Texas Wesleyan
OFFICE OF HUMAN RESOURCES

TXWES HIRING GUIDELINES

Human Resources Department

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Contents

FILLING A POSITION

Hiring the best candidate is one of the most important tasks for a manager. This guide will walk you through the hiring process as quickly and easily as possible, and will also give you some helpful hints to make this a successful experience.

When the decision has been made to fill a budget approved position, the approved job description for that position will be used to post the position in the People Admin applicant tracking system. Please contact the Human Resources office for any needed People Admin training.

SELECTING A SEARCH COMMITTEE

To support the university's goals of objectivity, diversity, and minimizes bias, a minimum of three – five search committee members should be included at the time the position posting is created. The committee should represent ethnic and gender diversity as well as departmental/stakeholder representation.

Composition of Search Committee:

The hiring manager may appoint either the search committee chair who is charged with selecting the committee members, or both the chair and the remaining members of the committee. The structure of search committees will vary among departments, offices and schools depending upon the position to be filled. The composition of a search committee is key to a broad and inclusive search and should:

1. Include individuals with different backgrounds, perspectives, and expertise.
2. Include individuals with knowledge of the substantive area and the technical expertise to effectively evaluate candidates' qualifications.
3. Represent a diverse cross section of the University population, including members from various areas.
4. Include appropriate stakeholders such as peers of the new hire, supervisors, and those with similar positions.

Committee Membership:

A search committee member cannot serve on a search committee when he/she is also an applicant for the position. In the event that a search committee member is well acquainted with or has a conflict of interest regarding an applicant, the member must:

- Notify the search chair and the committee of the nature of the relationship; and
- Recuse him/herself from the entire committee if unable to perform an objective and equitable review of all candidates; or
- Recuse him/herself from the evaluation and interview of only the known applicant, with the agreement of the chair and committee.
  Any questions regarding specific conflict situations should be directed to Human Resources for further guidance.

Committee Responsibilities:

A search committee is responsible for evaluating applicants, participating in the interview process, and recommending finalists. Members should be available to participate fully and consistently in the entire process and to perform duties as assigned by the search chair.

Confidentiality:

Members of a search committee need to maintain a strict level of confidentiality to protect the privacy of the candidates and to preserve the integrity of the search process. It is each committee member's responsibility not to discuss any details of the search with non-committee members.

Recruitment:

Search committees are responsible for fulfilling the requirement to demonstrate "good faith efforts" to diversify the applicant pool by proactively and aggressively recruiting for all open positions. A recruitment plan should include strategies for attracting a diverse and qualified pool of applicants. All search committee members should be actively engaged in executing the recruitment plan, including utilizing professional contacts, engaging in formal and informal networking, utilizing non-traditional advertising, discussing the position among members of relevant membership in professional organizations, and attending conferences. For any paid external job board advertisements, contact the Human Resources office for current prices. Human Resources will post the position as requested with the department's budget account number.

PEOPLEADMIN TIPS
The Search Committee Member section of the posting will need to be completed at the time the posting is being added to People Admin.

SELECTING APPLICANTS FOR INTERVIEWS

Preliminary Screening

Only candidates meeting or exceeding minimum qualifications should be considered for an interview. Interview candidates must be selected without regard to race or gender – again recruitment goals are in reference to the diversity of the candidate pool but play no role in candidate selection.

Committee members may only use the posted minimum and preferred qualifications for the position in evaluating application materials. Members should discuss and agree on the criteria to be used in evaluating each qualification prior to reviewing application materials. All applicants must be objectively screened against the same criteria.

When screening applications:

- Ensure all fields of the application are completed in addition to the attached resume.
- Review information regarding work experience and educational/vocational training
- Review answers to supplemental questions.
- Look for evidence of excellence (awards, achievements, promotions, etc.)

While an applicant should not be ruled out based solely on these criteria, the following could be warning signs of potential problems:

- Job-hopping
- Typographical errors, deleted text, misspellings, obvious inattention to details
- Several previous employers cannot be contacted or are "out of business"
- "Attended" school (but did not graduate?)
- "Date Received Degree" with a future date more than six weeks away
- Termination, left job by mutual agreement, asked to resign, left for "personal reasons"
- Missing or incomplete sections of the application form
- "See resume" instead of filling in application
- Regressive work history (step backward in duties, career, or salary) without good reason
- Vague answers

PEOPLEADMIN TIPS

Supplemental questions in People Admin make a hiring manager's job easier. By creating questions that focus on the minimum qualifications of a position, the system will automatically screen out unqualified applicants. Preliminary screening is completed by the hiring manager, the search committee, or through the People Admin applicant tracking system. People Admin will automatically screen out applicants who do not meet minimum requirements added in the supplemental question section of the posting.

