specialist. They will review posting options with you prior to posting the position. Questions to expect include:

- Are you willing to accept additional experience as a substitution for the education required?
- Are you willing to accept additional education as a substitution for the experience required?
- Are you willing to include related fields for any required education and experience? We will need you to provide the related fields.
- Would you like to include disqualifying screening questions and ranking criteria?

Once the position is posted, please refer to Section III of this guide to assist you with the next steps of the staff hiring process.

III. Notes for the Hiring Manager.

1. Required number of days for a posted position:

Positions must be posted for 5 calendar days for non-exempt positions and 10 calendar days for exempt positions. You may request to close your posting at any point after the required number of days. If the position is posted more than one month, you will receive an email from HR requesting a status update.

2. If applicable, Hiring Manager provides a copy of additional advertisements for approval:

All positions are posted outside of the Human Resources office, on the Sam Houston State University website, and with the Texas Workforce Commission, HigherEd Jobs, Inside HigherEd and Higher Education Recruitment Consortium. If you plan to advertise the vacancy in additional publications, include instructions on where to apply and the EEO/AAP statement in all additional advertisements. Official applicants are only those who complete the official online application. Send a memo requesting approval with the ad to Human Resources prior to submitting the information to the Procurement and Business Services Department or the publication. The HR Staffing Specialist will review and edit the ad as necessary to comply with HR policy and legal requirements.

EEO/AAP statement: Sam Houston State University is an Equal Opportunity/Affirmative Action Plan Employer and Smoke/Drug-Free Workplace. All qualified applicants will receive consideration for employment without regard to race, creed, ancestry, marital status, citizenship, color, religion, sex, national origin, age, veteran status, disability status, sexual orientation, or gender identity. Sam Houston State University is an "at will" employer. Security sensitive positions at SHSU require background checks in accordance with Education Code 51.215.

3. Hiring Manager screens applications for minimum requirements:

As new applications are received, the hiring manager will review them for minimum qualifications. Please keep in mind the set requirements discussed with HR prior to posting the position. Take the following steps to review each candidate's application:

- a. Required Education/Training – Review the application/resume for the candidate's education level and compare to the requirements under the "Education & Experience Requirements" section of the posting.
- b. Required Experience – Review the candidate's work history on the application/resume and calculate the time worked to make sure they meet the minimum requirements as stated in the "Education & Experience Requirements" section of the posting.
 - i. If a candidate indicates they have worked part time at a job, and the number of hours worked is 20 or more per week, count the total time of employment.
 - ii. If the candidate worked part-time less than 20 hours per week or have not indicated the number of hours worked per week, count the total time of employment and divide it by 2.
- c. If you are accepting additional education in lieu of required experience or additional experience in lieu of required education, the following equivalency rules apply:

Degree Equivalency:

Associate's	4 years of experience
Bachelor's	8 years of experience

Master's 10 years of experience

College Hours Equivalency:

30 hours 2 years of experience
60 hours 4 years of experience
90 hours 6 years of experience
120 hours 8 years of experience
18 Grad hours 9 years of experience
36 Grad hours 10 years of experience

- d. If an applicant meets the minimum requirements and you would like to interview them, change the workflow status of the applicant in PeopleAdmin to "Recommend for Interview."
- e. If the applicant does **not** meet minimum requirements **or** you do not wish to interview them, please send an email with the requisition number and list of applicant names to HR in order for appropriate communication to be sent to the applicants.

4. Hiring Manager sends email for HR verification of candidates to be interviewed:

Once you are ready to interview, send an email to HR with the list of candidates you would like to interview. If higher qualification screening was conducted, provide the specific criteria that was used. HR will review each candidate recommended for interview to verify they meet the minimum requirements. You will receive notification of when to proceed with scheduling your interviews.

- a. Reminder: You must select at least three applicants to interview.
- b. As required by SB 805, if you select six or fewer applicants for an interview, one qualified veteran's preference applicant from the pool *must be interviewed*. A qualified veteran's preference applicant is any applicant that meets the qualifications for the job as stated in the job posting and who self-identify as being eligible for Veteran's Preference on the application. If you select more than six applicants for an interview, at least 20% of the number interviewed must be qualified veteran's preference applicants. If there are no veteran's preference applicants in the qualified applicant pool, there is no requirement to interview a veteran. Please use the chart below as a reference for applying this requirement to your applicant pool for applicants who self-identify as being eligible for Veteran's Preference on their application:

# of Individuals Selected for Interview	Minimum # of individuals to interview with Veteran's Preference (required)
1 – 6	1
7	1 (20% of 7 = 1.4, round down to 1)
8	2 (20% of 8 = 1.6, round up to 2)
9	2
10	2

- c. Please allow candidates 24-48 hours of notice for the interview.
- d. When scheduling interviews, inform each candidate of the following:
 - i. Title of position
 - ii. Location of interview (physical address, building, office number)
 - iii. Parking instructions
 - iv. Contact name and call back number

v. Interview logistics

5. Hiring Manager creates interview matrix and questions:

Hiring Manager's interview preparation:

