

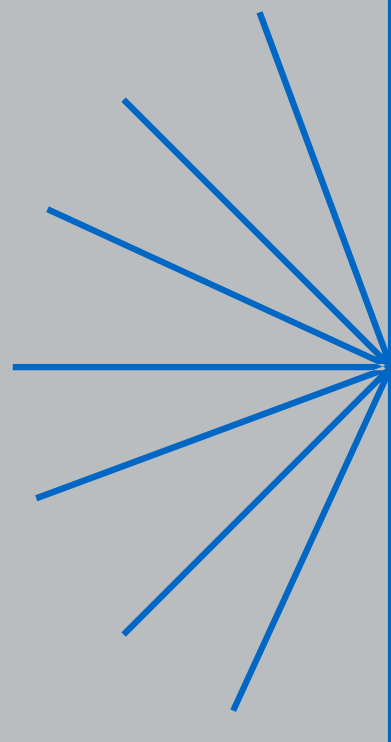


TEXAS A&M UNIVERSITY  
CORPUS CHRISTI

FACULTY  
RECRUITMENT AND  
SELECTION



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# INTRODUCTION

This Manual will aid in the recruitment and selection process of hiring a new full-time faculty employee. If assistance is needed at any time during the hiring process, please call your respective Talent Acquisitionist. See page 13 for details.

## **Equal Opportunity and Recruiting**

In accordance with System Policy 08.01, Civil Rights Compliance, Texas A&M University-Corpus Christi will provide equal opportunity for employment to all persons regardless of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation or gender identity.

## **Search Committees**

A search committee should be established during the beginning stage of the recruitment process for positions. The composition of the search committee should be 3-5 individuals most closely associated with the position.

## **Online Position Management & Applicant Tracking System**

Log in to Workday and enter the requisition number provided by your Talent Acquisitionist to view the pool of candidates and posting. Only the search chair and committee members will be able to view this information. If you do not have access, please contact your respective Talent Acquisitionist.

**Success Tip:** In Workday, enter the R-number to view the requisition.



# INTERNAL ENVIRONMENT

## Internal Recruitment

If the department has a vacant faculty position and a current faculty member has been identified as a good match for the position. The department may request an internal only posting. The following must be kept in mind:

1. The job ad must meet the usual requirements.
2. Completion of the matrix is required as with any other recruitment efforts.
3. Proper approvals must be received before reaching out to the candidate for an interview.
4. Finalist approval must be received before making a final offer.

**Note:** Any requests to deviate from the usual recruitment process will require approval from the Provost.

## Position Reclassifications/Updates

To reclassify or update core aspects of a position, a Faculty Search Request (FSR) will need to be submitted to Academic Business Affairs (ABA). With this request, the items below will need to be included:

1. An updated job ad
2. Start-up estimation (if applicable)

Once HR has received the approved FSR from ABA, HR Comp will make the updates to the position as needed and a Talent Acquisitionist will be assigned to assist the college with recruitment efforts.

Please reach out to [academicbusinessaffairs@tamucc.edu](mailto:academicbusinessaffairs@tamucc.edu) for assistance with this process.





# EXTERNAL ENVIRONMENT



## STEP ONE: INITIAL MEETING AND POSTING SET UP

The Talent Acquisitionist will reach out to the college to initiate recruitment efforts. Once a search chair has been identified, the Talent Acquisitionist will schedule a meeting to go over the recruitment process and posting details.

### Job Ad Review and Approval

The Talent Acquisitionist will partner with the search chair/committee to review the position description and update the job ad as necessary. The job ad must be approved by the following individuals before the requisition is created:

- Department Chair
- Dean
- Compliance

### Requisition

The requisition is created in WorkDay based on the approved job Ad.

- Questionnaire – It is used to filter out any applicants that do not meet the minimum qualifications. The questions used will be based from the list of minimum qualifications in the job ad.
- Posting Type – Faculty positions must be open to the public and to current employees within the A&M System. Any request to deviate from this, must be approved by the Provost.

- Advertising– The University is required to post vacancies through Work in Texas and will also be posted in the sites referenced below. Additional advertising venues may be provided to you by the Talent Acquisitionist. You are encouraged to advertise the position on additional venues to increase the likelihood of a qualified applicant pool. The Department Chair or appointee may share the job positing in other venues after receiving approval from HR.