Letters of Recommendation

Letters written for the applicant generally represent biased information and should be viewed skeptically, unless they contain negative information. These letters are not considered reference checks, which are personal contacts.

PEOPLEADMIN TIP

Change the workflow states of non-interviewed applicants to "Not Interviewed-Not Hired" for applicants not selected for the interview process. This can be done daily, as the hiring manager or Search Committee Chair is reviewing applicants. Change the workflow states of interviewed applicants to "interview" before you contact them to schedule the interview. When interviews have been concluded, the applications will need to be marked as "Interviewed, Not Hired" or "Finalist".

PREPARING FOR THE INTERVIEW

Interview Guidelines

Each member of the interviewing panel should review these guidelines, as well as the Americans with Disabilities Act Overview (below). The Interview Summary spreadsheet can be a useful tool in objectively assessing applicants' qualifications. Additional matrices can be used as the committee members deem necessary to effectively evaluate the applicants.

INTERVIEW TIPS

It is recommended that at least three (3) qualified applicants are selected for the interview pool. If fewer than 3 applicants are selected to be interviewed, we suggest the department re-open the job to allow more applicants to apply. Additionally, you can ask the Human Resources department about additional resources to attract more qualified applicants.

Predetermine what you are looking for based on your job description, with adjustments if needed. Design questions that are open-ended and that give will give you the answers that you need.

For example: "What experience do you have using Microsoft Word?" instead of "Are you good at using Microsoft Word?"

The following **should not** be included in interview questions:

- Age
- Date of Birth
- Place of Birth
- Race
- Nationality
- Arrest Record
- Marital Status
- Gender
- Anything about children or child care
- Height and weight
- History of Alcohol or Drug Addiction
- Disabilities or Physical Limitations

Scheduling Considerations

- Determine the length of time for each interview.
- Hold the interviews relatively close together to provide a better comparison of the candidates.
- The interview room or location should be free from interruptions.

Informing the Candidates

- Day, time, and location of the interview.
- Directions and parking instructions.
- Approximate time to allot from arriving on campus to departure.
- What he or she can expect from the interview.
- All interviewers should meet with the applicant at the same time. This allows the whole group to see and hear the same information, and to have a common basis for comparison.
- During and after each interview, each committee member should take notes to help remember each candidate for further discussion.
- At the beginning of the interview, introduce each person, with title, and how they relate to the position. Nametags or name plates help the candidate remember names of interviewers.

Interviewing and Questioning Techniques

In making the transition from small talk to the interview proper, the first questions asked should be open and not difficult to answer. For example, "Please tell us about your experience and training as it relates to this position". See our sample interview questions for more ideas.

Interviews should flow more like a conversation, not an interrogation. To achieve this, comments and spontaneous conversation about relevant topics are encouraged; however, if the candidate self-discloses information that would have been inappropriate to obtain, further probing or documentation of the information should not occur.

Interview Objectives

The purpose of an interview is twofold:

1. It offers the employer valuable insight into a candidate's personality and abilities.
    - Can the candidate do the job?
        - Does the candidate have the appropriate background, including education, skills, and experience?
        - Does the candidate have the expertise needed to "stand out?"
        - Is the candidate able to learn and adapt?
    - Will the candidate do the job?
        - Does the candidate want to work for our university, or is it simply a stepping-stone?
        - Is the candidate aware of and honest about future goals and plans?
        - Is the candidate motivated and eager to learn?
    - Will the candidate fit in our organization?
        - Does the candidate work well with others?
        - How does the candidate respond to supervision and criticism?
        - Does the candidate have the skills to balance where our team is currently weak?

2. It allows the candidate to find out if this is a good opportunity for them.
    - What will their typical workday look like?
    - Does the position fit in with their career goals for the next five years?
    - What will their work schedule look like?
    - Is the work setting what they are looking for?

Legal and effective Interview Question Examples

Below are examples of good interview questions that cover customer service, adaptability and teamwork. It's always best practice to incorporate a question or two specific to the position and job duties:

- Tell me about a meeting you recently arranged. How did you coordinate and schedule it?
- How would you handle multiple projects and deadlines from different supervisors?
- Describe a situation where you were able to help out a colleague or team member complete a project.
- Name a time when your patience was tested. How did you keep your emotions in check?
- Share an experience you had in dealing with a difficult person and how you handled the situation.
- Tell me about a challenge you faced when dealing with colleagues from diverse backgrounds and how did you handle the challenge?
- Share an experience in which you successfully coordinated with others. How about a coordination effort that was not as successful?

