Employment Guide

Human Resource Office
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1. Prepare a Position Description

Prior to beginning the hiring process, the Hiring Supervisor must ensure a current Position Description is available for the position to be filled. The Position Description will be used throughout the hiring process. It serves as the basis for conducting job interviews, explaining the job to applicants, and communicating exact job expectations to the new employee.

The Position Description records the position’s essential duties, responsibilities, and qualification, and conforms to the guidelines of the Texas Transportation Institute Affirmative Action Plan, the American with Disabilities Act, and other relevant employment law.

The first step in the hiring process is to ensure that the position to be filled is clearly defined. With the passing of the Americans with Disabilities Act of 1990 (ADA), an employer must carefully describe the job functions. The ADA makes it illegal for an employer to not hire a qualified individual because of a disability if the disability can be reasonably accommodated. Therefore, the employer must distinguish between essential and occasional job functions.

**Essential Job Functions:** The fundamental duties of a position -- those things that the person holding the job absolutely must be able to do as a matter of business necessity. An employee with a disability must be able to perform the essential job functions, with or without a reasonable accommodation, to be protected by the Americans with Disabilities Act.

**Occasional Job Functions:** Functions which can be routinely assigned to other employees, or which create no consequences if left undone.

Instructions of how to create or update the Position Description can be found on the HR Intranet.

2. Receive Approval for Position Description

Before submitting a request to create new positions or fill existing vacant positions, a Position Description for the position must be submitted for approval. Create a new Position Description for the newly created position or review an existing Position Description and update it as needed for the existing vacant position. Include justification for the Position Description and route it to appropriate levels of authority for approval.

3. Post a Vacant Position

Positions that seek candidates outside of TAMUS and last for more than three days are required to be posted for at least five working days. The posting can be closed any time after that. The job posting is called Notice of Vacancy (NOV). It is based on the position description and can be posted only after the position description is approved.

Human Resources Staff will work directly with the hiring supervisor to create and complete a Notice of Vacancy (NOV) on TAMU Engineering Jobs.
4. Recruitment Advertising
Texas Transportation Institute is committed to building a diverse workforce. The Human Resource Office has a variety of recruiting resources that will reach a diverse population and target specific groups. The Human Resources Staff can assist the hiring supervisor to build a diverse pool of applicants by placing paid advertisements in designated recruiting avenues. We currently place job advertisements with Monster.com and Texas Workforce Commission; an internal announcement to the TTI workforce is sent via email. Please contact the Human Resource Office to coordinate any recruitment plans.

5. Screening Applications
It is important to know, when an application has been viewed by the hiring supervisor, the applicant becomes a candidate for the position. If the application is never viewed by the hiring supervisor, then the applicant needs not be involved in the selection process.

1. Engineering Jobs will screen all applications for the minimum qualifications indicated on the NOV.

2. Once an adequate candidate pool has been established, the Hiring Supervisor should contact Elvia Oliva at HR to request the position be put “on hold”.

3. The Hiring Supervisor should review applications online. Begin a Hiring Matrix for the position by listing all applicants on the TTI Hiring Matrix Form and rate their required, preferred, and other relevant qualifications when applicable on the Hiring Matrix Form and total the scores under “Qualification Score” column. If there is only one candidate for the job, there is no need to complete the Hiring Matrix Form.

4. The Hiring Supervisor should identify top scoring applicant(s) from the Hiring Matrix Qualification Scores and schedule interview(s).

6. Interview Applicants
1. The Hiring Supervisor should prepare for the interview by developing appropriate interview questions and listing them on the Interview Notes Form. Make sure the same questions are asked to each interviewee. Record the answers to the questions on the Interview Notes Form. Rate the interview upon completion for each candidate and transfer the score to the Hiring Matrix Form under the “Interview Score” column. A list of potential interview questions to help assess a candidate’s leadership competencies can be found at Interview Questions Guide – Leadership Competencies. You are encouraged to choose some of the questions from the list to compliment your own list of interview questions.

2. The hiring supervisor is responsible for changing the status of the applicants that were interviewed to “interview” and those who were not interviewed to “not interviewed.”
**Guidelines for Non-discriminatory Interviewing**

To ensure that the interview is conducted in a non-discriminatory manner, the interviewer should remember to:

1. Ask the same general questions and require the same standards for all applicants.

2. Treat all applicants with fairness, equality, and consistency.

3. Follow a structured interview plan that will achieve fairness and **not violate** Title VII of the Civil Rights Act of 1964