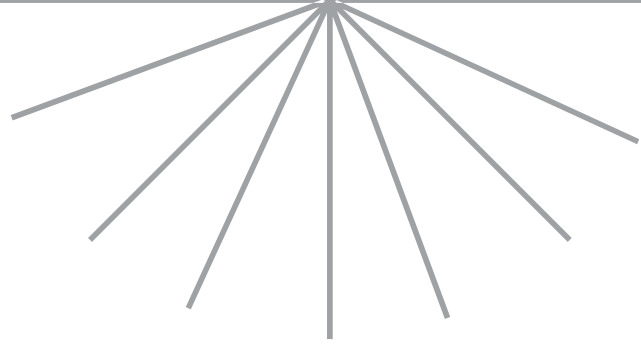
- Additional sites at no cost
  - HigherEdJobs.com
  - WorkInTexas.com
  - Chronicle.com
  - Indeed.com (salary must be posted)

### Closing Date

Minimum posting period is fifteen days. However, the position may be posted for five business days in certain circumstances with approval from the Provost. An 'Apply by' date or 'Open until filled' note may be added to the posting.

Posting dates may be extended but not shortened.

# EXTERNAL ENVIRONMENT



## STEP TWO: HIRING MATRIX DEVELOPMENT

The hiring matrix is a mandatory tool for all search committees to aid in the interview selection process and document that the selection process is based on job related criteria. The matrix is a MS Excel document used to rank applicants to determine whom you will interview. The Talent Acquisitionist will provide a draft hiring matrix in a shared folder along with other search related resources. The search chair and committee are responsible for providing a final draft hiring matrix to HR for review and approval.

### Qualifying Factors

The job requirements may include education, experience, knowledge, skills, and abilities as listed on the job ad/position description.

### Point System

Determine how important each factor is for this position. HR will review the finalized matrix for validity before the matrix is used to review applicants

**Success Tip:** Avoid using the word 'Fit' and be more specific on rating criteria.

## STEP THREE: DEVELOPING INTERVIEW QUESTIONS

### Job Related Questions

Review the job ad when preparing the interview questions. Questions should cover the minimum and preferred requirements for the position. Ask questions about the technical skills and related experience necessary to fulfill the duties of the position.

### Open Ended Questions

Try to ask questions that will facilitate job-related discussion. Avoid questions that require a 'yes' or 'no' answer. Keep the questions open-ended so that applicants have the opportunity to speak freely and voice opinions. A good rule of thumb is that the applicant should provide 75% of the conversation.

### Past Performance Questions

Ask questions about job-related situations the applicant may have experienced in the past. There is no better indication on how applicants will perform in the future than how they performed in the past. Question applicants about both positive and negative work situations, and how they handled each. Include questions about cooperation with co-workers, dealing with change, and taking directions.

### Helpful Guidelines

Please keep in mind the following guidelines when composing interview questions:

- Questions must be job-related, not personal
- All questions must be legal and non-discriminatory
- Applicant responses must be documented
- The same interview questions must be asked of all interviewed applicants.

### Illegal Questions

Questions cannot be asked regarding an applicant's age, sex, marital status, children, ethnic origin /race, religion/ politics, and/ or disabilities.

**Success Tip:** See laws and regulations on page 11





# EXTERNAL ENVIRONMENT

## STEP FOUR: APPLICATION REVIEW

It is the responsibility of the search chair/search committee to review the application materials for all applicants and confirm that the applicant meets the minimum requirements. The hiring matrix will be utilized for all applicants.

### Score Applicants

Score all applicants on the pre-determined point system for the hiring matrix. The spreadsheet will automatically calculate the ranking for each applicant. If there is a search committee, you may take the average score of all committee members. Once finalized, the matrix must be turned in to the Talent Acquisitionist for review and approval **before** first-round interviews are scheduled.

Sort the applicants from the application score column - highest score on top. The highest scoring applicant will be ranked as initially the most qualified. There should be a natural break in the numbers totaled for the pool of applicants. The search chair/ committee will then decide how many applicants to interview based upon the cut-off score.

If differences of opinion exist, the committee should discuss the differences and come to a consensus for each column on each applicant and develop a final matrix together.

