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| BUDGETED POSITIONS |
| When an employee moves from a seasonal position to a budgeted position, the action is handled as a promotion and is not subject to the following process. The Administrative Coordinator (AC) and Administrative Associate (AA) in the Employee Development Department (ED) are prepared to assist in every step of filling a position to ensure the hiring supervisor and the agency are protected from potential allegations of inappropriate actions. New Supervisors should take the “Effective Hiring Practices” online training class in TrainTraq. This course provides a good overview of the hiring process, as well as helpful guidance on things you should and should not do. |
| Step 1: Vacancy Posting Process |
| Hiring supervisors begin the process of filling a position by preparing the following forms:* [Hiring Request](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Hiring%20Request.docx)
* [Position Description (PD)](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Position%20Description.docx) (see Administrative Procedure 10.03).
* [Notice of Vacancy](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Notice%20of%20Vacancy.docx) (optional form to be completed if there is information not presented in the PD that the hiring supervisor wants included in job posting)
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|[ ]  **Send the Hiring Request, Position Description and Notice of Vacancy (if applicable) to ED.** The AC reviews documents for completeness and verifies the proposed salary matches the applicable pay range minimum in the Pay Range listing. The AC then routes the documents through the AgriLife Human Resources (HR) Manager, and the Director (if required) for approvals. With the approvals, the AC contacts the hiring supervisor by email to convey approval to proceed and to coordinate assistance with the hiring process. |
|[ ]  **Identify screening questions for Workday**. Screening questions are an optional tool that hiring supervisors may use. If the hiring supervisor desires to use them, he/she should contact the AC prior to the vacancy being posted in Workday. The AC works with the hiring supervisor to identify appropriate screening questions. The hiring supervisor will manually screen all applications. |
|[ ]  **Decide on the marketing strategy**. Upon approval by the Director, the AA gathers the details of the vacancy notice. The AC posts the position in Workday, which is automatically posted with the [Texas Workforce Commission](http://www.twc.state.tx.us/) (TWC). The AA initiates advertisements in newspapers or other publications, or online job sites (if requested by the hiring supervisor). See [Guidance on Advertising Job Openings](https://tfsweb.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Guidance%20on%20Advertising%20Job%20Openings.docx). |
|[ ]  **Review the posting and monitor the results.** Check the posting in Workday to ensure its accuracy and to assess whether the marketing strategy is attracting the desired number of qualified candidates. Coordinate with the AC for any changes to the vacancy details. |
| Step 2: Selection Process |
|[ ]  **Select the interview panel.** A minimum of three members are required for all budgeted positions. The same panel members must be used for each level of interviews. Request approval through the AC before making any exceptions to the original panel membership. |
|[ ]  **Alert the AC to update the vacancy status in Workday.** The hiring supervisor should contact the AC when they are ready to evaluate the applications received. The AC "un-posts" the position in Workday to prevent additional applicants from applying. If evaluating the applications does not yield an adequate pool of candidates, the hiring supervisor can request the AC repost the position in Workday. |
|[ ]  **Evaluate the applications and identify applicants for interviews.** Hiring supervisors must use the [Application Evaluation Guidelines](https://tfsweb.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Application%20Evaluation%20Guidelines%2020151020%20rev%2020180305%20-%20FINAL%284%29.docx) and the [Application Evaluation Matrix](https://tfsfinance.tamu.edu/modules/finance/admin/procedures/Application%20Evaluation%20Matrix.xlsm).  |
|[ ]  **Develop interview questions using the** [Interview Guide](http://txforestservice.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Interview%20Guide.docx).In developing the questions, refer to [Sample Interview Questions](http://agrilifeas.tamu.edu/files/2013/04/sampleinterviewquestions.pdf), [Lawful Questions](http://txforestservice.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Lawful%20Questions.pdf), and [Unlawful Questions](http://txforestservice.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Unlawful%20Questions.pdf) for guidance. Hiring supervisors may choose to use interview guides they previously developed and used for same or similar positions. If two levels of interviews are used, develop separate interview guides for each level. The hiring supervisor should review the completed interview guide(s) with the AC to ensure the interviews provide desired and appropriate information from each interviewee. |