<table>
<thead>
<tr>
<th>Subject Area</th>
<th>Acceptable Inquires</th>
<th>Unlawful Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Religion or Creed</td>
<td>After a statement of regular work days, normal hours, or schedule to be worked in fulfilling the requirements of the job, ask, “Does this present a problem? If yes, what are they? You’re asking for the purpose of assessing any accommodation based on business needs.”</td>
<td>Any inquiry into an applicant’s religious denomination, religious affiliation, or religious holidays observed. “This is a (Catholic, Protestant, or Jewish) organization.”</td>
</tr>
<tr>
<td>Citizenship</td>
<td>“Are you a citizen of the U.S. or are you legally authorized to work in the U.S.?” This question is addressed on the application. No further inquiries should be made.</td>
<td>Whether an applicant is naturalized or a native-born citizen. Requirements that an applicant produce naturalization papers.</td>
</tr>
<tr>
<td>Education</td>
<td>Inquiry into applicant’s academic, vocational, or professional education and the public or private schools attended. Inquires into detailed work experience.</td>
<td>Graduation dates alone may suggest possible age discrimination.</td>
</tr>
<tr>
<td>Race or Color</td>
<td>None prior to hire.</td>
<td>“Are you Puerto Rican? What is your AA/EEO status?”</td>
</tr>
<tr>
<td>Martial/Parental Status</td>
<td>None, except those required under Federal regulations regarding independence, if applicable. “Can you meet the specified work schedule or do you have activities, commitments, or responsibilities that may hinder you from meeting work attendance requirements? Are you able to work overtime? Do you see any reasons why you would not be able to travel for business reasons?”</td>
<td>“Are you married? Single? Divorced? Separated? Do you plan to marry and have children?” Name or other information about spouse. “What are the ages of your children? What will you do if your children get sick?”</td>
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7. **Conduct Reference Check**

Upon completing the interviews and evaluation of applicants, the Hiring Supervisor should rank the interviewed applicants on the [Hiring Matrix Form](#) based on the combined Qualification and Interview scores. Select the top one to three candidates depending on the number of applicants interviewed. Conduct reference checks on selected candidate(s) to validate the results of interview and selection.

References should be documented on the [Reference Check Form](#)

1. The Hiring Supervisor should not raise any questions that fall under the EEO discriminatory practice areas, such as questions regarding sex, race, color, national origin, age, disability, or religion.

2. The Hiring Supervisor should use the most current employers or their representatives as references. He or she may also use the employer(s) for whom the applicant has worked the longest in a related position.

3. Should phone numbers or contact persons not be specified on the application, the Hiring Supervisor should ask the applicant to provide the reference contact information.

4. The Hiring Supervisor should not tell the reference source(s) that he or she is conducting reference checks because the applicant has “been selected” for the position. He or she should only indicate that the applicant is “being considered.”

5. The Hiring Supervisor should not accept references from friends, relatives, or persons whom have not had the opportunity to observe job-related performance.

6. Written letters of reference may be attached to the paperwork, but should not substitute for telephone contacts.

7. A previous employer may have rules regarding supplying references and provide only the position title, dates of employment, salary, and may or may not indicate eligibility for rehire. If this occurs, the Hiring Supervisor should document the information on the reference contact form as well as individual name that responded.

8. The Hiring Supervisor should document identified problem areas or responses and determine if they will affect performance in the position under consideration.

9. Outcome of the reference checks should be recorded as scores on the [Hiring Matrix Form](#) under the “Reference Score” column.
8. Selecting a Candidate and Making the Job Offer

The selection of the final candidate for the position should be based on the combined Qualifications, Interview and Reference Check scores on the Hiring Matrix Form. If the top scoring candidate is not the one to be offered the position, the Hiring Supervisor should explain the reason and document on the Hiring Matrix Form.

Once the supervisor has selected the best qualified candidate, the Hiring Supervisor must route the Approval for Request to Hire Form to obtain hiring approval from appropriate authorities. An offer of employment may not be made until the position and proposed salary have been approved.

Once the administrative approval has been secured for the position, the Hiring Supervisor should send the Background Check Authorization Form to the selectee to obtain his/her signature for criminal background check and education verification as applicable. The Hiring Supervisor should also prepare an Offer Letter using the Sample Offer Letter.

Email the following documents as attachments to Elvia Oliva (e-oliva@ttimail.tamu.edu) at TTI HR to complete the recruitment process. Retain the original paper documents for your records.

- Hiring Matrix Form
- Interview Notes Form
- Reference Check Form
- Signed and approved Request to Hire Form
- Copy of Offer Letter
- Background Check Authorization Form
- Selectee resume

TTI HR will complete the required criminal background check and education verification when applicable, notify the Hiring Supervisor of the results, and forward the Request to Hire to Executive Director/CFO for final approval.

Upon final approval, the Hiring Supervisor should send the official Offer Letter to the selectee, obtain the candidate’s signature and forward the signed Offer Letter to Elvia Oliva in HR.

The Hiring Supervisor is responsible for changing the statuses of the offered candidate to “hired” and the unsuccessful applicants to” not- hired with an appropriate reason” on the “change status” link next to the applicant’s name in the online job system. Once the status changes have been made, the unsuccessful applicants will be automatically notified via email by the online job system that the position has been filled.

New male employees age 18 through 25, must provide proof that they have registered for Selective Service at the time of the job offer. If the selectee is not currently registered, but is required to be, he may be given an opportunity to register before he is hired.

Hiring Supervisor should notify the HR Office when the selectee is scheduled to start and contact Wally Simpson (979845-9668) in the TTI Human Resources Office to schedule an appointment.

Human Resource Office
within 48 hours of beginning work for new employee processing. The new employee must bring
the recommended documentation to the TTI Human Resources Office for the employment
processing appointment. Within the first three days of employment, the supervisor will meet with
the employee to review and sign the Position Description form.

If the selectee is a foreign national, additional paperwork will need to be submitted for approval
before the employee starts work. For more information on foreign national requirements, visit
the IFSS TAMU Non Immigrant Service website or contact TTI HR Office for instructions.

Please contact TTI HR Office if you need any assistance regarding any employment processes.