## STEP FIVE: APPROVAL OF FIRST ROUND OF INTERVIEWS

Once candidates have been identified, the search chair must provide the final matrix to the Talent Acquisitionist for compliance review. HR will notify the search chair once requested interviews are approved.

### Military Preference

Please keep in mind that per System Regulation [33.99.01](#), one veteran/military person must be interviewed unless no veterans/military persons apply for the position.

# of Individuals Selected for Interview	Minimum # of individuals to interview with Veteran's Preference (required)
1-6	1
7 or more	2 (20% of 7 = 1.4, round up to 2)

HIRING MATRIX	POINT SYSTEM	<div> <div>VETERAN'S PREFERENCE</div> <div>EDUCATION</div> <div>DIRECTLY RELATED EXPERIENCE</div> <div>ORGANIZATIONAL / SCHEDULING SKILLS</div> <div>COMPUTER SKILLS</div> <div>CUSTOMER SERVICE SKILLS</div> <div>WRITTEN COMMUNICATION SKILLS</div> <div>ATTENTION TO DETAIL</div> <div>TOTAL SCORE</div> </div>							
		NO YES  0 = NOT QUALIFIED DO NOT CONTINUE  Bachelor's or equivalent of education and experience = 1	Minimal / Somewhat related = 1 More than minimal / Somewhat related = 2 Solid / Directly related = 3 Significant / Directly related = 4	Not Evident = 0 Evident - can manage own time = 1 Extensive - can manage time of others = 2	None = 0 Minimal = 1 Advanced = 2 Expert = 3	Not Evident = 0 Fair = 1 Competent = 2 Highly Effective = 3	Poor / Not Relevant = 0 Good / Brief = 1 Excellent / Elaborate = 2	Multiple or Major Errors = 0 Minor Errors = 1 No Errors = 2	
Applicants	Required								
Jon Snow	Yes	1	4	3	2	3	2	2	17
Daenerys Targaryen	No	1	4	4	2	3	1	2	17
Tyrion Lannister	No	1	4	3	2	3	1	2	16
Arya Stark	No	1	2	4	2	3	2	2	16
Samwell Tarly	No	1	3	3	3	2	1	2	15
Gregor Clegene	No	1	2	4	1	2	2	2	14
Gendry Baratheon	No	1	2	3	1	3	2	2	14
Theon Greyjoy	No	1	1	2	2	3	2	2	13
Petyr Baelish	No	1	1	2	2	3	1	2	12
Ramsay Bolton	No	1	1	2	2	3	1	2	12
Kahl Drogo	Yes	1	2	1	1	2	2	2	11
Daario Naharis	No	1	2	1	2	1	2	2	11
Jorah Mormont	No	1	1	2	2	2	1	2	11

# EXTERNAL ENVIRONMENT



## Not Interviewed

It is important to document a reason why each candidate considered for an interview was eliminated from further consideration. Candidates considered include those candidates reached out by phone, email, and/or video call interviews. Disqualifying factors for the applicants you did not choose to hire, will be needed during the final stage of the recruitment process.

## Interview Procedure

It is important that all questions be asked of each applicant in a consistent manner. If the applicant's response to an interview question is unclear, a follow-up question may be asked. New questions not approved by HR may not be used.

If a Point Scoring System is used to score each question asked of an applicant, then a 5-point score is recommended. An answer that would be given a score of 3 should be used as a benchmark:

### Points   Answers

- |   |   |
|---|---|
| 5 | Best possible answer; admirable                   |
| 4 | Desirable answer; outstanding                     |
| 3 | Acceptable answer from a qualified applicant      |
| 2 | Brief answer. Does not address all aspects of     |
| 1 | question  |
|   | Poor answer; minimal knowledge, skill, or ability |

## STEP SIX: FINAL INTERVIEW

Once you have identified the applicants you would like to offer a final interview to, please submit the request to your assigned Talent Acquisitionist and include the following:

- Justification memo
- Updated matrix
- Two reference checks for each finalist
- CV's

The Talent Acquisitionist will then review the documents for HR compliance and route for approval to the following individuals:

1. Department Chair
2. Dean/Director
3. EO Compliance

Once approval has been obtained by all parties, the TA will notify the committee that they may reach out to the candidates for a final round of interviews.

## Reference Checks

Please review the references that have been provided during the application stage. This document is located in the questionnaire results of the application.