|[ ]  **Conduct interviews of the top applicants.** Prior to conducting the interviews, the panel should review [Conducting Interviews – Helpful Reminders](http://txforestservice.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Conducting%20Interviews%20-%20Helpful%20Reminders.docx). |
|[ ]  **Rank order the candidates interviewed.** The panel uses the Interview Evaluation Guidelines ([1 Level](http://tfsfinance.tamu.edu/modules/finance/admin/guidelines/Interview%20Evaluation%20Guidelines%20One%20Level.docx) or [2 Levels](http://tfsfinance.tamu.edu/modules/finance/admin/guidelines/Interview%20Evaluation%20Guidelines%20Two%20Levels.docx)) and the [Interview Evaluation Matrix](https://tfsfinance.tamu.edu/modules/finance/admin/procedures/Interview%20Evaluation%20Matrix.xlsm). **Note:** If the panel does not select a candidate, the hiring supervisor can coordinate with the AC for reposting. |
|[ ]  **Conduct reference checks for the top applicant.** Use the [Reference Contact Form](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Reference%20Check%20Form.docx) and the instructions found in [Reference Check Guidelines](https://tfsweb.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Reference%20Check%20Guidelines%2020140605.docx). |
|[ ]  **Email a copy of the completed forms to the AC.** This is only a procedures check by the AC at this time - before **Step 3** begins. Email scanned copies of the following:* Application Evaluation Matrix
* Application Evaluation Matrix Guidelines
* Interview Evaluation Matrix
* Interview questionnaires from all panel members for each interviewed candidate
* Reference Check Forms
* For FRP, the approved position recommendation form

The AC must perform a completeness review to confirm that all selection documentation provided by the hiring supervisor is in order. **Step 2** is complete when the AC has: (1) reviewed the copies of completed documents, and (2) notified the hiring supervisor by email that the selection package is in proper order and it’s okay to begin the hiring process. |
| Step 3: Hiring Process |
|[ ]  **Review the pay scale.** Pay rate specified in the offer letter must be at the applicable pay range minimum in the Pay Range listing. Exceptions to the pay range minimum or education requirements, must be initiated using the [Salary/Education Exception Request](https://tfsfinance.tamu.edu/modules/finance/admin/procedures/Salary-Education%20Exception%20Request.docx) form. Written approval by the Director must be obtained before the offer letter is issued. For hourly employees, use the hourly rate and for salaried positions use the monthly rate. |
|[ ]  **Check Administrative Procedure 10.07 for salary differential eligibility.** If eligible, follow the approval process contained in the procedure before finalizing the job offer letter. |
|[ ]  **Prepare a job offer letter.** For new hires, all job offers are contingent upon successful completion of background check and credential verification. The hiring supervisor coordinates with the AC to select a tentative hire date that coincides with a scheduled new employee orientation (NEO) date.When preparing the job offer letter, the following sample offer letters are provided:* [Sample Offer Letter – New Hire](https://tfsweb.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Sample%20Offer%20Letter%20-%20New%20Hire%2020210513.docx)
* [Sample Offer Letter – Internal Transfer or Promotion](http://txforestservice.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Sample%20Offer%20Letter%20-%20Transfer.docx)

For job offers involving exceptional circumstances, contact the HR Manager at 979-314-5744. Examples include job offers involving the following circumstances:1. Non-U.S. citizens with or without work authorizations
2. Special temporary residency arrangements
3. Transfers from other state agencies or institutions
4. Internal transfers/promotions involving moving expenses
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|[ ]  **Present offer letter to the applicant and obtain signed acceptance, along with completed** [Verification of Degree Release Form](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Verification%20of%20Degree%20Release%20Form.docx)(if applicable). |
|[ ]  **Verify the credentials.** Verify any relevant job-related credentials or licenses required for the position and that contributed to the selection of the top candidate.Review the required job credentials with appropriate documentation provided by that candidate. If military preference or foster child preference is a determining factor in the selection decision, ask the applicant to fax the appropriate documentation to the AC for verification. |