- a. Hiring matrix – you may either use the template provided by HR or create your own.
- b. Create Interview questions - HR is available to assist you with preparing questions.
 - i. Prepare a set of questions prior to the interviews that focus on job related qualifications.
 - Do not include any questions related to race, creed, ancestry, marital status, citizenship, color, religion, gender, national origin, age, veteran status, disability status, sexual orientation, gender identity, marital status, child care, health issues, etc.
 - ii. Plan to open the interview with rapport-building questions that will put the candidate at ease. Ask the candidate to take 2-3 minutes to share an overview of their education, skills, and reason for applying.
 - iii. Analyze the work related qualities that are important for someone to possess in the position and design questions that will help determine whether a candidate has those qualities (e.g. working within short deadlines, multi-tasking, constant change of direction, etc.).
 - iv. Instead of giving hypothetical situations, ask how the candidate actually handled a similar work situation in the past.
 - v. Avoid asking close-ended questions that only require a “yes”, “no”, or one word answer.

6. Hiring Manager interviews approved applicants:

Introduce yourself (and committee, if applicable) at the start of each interview. Explain how the interview will be conducted. The same questions should be asked of all candidates. All interviewers should complete an interview matrix for each candidate which includes interview questions and answers. Allow the candidate time to ask questions.

- a. For best results, use the 80/20 rule – applicant talks 80% of the time and interviewer talks 20%.
- b. Please remember to contact HR before making any type of job offer.

7. Hiring Manager checks references for finalist:

Before sending information about your selected finalist to HR, you will need to conduct reference checks.

- a. Who are the references you may contact?
 - i. References provided by the applicant on the application
 - ii. Supervisors listed in the employment history section of the application – Remember to first notify the candidate before contacting their current supervisor to give the candidate an opportunity to notify their supervisor
 - iii. Previous SHSU supervisors, if applicable
- b. General instructions
 - i. Introduce yourself to the reference and provide the nature of the call
 - ii. Have a set of questions for the reference. Some sample questions are:
 - How long have you known X and in what capacity?

- Describe the candidate's overall work performance in terms of skills, qualities and contributions to your organization.
- What are X's professional strengths and areas for development?
- What are X's unique professional qualities?
- How would you compare the performance of X with that of others who have held the same job?
- Please describe overall work/performance in terms of attitude, dependability and trustworthiness.
- Is X someone you would hire (again)?
- Why did X leave your organization?
- Is there any additional information that you feel we should know in considering (x) for employment?

c. Employment Preferences

When finalizing your selection you must consider the veterans or former foster youth employment preferences. If you have two or more top applicants who are equally qualified and suited for the position, but one is eligible for an employment preference, you must choose the applicant who is eligible for the employment preference.

8. Hiring Manager makes a selection and sends required information to HR:

After reference checks are completed, send the following information about the selected finalist to HR:

- a. Candidate's name
- b. Requested hiring salary
- c. All Interview matrices
- d. Hiring Evaluation Checklist
- e. Indication that reference checks were completed

9. HR reviews requested salary:

HR will review the requested hiring salary for any internal equity concerns. Any concerns will be discussed with the hiring manager.

10. HR provides Hiring Manager with approved salary and offer is made contingent on acceptable criminal background check:

Once the hiring salary is approved, HR will notify the hiring manager that an offer can be made contingent on an acceptable criminal background check. The offer is valid as long as the candidate's criminal background check is returned as employable (refer to Finance & Operations Human Resources Policy ER-9, Criminal Background Checks, for additional details). The selected candidate's start date should be the most convenient for the hiring department and selected candidate. The University does not adhere to any policy requiring specific start dates. HR will call the candidate and make the contingent offer on your behalf, or you may make the contingent offer by letting us know your desire to do so. Making the contingent job offer is your first opportunity to create a lasting bond between you and the candidate about to join your team.

11. Hiring Manager makes offer contingent on acceptable criminal background check to selected applicant and notifies HR:
 - a. When extending a contingent offer of employment, provide the candidate with the following information:
 - i. **Offer is contingent on acceptable criminal background check**
 - ii. Details of the position
 - iii. Monthly salary
 - iv. Requested start date
 - b. If candidate accepts the contingent job offer, notify them to expect an email from Human Resources with the information regarding the onboarding process. Notify HR regarding the candidate's acceptance of the contingent job offer.
 - c. If the candidate counters the salary offer you may either:
 - i. Consider the counter – contact HR with requested salary change for approval, or
 - ii. Not consider the counter – and state your offer is firm
 - d. If the candidate declines the contingent offer, notify HR of either your second choice or your decision to re-open the posting for the position.
12. Hiring department creates the EPAF:

Creation of the EPAF may occur once the contingent job offer is accepted and a start date has been agreed upon between the University and the selected candidate.

IV. Notifications to Non-Selected Applicants.

The HR office will provide the applicants who were not selected for the position with a standard notification that the position has been filled. If you wish to provide an additional notice, please feel free to do so. HR can assist you with any questions you have about the wording you would like to use in any additional notifications.