

## Hiring Manager Toolkit

Talent Acquisition coordinates and assists hiring managers with the recruitment of applicants for regular staff positions.

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 is dedicated to delivering excellent service for both internal and external customers. We strive to build relationships to understand department needs and provide a great candidate experience.

We actively guide 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.

- Contact [Talent Acquisition](#).
- Find a [directory of Human Resources staff](#); use the “Within Category” for Talent Acquisition.

To assist hiring managers, we have prepared a [glossary](#) of Human Resources terms, [interview questions](#), [behavioral interviewing](#) and the following step-by-step guide to preparing and publishing a job vacancy, interviewing and hiring.

## Talent Acquisition Roles

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### Recruiters

- Craft a recruiting strategy individualized for your department needs
- Collaborate with hiring managers to find the most qualified talent
- Conduct pre-screening interviews
- Conduct behavioral interviews
- Assist with attracting a diverse pool of applicants
- Create sourcing strategies
- Facilitate external job postings
- Conduct specialized applicant searches for hard to fill positions
- Schedule and attend job fairs, engage professional organizations, and attend department specific conferences

### Recruiting Assistants

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

## How to Initiate a Job Posting

### New Positions

Hiring managers with a newly created job should contact [Campus HR](#) at the appropriate location: [UNT](#), [UNTHSC](#), [UNT Dallas](#) (which includes [UNT System Administration](#).)

## **Review of an Existing Position**

If a department has an existing position to be reviewed for possible reclassification, please contact the appropriate [Campus HR](#) department for directions ([UNT](#), [UNTHSC](#), [UNT Dallas](#) (which includes [UNT System Administration](#).)

## **Campus HR Approval and Processing**

Campus HR departments will forward an approved request to Talent Acquisition to begin the recruitment process.

## **Creating a Staff Job Posting: UNT**

- For faculty positions, please contact [facultyjobs@unt.edu](mailto:facultyjobs@unt.edu); (940) 565-2673
- For student positions, please contact [careercenter@unt.edu](mailto:careercenter@unt.edu); (940) 565-2105
- For staff positions, submit the request to [Talent Acquisition](#); we'll take the following steps.

STEP 1: When the [Budget/Recruitment \(HRM-4\) Form](#) and [UPO-31](#) is received, the Recruiting Assistant will create a draft posting for the new requisition in the applicant tracking system and submit it to hiring managers for review. A guest user account, if needed, will be created.

STEP 2: The new requisition then is routed to the hiring manager to enter the job description, department overview and preferred requirements. These sections describe the position and essential job functions.

STEP 3: After review, route the approved requisition to your Recruiting Assistant by selecting "Submit to HR" on the requisition.

STEP 4: The Recruiting Assistant will review the requisition for clarity and content and may make suggestions for revisions.

STEP 5: The final requisition will be posted online by a Recruiting Assistant. Guest user accounts then can be activated.

STEP 6: The hiring manager will receive an automated email communication when the requisition has been posted.

### **Creating a Staff Job Posting: UNTHSC**

- For faculty positions, contact the [UNTHSC Office of Faculty Affairs](#).
- For student positions, contact [UNTHSC Career Services](#), (817) 735-5020.
- For staff positions, take the following steps:

STEP 1: Hiring managers must contact their [Campus HR Generalist](#) to begin the requisition process. The hiring manager can [access the UNTHSC system](#) to create a job posting. The job description, department overview, preferred requirements, as well as other required fields, are entered. These sections describe the position and essential job functions. A guest user account can be created for members of the search team.

STEP 2: Route the requisition to your [Campus HR](#) for review and approval.

STEP 3: The Recruiting Assistant will review the requisition for clarity and content, and make suggestions for revisions, if needed.

STEP 4: After revisions are completed, the requisition will be posted by a Recruiting Assistant. Guest user accounts will then be activated.

STEP 4: The hiring manager will receive an automated email communication when the requisition has been posted.

### **Creating a Staff Job Posting: UNT Dallas and UNT System Administration**

- For faculty, staff and student positions, please contact [Campus HR](#); (972) 338-1410.

STEP 1: After an approved [HRM-4/Budget/Recruitment Form](#) is received by Talent Acquisition, the Recruiting Assistant will create a draft posting for the new requisition and submit it to the hiring manager for edits and review. A guest user account, if needed, will be created.

STEP 2: The hiring manager makes any required revisions and re-submits the requisition to the Recruiting Assistant.