|[ ]  **Initiate the background check.** Send a copy of the signed offer letter to the AC, who will initiate the background check in Workday. The HR Manager reviews the background check results from the contract vendor for acceptability and, if no issues exist, approves the background check in Workday. A Background Check Completion certificate is also sent to the AC by email.If items appear on the criminal history report, the HR Manager will work with the hiring department to review the items to determine relevancy to the job and impact on the acceptability of the candidate. Once the matter of acceptability for hiring is determined, the HR Manager will approve the background check in Workday and send a Background Check Completion certificate to the AC by email. If the results of the background check are such that a decision is made not to hire the applicant, the HR Manager will take the appropriate steps of notification of the applicant and work with the AC and the hiring department in moving forward. |
|[ ]  **Send the signed original acceptance letter to ED.** The AC will alert the hiring supervisor when the candidate has completed the Job Application process in Workday and is in the "Hiring" status in Workday. The AA will send a welcome letter to the new hire along with a benefits packet.  |
|[ ]  **Prepare a Form 500 and route for approval.** Follow the internal procedures of the respective division for initiating a Form 500. |
|[ ]  **Send (mail or hand carry) the completed original hiring packet to ED.** The hiring packet includes the original copies of the following:* Completed application hiring matrix and scoring guidelines
* Completed interview questionnaires for all interview panel members
* Completed interview evaluation matrix (or matrices)
* Completed documentation of reference checks
* Completed degree verification release form
* Job offer letter with signed acceptance by the new employee
* All paperwork verifying military experience, military preference, foster child preference, and/or any other job related credentials, as applicable

To ensure that the new employee receives prompt notification and that agency staff can properly plan for the new employee orientation, it is important that ED receive the original hiring packet prior to the effective hire date for the new employee. Once received, the AC conducts a final hiring packet review for completeness and retains it in the official hiring packet files maintained by ED. The Form 500 is also reviewed. Any errors or omissions are resolved before a new employee receives a confirmed NEO date. |
|[ ]  **Reminders to hiring supervisors**:* If applicable, AC notifies new employee by e-mail to complete Section 1 of the Form I-9, Employment Eligibility Verification on-line, **on or before effective hire date**. An e-mail will only be sent to new hires who drive in for NEO on Monday, as that is their official first day of employment. New hires starting employment on Tuesday will complete Section 1 of the Form I-9 with ED in NEO.
* Complete the [Information Resources Account Activity form](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Info%20Res%20Account%20Activity%20Form.docx) and send it to IR. This form is used to update the agency web page with contact information and set up the employee’s email and network access. Complete Sections I and III only.
* If the new employee is required to wear a uniform, please complete the [Uniform Allocation Authorization form](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Uniform%20Allowance%20Authorization.docx) and fax/deliver it to the Agency Uniform Coordinator; fax 979-458-7313.
* If the new employee will need an agency cell phone, send an email to the Telecommunications Coordinator in the Purchasing Department.
* If the new employee will need a credit card (procurement or travel), please complete the [Credit Card Request form](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Credit%20Card%20Request%20Form.docx) and fax/deliver approved form to the Credit Card Coordinator; fax 979-458-7313.
* If the new employee is a foreign national, the supervisor is required to complete export control online training in TrainTraq (#2111212: Export Controls & Embargo Training).
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|[ ]  **Make transportation and hotel arrangements** (as applicable) for the new hire to attend NEO**.** The AA will assist as requested.Throughout the hiring process, the AC will work directly with the hiring supervisor to complete all requirements. The hiring supervisor completes **Step 3** when:  1. ED receives the original hiring packet, and
2. these administrative actions are coordinated ahead of the new hire’s arrival for NEO.