You are required to complete two reference checks on your finalists. Please use the Pre-Employment Reference Check Form provided to you. If you have your own reference check form, it may be used once approved by the Talent Acquisitionist for compliance. It is preferable to contact the most current supervisors. If a supervisor has not responded, please contact the finalist to verify the contact information or request an additional reference.

If a reference check is so negative that it warrants not hiring an applicant, please remember to document the reference check thoroughly.

## STEP SEVEN: FINALIST SELECTION

Once the committee has identified the finalist(s), please reach out to your assigned Talent Acquisitionist for the final steps. You are required to complete a hiring proposal that explains why the finalist was selected.

If more than one finalist was identified for the position, please rank each candidate in the order the offer will be made in case the top candidate declines.





# EXTERNAL ENVIRONMENT



## STEP EIGHT: HIRING PROPOSAL

The hiring proposal will be provided to the search chair to initiate. No offer of any type may be made until full approval has been received by the Provost.

### Search Chair

The search chair will complete the initial portion of the form that requires the candidates information, justification for selection amongst other details.

### Justification

A justification for hiring your finalist above all others is needed, as well as reference information. The justification should include:

- Experience, knowledge, skills and abilities this person has acquired which makes them the person who best meet the needs of the position as they relate to the posted requirements/preferences.
- Details about the results of the interview, such as questions asked and the answers your finalist presented.
- Summary of the reasons for non-selection of the other applicant(s) interviewed.

### Human Resources

HR will provide details specific to the position as well as attach related documents.

### Department Chair and/or Dean/Director

The Department Chair and/or Dean/Director will provide other relevant details such as:

- Salary
  - Indicate the monthly/annual recommended starting salary for your finalist.
  - Recommend a salary within the budgeted amount for the position.
  - If the recommended salary is over the budgeted amount, be sure to fill out a FSR and provide it to ABA for processing.
- Start-Up amount
- Teaching load/Course releases

### Routing

Once the Search Chair completes their portion of the hiring proposal, the Talent Acquisitionist will route proposal email for approval to the following individuals:

- Department Chair
- Dean/Director
- EO Compliance
- Provost

Once the hiring proposal is approved, the Talent Acquisitionist will notify the Dean/Director that they may extend the employment offer to the finalist.

# EXTERNAL ENVIRONMENT



## STEP NINE: EXTENDING EMPLOYMENT OFFER

After the Talent Acquisitionist notifies the Dean/Director of the approval; a formal offer of employment may be made. The hiring Dean/Director or appointee is responsible for making the formal offer. Notify HR of the intentions of the applicant and whether or not they accept the position, or if further negotiations or information is needed.

### Notice Of Appointment (NOA) Draft

The office of the provost will draft the NOA according to the details provided in the hiring proposal. Please allow three business days for the NOA draft to be provided. The NOA will be signed by the Provost and then provided to the College and HR office for final review and approval. If both departments approve, the NOA will be sent to the finalist by the HR department.

HR will notify the finalist that they have 7 days to reply with their decision. The finalist may request an extension with the approval of the Dean/Director.

### Acceptance of Offer

Once an applicant has accepted the offer, HR will notify the Dean/Director, Academic Business Affairs, and the Provost office. HR will then initiate the hire process in Workday.

### Declined Offer

If a candidate has declined the offer, the Dean/Director may begin pursuing another applicant. If there are no other viable applicants in your current pool, you may request the position be re-opened to the public to recruit more applicants. Contact your Talent Acquisitionist for options, pros and cons.

## STEP TEN: RECORDS RETENTION

All final records from the search process are to be retained, as specified by the records retention schedule, and are subject to release under the Texas Public Information Act or other legal proceedings. If you have any questions, please contact your Talent Acquisitionist.

**Not Hired** = Two (2) years.

**New Employee** = Five (5) years **after** termination / resignation / retirement date.

## HAPPY RECRUITING!!







# KEEP IN MIND

## LAWS AND REGULATIONS

There are a number of laws that will affect your hiring process, particularly in the area of discrimination. The Civil Rights Act of 1964 prohibits discrimination in employment practices when the discrimination is based on a person's race, color, sex, religion or national origin.

The Age Discrimination in Employment Act (ADEA) of 1967 extends discrimination protection to persons aged 40 and older. Some states have lowered the age discrimination threshold far below 40 years old. Please refer to this [example](#).