AMERICANS WITH DISABILITIES ACT OVERVIEW

The Americans with Disabilities Act (ADA) prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications and access to state and local government' programs and services~~)~~.

An employer may not make any pre-employment inquiries regarding disabilities:

- On application forms.
- In job interviews.
- In reference checks.

The same set of questions should be asked of all applicants. However, if an applicant has a "known" disability that would appear to interfere with or prevent performance of a job-related function, he/she may be asked to describe how this function would be performed even if other applicants do not have to do so.

Appropriate Questions for Addressing Ability	Inappropriate Questions Addressing Disabilities
You may provide information on your attendance requirements and ask if the applicant can meet those requirements. • Can you PERFORM the essential job functions listed on the job announcement and as we have discussed them? • Would you DESCRIBE to me how you would perform these functions? • Would you DEMONSTRATE to me how you would perform the essential functions of the job? Focus on Specific Job Functions: • Are you able to perform this task with or without accommodations? • If the applicant indicates they can perform the function with an accommodation, what accommodation would it take? • How would you perform this task? Please demonstrate how you would perform the task.	The following questions may reveal a disability that could find **YOU** liable for discrimination. • Do you have any disability or impairments that may affect your performance? • Have you had any major illnesses? • Have you been hospitalized recently? • Is there any health-related reason that would prohibit you from performing the job? • Do you use prescription drugs? • Have you ever filed for Workman's Compensation? Other Topics to Avoid Regarding a Disability • The Nature • The Severity • The Cause • Any Prognosis • Future Treatment Requirements • Need for Special Leave of Absence

GUIDELINES FOR LEGAL INTERVIEWS

Topic	Lawful	Potentially Unlawful
Gender	Must be a bona fide job qualification or necessity. Distinctions based on gender are uncommon (i.e., issue attendant in locker room, actor or actress playing part).	Employment decisions should not be based on gender, but on the ability to perform the job.
Marital & Family Status	Whether candidate can meet specified work schedules.	"Are you married, single, divorced, engaged, etc.?" Number and age of children. Any questions or references to pregnancy.
Age	None, HR will verify minimum age requirements.	Inquiries regarding age, retirement, etc. The law protects individuals over the age of 40 from being discriminated against because of age.
Disability Accommodation	The question must be asked of each candidate: "After reviewing the essential job functions, are you able to perform them?"	Any pre-employment inquiry about the existence, nature, or severity of a disability.
Citizenship	None, the question is asked in the job application.	"Of what country are you a citizen?" "Do your parents

		originate from the U.S.?" "I see you were born in…"
Ancestry	Languages that the candidate reads and/or speaks fluently, if it is job related	Inquiries into lineage, ancestry, native language, etc. How foreign language was acquired.
Race	None. (Race and ethnicity are now obtained via voluntary self-disclosure through PeopleAdmin)	Discrimination should not occur on any basis related to the race or ethnicity of the candidate.
Convictions/Arrests	None. This information can be obtained during the background check.	Any inquiries about arrests.
Credit Rating	None.	Inquiries about credit rating, charge accounts, etc.
Name	None, HR will verify any former names.	Inquiries which would indicate candidate's lineage, national origin, previous name of candidate where it has been changed by court order, marriage, etc.

<u>80/20 Rule</u>
The job of the interview committee is to ask questions and listen for predictive information from the candidates. Candidates should do approximately 80% of the talking, interviewers 20%.

<u>Silences</u>
Interviewers do not need to be overly concerned about silences. Sometimes candidates will fill in a silence with important additional information; however, the situation should not be allowed to turn awkward.

<u>Follow Up Questions</u>
Probing or follow up questions will encourage further conversation. These questions can elicit useful information beyond rehearsed responses. Basic example: "Can you provide more detail on that?" or "Then what did you do?"

<u>Consistency in Questioning</u>
Generally, all candidates should be asked the same series of questions. It is much easier to compare candidates if everyone is measured against the same criteria.

Inviting Questions

Candidates should be invited to ask questions. The committee's answers will assist candidates evaluating their "fit" for the job. The quality and quantity of questions asked by candidates also provides useful information to the interview committee.