STEP 3: The Recruiting Assistant will review the requisition for clarity and content, and make suggestions for revisions, if necessary.

STEP 4: After revisions are completed, the requisition will be posted by a Recruiting Assistant. Guest user accounts will then be activated.

STEP 5: The hiring manager will receive an automated email communication when the requisition has been posted.

### **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.

Postings are updated daily. A job posting can be closed (removed from the website) at any time after the mandatory five (5) business days posting requirement. Please notify the assigned 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.

### **Identifying Candidates**

Recruitment and advertising efforts are coordinated by Talent Acquisition to ensure compliance with the System's policy on equal employment opportunity, affirmative action, and applicable federal and state regulations.

A variety of methods can be used to develop both internal and external candidate pools when recruiting for specific positions. A recruiter is available to discuss strategies to meet specific department needs.

### **External Advertising**

To expand and diversify the candidate pool, it may be necessary to advertise beyond the [System and campus websites](#). Advertising, internet job boards, trade journals, associations, and list serves are useful tools in publicizing professional job vacancies.

All new job postings also are submitted to the Texas Workforce Commission's [WorkInTexas](#) website and [Indeed.com](#). In addition, System Human Resources pays subscription fees for all campuses to advertise on [InsideHigherEd.com](#). Departments at all components also may advertise on [HigherEdJobs.com](#).

### **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. [Find the System's Equal Opportunity statement](#).

### **Recruitment Initiatives**

Talent Acquisition participates in a variety of career fairs and additional recruiting events to identify candidates. If there are specific job fairs or events that would help generate candidates for your department, please contact [Talent Acquisition](#).

### **Community Outreach Programs**

UNT System job postings are distributed weekly to community agencies and organizations.

### **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. Hiring departments must fund costs associated with recruiting services, advertising, travel, and accommodation expenses. All requests for external advertising should be sent to [Talent Acquisition](#). An EIS request is no longer necessary for external advertising.

Requests should include:

- Job posting title and requisition number
- Request to find advertising sources or specific external job boards
- Department ID, Fund Category, Fund, Function and if applicable, Project ID
- Name of institution: UNT, UNTHSC, UNT Dallas (includes College of Law), UNT System Administration.

## Pre-Screening Process

Applications will be screened 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 hiring manager.

When internal candidates apply, hiring managers can ask Campus HR departments to review personnel files and provide information to the hiring manager. Hiring managers may request to review an individual file.

## Distribution of Applications/Resumes

Applications, resumes and cover letters are available to hiring managers and approved guest users online through our application sites. Users must create an account on the [application sites](#) to gain access to applicant information. A hiring manager is responsible for protecting the personal information provided on applications and resumes. All review of applicant information should occur using the online application site.

## Required Hiring Preferences

### Veterans' Preference

Talent Acquisition follows the Veteran's Employment Preference statute ([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 positions 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 positions:*

- *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.*

Veterans who need information about preference eligibility may view the [Department of Labor's Veterans' Preference](#) website.

### **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.

### **Using External Search Firms**

In certain circumstances, candidate research or an external search firm may be necessary. Please note that a fee is associated with the use of these agencies. Only firms which have been secured through the System's Request for Proposal (RFP) process may be engaged.

- Contact [Procurement](#) for approved firms and RFP guidelines.

Candidate research or external search firms are best used when other sourcing options have not provided qualified candidates.



When working with a search firm, hiring managers should ensure compliance:

- The search firm should provide a qualified, diverse candidate pool.
- Only top candidates are selected to interview with the department.
- Before interviews occur, candidates must apply for the job on the appropriate application website.
- By applying, the candidate electronically gives consent to Talent Acquisition and the hiring manager to view the associated resume.
- All applicants who were considered must also complete an application to show that a fair and complete search process was followed.
- Interviews are conducted by the department or search committee.
- When the final candidate is selected, the agency will supply the candidate's reference checks.
- The hiring department extends a verbal offer.
- The agency notifies other candidates it submitted that the job has been filled.
- Talent Acquisition Recruiting Assistants will prepare offer letters and criminal history checks.

### **Non-Approved Executive Search Firms**

- A request from a hiring manager to use a firm not included on the approved list must submit a request to [Procurement](#) and a purchasing request must be submitted.
- Purchasing will request outside companies to bid on the service.
- This process can take up to 10 days.
- Purchasing will update the hiring manager regarding the final approvals.

### **Temporary Assistance**

- Temporary staffing requests and procedures may be found on the [Business Support Services website](#).

