Hiring Manager Toolkit

UNT System Talent Acquisition Department coordinates and assists hiring managers with the recruitment process.

Faculty positions are coordinated by the UNTHSC Office of Faculty Affairs and the UNT Office of the Provost. Student positions are coordinated by student career centers for UNTHSC and UNT. At UNT Dallas, please contact Campus HR for all faculty and student positions.

Talent Acquisition actively guides the processes related to attracting, sourcing, recruiting, and hiring employees. This includes elements of employment branding, outreach, networking, process training and interaction with potential candidate communities to continually build and enhance the talent pool for all locations.

Talent Acquisition Services

Recruiters (talentacquisition@untsystem.edu)

- Craft a recruiting strategy individualized for your department needs
- Source to find the most qualified talent
- Conduct pre-screening behavioral interviews
- Assist with attracting a diverse pool of applicants
- Research and recommend external job postings
- Conduct specialized applicant searches for hard to fill positions

Recruiting Assistants (hremployment@untsystem.edu)

- Post/publish positions
- Create offer letters
- Conduct background screening
- Initiate new hire onboarding
- E-Verify eligibility for employment process

Starting the process.

New Positions

Hiring managers with a newly created job should contact Campus HR. You will work with Compensation to create a new Job Description. An ePAR will need to be approved before moving forward with posting this position.

Existing Position with No Changes

When replacing an employee who has vacated a role within the past 60 days with no changes to the job description or salary, no ePAR is necessary to post. You can move ahead to post and start the search.

Existing Position with Changes

This needs to be reviewed by Compensation to ensure there is not a reclassification needed. A reclassification requires an ePAR, minor changes to the position do not. If there is an increase in the salary amount you are wanting to offer, this will require an ePAR prior to posting. Any offer over the budgeted amount for the position at any time in the process requires an ePAR.

View and Access Applicant Information

Talent Acquisition reserves the right to edit job postings to comply with System policies and procedures.

Talent Acquisition will post the job opening to the appropriate campus website and if applicable, to external websites.

A job posting should be posted for a minimum of five (5) business days and can be closed (removed from the website) the posting requirement. Please notify a Recruiting Assistant in order to close the job. Job postings with an open and closing date are automatically removed.

The hiring manager will be able to view employment applications, resumes, and cover letters online. Guest users are able to view only applications and resumes. Hiring managers can update applicant status throughout the search process.

External Advertising

To expand and diversify the candidate pool, it may be necessary to advertise on specialized, niche sites. Advertising, internet job boards, trade journals, associations, and list serves are useful tools in publicizing professional job vacancies. Please contact Talent Acquisition for assistance.

Diversity Recruitment Resources

The System facilitates recruitment of diverse candidate pools and applicants. This may include advertising on diversity job boards, attending diversity and veteran-related events, providing local organizations with job listings, and community networking.

Advertising Costs

Talent Acquisition will seek opportunities to publish or post job vacancies for free or low-cost on professional organization websites, digital media or publications. Advertising, travel, and accommodation expenses are paid for by the hiring department.

Pre-Screening Process

Applications are against the minimum qualifications of the position. If requested by the hiring manager, the Recruiter will screen incoming applications, including preliminary phone interviews, and present the most qualified candidates to the the hiring manager.

When internal candidates apply, hiring managers are recommended to ask Campus HR department to review personnel files.. Hiring Managers are required to call the current manager (or if a rehired, their former manager) for a reference.

Required Hiring Preferences

Veterans' Preference

As a State University, we follow the Veteran's Employment Preference statue (Texas Government Code), which states:

(a) An individual who qualifies for a veteran's employment preference is entitled to a preference in employment with or appointment to a state agency over other applicants for the same position who do not have a greater qualification.

(b) A state agency shall provide to an individual entitled to a veteran's employment preference for employment or appointment over other applicants for the same position who do not have a greater qualification a veteran's employment preference, in the following order of priority:

1. *veteran with a disability*

2. *veteran*
3. *veteran's surviving spouse who has not remarried*
4. *orphan of a veteran if the veteran was killed while on active duty.*

The statute does not guarantee the veteran a job, and it does not apply to internal agency actions such as promotions, transfers, reassignments and reinstatements.

The Texas Government Code also states:

Each state agency shall establish a goal of hiring, in full-time positons at the agency, a number of veterans equal to at least 20 percent of the total number of employees of the state agency and outlines these requirements to interview qualified individuals who meet veteran's preference eligibility when conducting interviews at state agencies for posted open positons:

- *If interviewing six (6) applicants or less, and there are qualified job applicants who meet veteran's preference eligibility, at least one applicant eligible for veteran's preference must be interviewed.*
- *If interviewing more than six (6) applicants, and there are qualified job applicants who meet veteran's preference eligibility, then at least 20 percent of applicants interviewed must be eligible for veteran's preference.*
- *If the qualified applicant pool does not consist of any individuals who meet veteran's preference eligibility under Section 657.003, there is no requirement.*

# 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*

Former Foster Child Employment Preference

As authorized in Chapter 672 of the Texas Government Code, an individual who was under the permanent managing conservatorship of the Department of Family and Protective Services on the day preceding the individual's 18th birthday is entitled to a preference in employment with a state agency over other applicants for the same position who do not have a greater qualification. An individual is entitled to an employment preference only if the individual is 25 years of age or younger.

Preparing for Candidate Interviews

Interviews provide the opportunity to focus on specific details surrounding experience and background and are, therefore, a critical step in your process to hire the best candidate. Hiring managers should follow best practices and equal opportunity standards when interviewing candidates.