The Pregnancy Discrimination Act of 1978 is an amendment to Title VII of the Civil Rights Act. The Act makes it unlawful to refuse employment to a woman based on pregnancy, childbirth or any related medical condition. The basic principle is that a woman affected by pregnancy or other related medical condition must be treated the same as any other applicant in the recruitment and selection process.

The Americans with Disabilities Act (ADA) of 1990 prohibits discrimination against qualified individuals with disabilities. The ADA also requires that the employer offer reasonable accommodations to disabled individuals so they have equal opportunity to apply for job openings and, if hired, to be successful in their job functions. If you are unsure what accommodations may be reasonable, check with the Compliance Office. Employers are prohibited from using an employment test to disqualify a disabled candidate unless that test is valid for the skills necessary in the job to which they are applying and unless the same test is given to all applicants, not just to those with disabilities.

Discrimination costs employers millions of dollars every year, not to mention the countless hours of lost work time, employee stress and the negative public image that goes along with a discrimination lawsuit. The best way to avoid the trauma and expense of a lawsuit is to simply not discriminate. Focus your recruitment and hiring decisions on job skills and qualifications, endeavoring to find the best person for the job.

### Job Offer

When you make the job offer, quote compensation by the month. Annual salary quotes have sometimes been interpreted by the courts as a contract for employment for a minimum of one year. If the employee is let go before the completion of that first year, you may be looking at a potential lawsuit—breach of employment contract. See *Eales v. Tanana Valley Medical-Surgical Group, Inc.* for court opinion regarding enforceability of oral promises made during the hiring process.

# FREQUENTLY ASKED QUESTIONS

**Q Can I request candidates to upload copies of their transcripts in their application?**

A Yes. Only for faculty/adjunct positions.

**Q Can I advertise a higher salary on the job posting than what it is currently budgeted for?**

A No. You can only post up to the budgeted amount. If you would like to increase this amount, please complete a Faculty Search Request form (FSR).

**Q Can my job posting be advertised to other sites?**

A Yes, we can post in our social media and/or request additional advertising quotes from our third party vendor.

**Q Can I keep my posting opened until a finalist has been selected?**

A Yes, you will coordinate with your Talent Acquisitionist on this.

**Q Do I have to consider a military member that does not meet the minimum qualifications?**

A No, military/veteran preference is only granted to those individuals that meet the minimum qualifications.

**Q An applicant invited to an interview requested a different time and date. Do we have to accommodate the request?**

A We recommend that if possible, accommodations are granted. If accommodations are granted for one candidate, then the other candidates should also receive one if requested.

**Q How many references do I need to contact? What if I cannot reach out some of them?**

A Two references from current and previous supervisors. You may reach out to the candidate and request additional references if one of the two have not responded to our request.

**Q Can I route more than one finalist for approval at the same time in case my top finalist declines the offer?**

A Yes. In the hiring proposal, indicate who is the top finalist, second, third, etc.



**Q The finalist for my position countered over the budgeted amount. Can I accept the counter offer?**

A No. You must contact your Talent Acquisitionist and complete a FSR. The FSR must be approved before you accept the counter offer.

**Q Do I have to rate on the matrix every applicant in the pool of candidates?**

A Yes, all candidates in the active pool must be added and rated on the matrix.

**Q Do I need to have a search committee?**

A Yes, a search committee is required for faculty positions.

**Q Who is qualified for Military/Veteran preference?**

A Click [HERE](#) for details.

**Q Who is my assigned Talent Acquisition?**

A Click [HERE](#) to view your assigned Talent Acquisitionist.

**My finalist is a foreign national. How do I proceed?**

**Q** Please contact your TA Analyst to find out how to proceed.





# MEET THE TALENT GURUS



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- Onboarding
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- Staff and Faculty Recruitment
- Onboarding
- Social Media Advertising

CLICK [HERE](#) TO FIND YOUR ANALYST

# HUMAN RESOURCES

TALENT ACQUISITION

## GET IN TOUCH

Natural Resources Center (NRC) Suite 2425  
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Corpus Christi, TX 78412  
[www.Tamucc.edu/Human-Resources/](http://www.Tamucc.edu/Human-Resources/)  
[Employment@tamucc.edu](mailto:Employment@tamucc.edu)  
361.825.2630

FOLLOW US ON SOCIAL MEDIA