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| SEASONAL AND STUDENT INTERN POSITIONS  |
| When an employee moves from a budgeted position to a seasonal position with no break in service, the action is handled as a transfer and is not subject to the following process. When an employee (including retiree) terminates from a budgeted position, has a break in service and wants to return as a seasonal, follow the seasonal posting process. Since most seasonal positions are used only on an as-needed basis, seasonal employees may not always be available to work when the agency has a need. Most seasonal positions are firefighters, and the need for them on short notice does not allow time to go through the hiring process. To mitigate these circumstances, the agency hires more seasonal employees than routinely needed to help ensure there are enough employees available when required. Seasonal positions are generally not hired competitively and are not subject to the same hiring process as budgeted positions. This abbreviated hiring process applies to seasonal, student intern and working retiree positions, and is collectively referred to as “seasonal” in the steps below.  |
| Step 1: Vacancy Posting Process |
|[ ]  **Review the** [Hiring Checklist – Seasonal, Student Intern and Student Worker Positions](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Hiring%20Checklist%20Seasonal%20Student%20Intern%20and%20Student%20Worker%20Positions.docx). This checklist provides the proper reference and steps to ensure compliance with all A&M System and agency hiring regulations and procedures. Please note that the time requirement for some of these steps are critical to ensure compliance. |
|[ ]  **Create a** [Position Description](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Position%20Description.docx) and a [Hiring Request](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Hiring%20Request.docx). |
|[ ]  **Obtain approval from department head to hire seasonal employee.** The AC reviews documents for completeness and verifies the proposed salary matches the applicable pay range minimum in the Pay Range listing. The AC then routes the documents through the AgriLife Human Resources (HR) Manager, and the Director (if required) for approvals. With the approvals, the AC initiates the required posting and contacts the hiring supervisor by email to convey approval to proceed and to coordinate assistance with the hiring process. Use the standard Position Description documents for the Resource Specialist I (Seasonal Firefighter) position. For any other position, the hiring supervisor provides Position Description documents with required approvals. |
|[ ]  **Post position with TWC by ED.** Once notified by the hiring department, the AC posts the position in Workday, which automatically posts the vacancy with TWC. Each seasonal position is posted separately unless multiple seasonal employees will be hired for the same hiring unit. The length of time the position is posted is based upon the hiring department’s needs. The minimum length is 24 hours. The AC notifies the hiring supervisor and the next higher supervisor when the position has been posted. |
| Step 2: Selection Process |
|[ ]  **Complete job application in Workday.** Individuals who are being considered for a seasonal position must complete an agency application in Workday. All interested applicants who contact the hiring supervisor regarding a seasonal position should be directed to the Workday posting to complete an application. |
|[ ]  **Select applicant(s) to be hired.** If hiring all qualified applicants for a seasonal position, the hiring supervisor can proceed with reference checks (if applicable) and verifications; no selection process is required. If there are more applicants for a seasonal position than identified on the posting, use the selection process for budgeted positions, with the following considerations. If the selection is based upon qualifications only, complete the Application Evaluation Matrix. If the selection is also based upon interviews, also complete the Interview Evaluation Matrix. |
| Step 3: Hiring Process |
|[ ]  **Prepare a job offer letter.** For all new hires, job offers are contingent upon successful completion of background check and credential verification. The starting pay rate must be in accordance with the applicable pay range minimum in the Pay Range listing. Any pay rate above the pay range minimum must be justified in writing and approved through the chain of command by the Director before making the offer.When preparing the job offer letter, the following sample offer letter is provided:[Sample Offer Letter – Seasonal](https://tfsweb.tamu.edu/uploadedFiles/TFSMain/Finance_and_Admin/Staff_Resources/Employee_Development/Sample%20Offer%20Letter%20-%20Seasonal%2020221207.docx)For job offers involving special circumstances, contact the HR Manager at 979-845-8953. Examples include job offers involving the following circumstances:1. Non-U.S. citizens with or without work authorizations
2. Special temporary residency arrangements
3. Transfers from other state agencies or institutions
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|[ ]  **Present offer letter to the applicant and obtain signed acceptance, along with completed** [Verification of Degree Release form](http://tfsfinance.tamu.edu/modules/finance/admin/procedures/Verification%20of%20Degree%20Release%20Form.docx) (if applicable). |
|[ ]  **Verify the credentials.** The hiring supervisor must verify any relevant job related credentials or licenses required for the position with appropriate documentation. |