Setting the Stage

- Interviews should be free of interruptions (no phone calls, visitors, etc.).
- Interviewers should not be late to the meeting or act rushed.
- A warm greeting and suitable introductions should be made.
- "Small talk" at the beginning of the interview can be made; however, interviewers need to be cautious to avoid small talk that could lead to inappropriate questions.
- Candidates should be informed as to what will occur in the interview.
- The position should be explained, including working hours and any special schedules (required to work weekends, swing shifts, etc.).

Be Aware of the Candidates

- Give them a chance to sell themselves.
- Give yourself a chance to evaluate their qualifications.
- Stay neutral in the interview.
- Don't be overly positive or optimistic.
- Explain how you will handle the selection process.
- The interview should be ended with a friendly, positive "Thank You."
- Candidates should not be rejected until the entire process is completed and a candidate has accepted an offer.

PEOPLEADMIN TIP

For interviewees not offered a position, make sure that their workflow state is moved to "Interviewed, Not Hired". Be sure to include a detailed reason why you did not choose that candidate. This workflow state generates a different automated email for those candidates that have been interviewed.

SELECTING A FINALIST

After the initial interview process, the committee should consider whether each candidate is 1) definitely a finalist, 2) a good candidate, *but* not a finalist, or 3) definitely not a finalist. The committee should then narrow down the "definite" group to approximately three finalists.

- To help when deciding between candidates, three main questions regarding the candidates should be considered.
- Can they do the job (do they have the knowledge, technical skills, interpersonal skills, character, work ethic, and abilities to perform the duties)?

- What motivates them to do a good job, what patterns have they demonstrated in past positions; can they be trained?
- How will they “fit” with the organization?
- As interviewers attempt to answer these questions, they should:
- Read over the job requirements.
- Review the candidates’ qualifications, education, and work histories.
- Consider the candidates’ potential to learn and eventually be promoted.
- Conduct second or third interviews as needed.

REFERENCE CALLS

Reference Calls

Reference calls are a great way to gather past behavior and performance information about a potential employee by personally contacting previous employers using the online form. References are best completed before selecting a final candidate. Letters of recommendation should not be considered as reference checks.

There are two aspects of a reference call: (1) Records Check to confirm dates of employment, job titles, salary information (if possible), licenses, etc. (2) Past behavior to confirm an applicant’s work habits, personality, and personal character. Inquiries may include communication skills, performance, time management, work ethic, and weaknesses.

An employer MAY NOT request any information about the job applicant from:

- Family members
- Other sources **NOT** supplied by the job applicant.

Calling a Previous Employer

Prior to the conditional offer being made, the employer may inquire about the following from a previous employer:

- Job functions and tasks performed
- Quality and quantity of work performed
- Communication and interpersonal skills
- Professional behavior
- Attendance record
- Weaknesses or problems
- Other applicable issues which do not relate to a disability

Remember, do NOT inquire about:

- Disabilities
- Illnesses
- Workers' Compensation History

PEOPLEADMIN TIP

All interview notes (including notes from reference calls) need to be scanned and uploaded to the interviewees profile in People Admin. The hiring manager for the position will need to scan all interview notes and reference check information, select the interviewee's profile in People Admin, go to the Supporting Documents tab, and upload all the information.

MAKING AN OFFER

After all interviews and reference checks have been completed, a finalist will need to be selected for the position. At this point, the hiring manager should make a tentative offer of employment to their prospective candidate within the approved wage/salary range.

When making the offer:

- The hiring manager needs to confirm the salary AND start date with the candidate.
- To ensure time for the hiring process time to set up the employee with email, computer access, etc., the start date should be at least two weeks from when the tentative offer is made.
- The candidate should be made aware that they will be contacted via email by Human Resources with a formal offer letter of employment and new hire paperwork.

PEOPLEADMIN TIP

When the hiring manager and prospective candidate have agreed on salary and the start date, the hiring manger will initiate the Hiring Proposal in People Admin and submit for approval to hire. The Hiring Proposal will include a detailed reason for why the candidate was selected, effective hire date, budget account number and salary amount.

HIRING PROCESS

After the Hiring Proposal has been approved, Human Resources will start the hiring process by emailing the Offer of Employment letter and new hire paperwork to the candidate. The Supervisor will be cc'd on the email.

When the candidate returns the signed offer letter and paperwork, the background check process will begin. After a successful background result is received, the candidate will be hired in Colleague, an assigned ID number and onboarding information will be sent to the hiring manager.