## **Preparing for Candidate Interviews**

### **Interview Resources**

The first impression of the applicants who have applied for an open position will generally come from the employment application, resume, and other submitted materials. The Recruiter can assist in conducting pre-screening interviews to help you narrow the field of applicants, interview finalists in person, and assess candidates.

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.

Questions about race, gender, age, national origin, disabilities or perceived disabilities, marital status, family status, or veteran status should not be asked.

- Find tips for behavioral interviewing techniques.
- Find [questions that cannot be asked](#) during an interview.

### **Interview Guidelines**

Before the interview, qualified applicants should have an initial phone screen to determine which candidates should be interviewed in person. Recruiters assigned to each department can assist with the initial phone screen. Contact [Talent Acquisition](#) for assistance.

Here are tips for interviews:

- Take time to prepare for the interview.
- Review the job description and the candidate's resume.
- Develop a list of job-related 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.
- Stress that the purpose of the interview is to learn more about the candidate's job-related interests and work experiences.
- 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 university 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 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
- A job specialist (technical or functional)
- 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 be well versed in the recruitment and selection process and have an understanding of laws related to [Affirmative Action and Equal Employment Opportunity](#). It is recommended the committee communicate prior to the application review to determine criteria for applicant evaluation.

Search committee members must ensure no conflict of interest regarding applicants under consideration and must never be individuals who may have interest in the position.

The Search Committee chair should ensure that all members of the committee are thoroughly familiar with the job description.

Recruiters and/or [Campus HR](#) staff are available to attend the initial search committee meeting to review guidelines for communication between hiring committee members, treatment of confidential information, guest user access for resume review, integrity of the search committee process, and other topics.

### **Dispositioning Applicants**

Hiring managers must select disposition codes for applicants. 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 may filter 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 Recruiter or Recruiting Assistant](#) for additional assistance.

### **Assessing Candidates**

#### **Candidate Assessment Tools**

The Interview should be viewed as one component of the overall selection process. Other assessment tools such as typing or competency tests must be validated through the Campus HR department.

### **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 advise the employee prior to contacting the candidate's supervisor for a reference. The current manager always should be contacted for a reference.

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

Hiring managers also are encouraged to contact Campus HR to obtain information regarding the employee's performance as recorded in the personnel file.

- Professional and executive reference check templates are available on the [UNT System HR website](#).

### **Finalizing Your Hire**

#### **Before Offer is Extended to Candidate**

If the salary for the candidate will be over entry, consult with Campus HR before extending a verbal offer.

The final candidate's application status must be changed to offered status. When salary has been approved or if the salary is not over entry, the verbal offer can be extended to the candidate.

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.
- A Recruiting Assistant will initiate the pre-employment verification process. Results are typically received within five (5) business days of the date initiated and 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](#).
- 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.

### **Pre- Employment Requirements**

Prospective employees are required to complete certain pre-employment checks prior to employment. Employment is contingent upon satisfactory results.

The hiring manager, in coordination with Talent Acquisition, will initiate appropriate checks with prospective employees after the employment decision is made and the offer is accepted.

## **Criminal History Checks**

A criminal history check is independent verification of information about a job finalist before the offer to hire is final. Criminal history checks:

- Are required for external faculty, staff, and temporary position candidates selected for hire.
- Must be completed successfully before the employment start date.
- Always includes a criminal records search.
- May also include verification of employment and education.
- Are not intended to replace reference checks.
- May be used for internal candidates.

UNT System uses [HireRight](#) for background checks, which are initiated by Talent Acquisition after an offer has been extended. (The [UNT Office of the Provost](#) initiates background checks for UNT faculty hires.)

- Basic background check takes an average of 2-3 business days.
- Basic and education background check takes 3-5 business days.
- Basic background, education and employment verification takes 3-5 business days.
- International background checks may take 10 business days.

## **Pre-Employment Drug Testing - UNTHSC**

Talent Acquisition will coordinate a pre-employment drug test for individuals considered for all faculty and staff positions at the UNT Health Science Center.

## **Communication with Candidates Not Selected**

In order to promote a positive candidate experience, it is a best practice to contact candidates that were interviewed but not selected.

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.

## 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.

The Texas Records Retention Schedule prescribes a two (2) year total retention period for items including notes of interviews with candidates, questions asked of applicants, audio and videotapes of job interviews, driving record and previous injury checks, pre-employment physical examinations, pre-employment drug screening test results, polygraph examination results and all other records that document the selection process. ([Texas State Records Retention Schedule, 3.1.014](#))