|[ ]  **Initiate the background check.** Send a copy of the signed offer letter to the AC, who will initiate the background check in Workday. The HR Manager reviews the background check results from the contractor for acceptability and, if no issues exist, approves the background check in Workday. A Background Check Completion certificate is also sent to the AC by email.If items appear on the criminal history report, HR Manager will work with the hiring department to review the items to determine relevancy to the job and impact on the acceptability of the candidate. Once the matter of acceptability for hiring is determined, the HR Manager will approve the background check in Workday and send a Background Check Completion certificate to the AC by email. If the results of the background check are such that a decision is made not to hire the applicant, the HR Manager will take the appropriate steps of notification of the applicant and work with the AC and the hiring department in moving forward. |
|[ ]  **Employment Eligibility Verification (Form I-9)**. AC notifies seasonal by e-mail to complete Section 1 of the Form I-9, Employment Eligibility Verification on-line, **on or before effective hire date**. An e-mail will only be sent to seasonal new hires who are assigned to a field office. Seasonal new hires assigned to College Station offices will complete Section 1 of the Form I-9 with ED in NEO on their effective hire date. |
|[ ]  **Statement of Selective Service Registration Status.** Male employees 18-25 years of age must complete form. Return form to ED. |
|[ ]  **Notice to Employees of Worker’s Compensation Insurance.** Employee must sign. Return form to ED. |
|[ ]  **Information Security Acknowledgement.** Employee must sign. Return to ED. |
|[ ]  **Complete the Hiring Checklist – Seasonal, Student Intern and Student Worker Positions.** Contact the AC or AA if you have any questions or need assistance with any steps on the checklist. |
|[ ]  **Complete a Form 500 and send to ED for review.** Any errors or omissions are resolved. |
|[ ]  **Submit the completed hiring packet to ED by overnight mail courier.** The hiring packet includes the original copies of the following:* Completed application hiring matrix and scoring guidelines (if applicable)
* Completed interview questionnaires for all interview panel members (if applicable)
* Completed interview evaluation matrix (if applicable)
* Background Check Completion certification and degree verification (if applicable)
* Completed documentation of reference checks
* Completed degree verification release form (if applicable)
* Job offer letter with signed acceptance by the new employee
* All paperwork verifying military experience, military preference, foster child preference, and/or any other job related credentials, as applicable

Once received, the AC conducts a final hiring packet review for completeness and retains it in the official hiring packet files maintained by ED. The Form 500 is also reviewed. Any errors or omissions are resolved. |
| STUDENT WORKER POSITIONS |
| Student workers are hired outside of the Workday recruiting process and therefore no paperwork is required to post the position and select the candidate. Once the hiring supervisor has selected their candidate, the candidate will go through a background check before the hiring process can begin. |
| Step 1: Hiring Process |
|[ ]  **Initiate the background check.** Have student worker complete the [Background Check Request form](https://tfsfinance.tamu.edu/modules/finance/admin/procedures/Background%20Check%20Request.docx) and send it to ED, who will initiate the background check through AgriLife HR. The HR Manager reviews the background check results from the contractor for acceptability and, if no issues exist, approves the background check in Workday. A Background Check Completion certificate is sent to the AC by email.If items appear on the criminal history report, HR Manager will work with the hiring department to determine relevancy to the job and impact on the acceptability of the candidate. Once the matter of acceptability for hiring is determined, the HR Manager will approve the background check in Workday and send a Background Check Completion certificate to the AC by email. If the results of the background check are such that a decision is made not to hire the applicant, the HR Manager will take the appropriate steps of notification of the applicant and work with the AC and the hiring department in moving forward.Once the background check is completed, AA will contact the hiring supervisor to determine a start date for the student worker. The starting pay must be in accordance with the pay range minimum, as stated in Administrative Procedure 10.20, Student Employment. Any pay rate above the pay range minimum must be justified in writing and approved through the chain of command by the Director before making the offer. |
|[ ]  **Employment Eligibility Verification (Form I-9)**. AC notifies student worker by e-mail to complete Section 1 of the Form I-9, Employment Eligibility Verification on-line, **on or before effective hire date**. An e-mail will only be sent to seasonal new hires who are assigned to a field office. Seasonal new hires assigned to College Station offices will complete Section 1 of the Form I-9 with ED in NEO on their effective hire date. |
|[ ]  **Statement of Selective Service Registration Status.** Male employees 18-25 years of age must complete form. If student worker is hired in a field office, return form to ED. If student worker is hired in the College Station office, the form will be completed with ED. |
|[ ]  **Notice to Employees of Worker’s Compensation Insurance.** Employee must sign. If student worker is hired in a field office, return form to ED. If student worker is hired in the College Station office, the form will be completed with ED. |
|[ ]  **Information Security Acknowledgement.** Employee must sign. If student worker is hired in a field office, return form to ED. If student worker is hired in the College Station office, the form will be completed with ED.  |
|[ ]  **Complete the Hiring Checklist – Seasonal, Student Intern and Student Worker Positions.** Contact the AC or AA if you have any questions or need assistance with any steps on the checklist. |
|[ ]  **Complete a Form 500 and send to ED for review.** Any errors or omissions are resolved. |