- Take time to prepare for the interview by reviewing the job description and the candidate’s resume.
- Develop a list of job-related behavioral interview questions.
- Use the same questions for all applicants for the same position to ensure fairness.
- Welcome the candidate.
- Provide an overview of what will occur during the interview.
- Ask open-ended questions, which focus on behavioral descriptions rather than simply yes-or-no questions. For example, ask the candidate to describe a work situation which required stress management skills rather than asking generally if the candidate can handle stressful situations.
- Listen.
- Ask the same core questions of every candidate for the same position.
- Ask probing questions for job related specifics if they are not immediately apparent in the candidate’s answer. Redirect the discussion when needed to stay on topic and within the allotted time.
- Take notes during the interview to ensure accuracy.
- Keep reactions to yourself.
- Answer questions about the position or the selection process.
- Thank the candidate for the interview.
- Provide timely communication to all candidates interviewed.

Using a Search Committee

Search committees should only be used for faculty positions and staff positions of director level and above. Search committees help ensure that applicants selected for interview and final consideration are evaluated by more than one individual and minimize the potential for personal bias.

All searches must be conducted in a timely and professional manner which respects confidentiality of each candidate and the search process. In addition, it is critical that applicants experience a positive impression of the our Institution throughout the hiring and search process that demonstrates fairness and equity. Search committees play an important role in developing a diverse workforce.

The hiring manager will identify committee members who will have direct and indirect interaction with the applicant. Each hiring manager should make an effort to appoint a search committee that represents a diverse cross section of staff. Under-represented groups and women should have equal opportunity to serve and be encouraged to participate.

The hiring manager will determine the size (we recommend 5-7 people) and composition of the committee. It is recommended that committee members include:

- At least one individual who has a strong understanding of the position and its contribution to the department
- An individual with functional knowledge of the positon
- An individual who will interact closely with the position and/or serve as a main customer
- An odd number of members can simplify voting procedures.
- At least one individual who has previously participated in a search committee process.
- Members who are new to the process and can provide a fresh perspective.

Each committee member is expected to have received search committee training and be well versed in the recruitment and selection process. Members should **also have an understanding of laws rel**ated to Equal Employment Opportunity.

Dispositioning Applicants
Hiring managers must indicate why applicants are not moving forward in the interview process or why there were not hired by assigning them a disposition code from the drop down menu within PeopleAdmin. These codes track reasons that a candidate was not selected and why a candidate withdraws. The disposition codes are required and necessary for federal compliance.

Hiring managers must not consider applicants who do not meet minimum qualifications. Hiring managers should be sure to select the best applicable disposition reason for not selecting the candidate during the screening process. All applicants must be dispositioned appropriately within a posting before it can be marked as filled.

- Contact a Talent Acquisition for additional assistance.

After the Interviews

Reference Checks for External Candidates

After an employment application has been submitted and an interview conducted, hiring managers should conduct reference checks prior to extending an offer of employment. A minimum of two (2) references must be completed for the final external candidate. One reference should be a former/current supervisor. A Recruiter is available to provide guidance to hiring managers seeking references.

Reference Checks for Internal Candidates

When considering an internal employee as a final candidate, the hiring manager should contact the employee prior to contacting the candidate's supervisor for a reference. The current manager must always be contacted for areference.

Rehires must be reference checked through Campus HR and the former manager before interviews.

Finalizing Your Hire

Before Offer is Extended to Candidate

If the salary for the candidate will be over the budgeted amount, consult with Compensation and Budget before extending a verbal offer.

The final candidate's application status must be changed to offered status. The employment offer is contingent upon successful completion of all pre-employment requirements, including a criminal history check and at UNTHSC, a drug test.

After Candidate Accepts Verbal Offer

If the verbal offer is accepted, please contact a Recruiting Assistant with the details of the offer and tentative start date.

- All remaining active candidates within the job posting must be dispositioned.
- An offer letter will be prepared by a Recruiting Assistant and routed to the hiring manager for signature.
- The Recruiting Assistant will email the prepared offer letter to the candidate for signature along with authorization forms for the pre-employment drug test (if applicable) and criminal history checks.
- Criminal history check results are typically received within five (5) business days of the date initiated and the outcome communicated to the hiring manager.
- When all pre-employment verifications have cleared, the employee ID and EUID are created by the Recruiting Assistant and the new hire is registered for Onboarding. At that time, the ePAR should be initiated.
- An onboarding invitation email will be sent to the new hire with orientation dates and details.
- When the newly hired employee begins work, please note that the federally required Form I-9 must be completed on the first day of employment and that an ePar must be submitted. Please refer to onboarding guides for additional steps.

Communication with Candidates Not Selected

We need to treat candidates with respect so they have a positive candidate experience. The hiring manager must contact candidates that were interviewed but not selected to notify them the position is filled.

We recommend a phone call to candidates interviewed on site, but not selected, and an email to candidates who were contacted by phone, but not selected.

Hiring managers should not contact candidates whose criminal history check was not cleared. Campus Human Resources will manage that process.

Onboarding Checklists

Onboarding checklists are available to assist managers and employees complete required record-keeping steps to join a department team.

- Find onboarding checklists for supervisors and for employees.

Note that a new employee must complete Section 1 of Form I-9 on or before hire date. All new employees must provide appropriate documentation to verify identity and employment eligibility. Section 2 of Form I-9 must be completed by the department and the employee E-Verified within three (3) business days of hire date.

Hiring managers should submit an ePAR within the first few days of the new hire’s employment to ensure enrollment and inclusion for Payroll and Benefits choices.

Retention of Documents

Certified online applications become part of Texas State Public Records. Per Texas Records Retention, all records (resumes, interview notes, etc) need to be retained for a minimum of two years. Please collect all documents related to your search and file in a secure place for two years. Texas State Records Retention Schedule, 3.1.014)