

The following outlines the steps of the employment process for departments within System Offices. Hiring managers and recruiting coordinators should reference this resource throughout the recruiting process and contact [SystemOfficesEmployment@tamus.edu](mailto:SystemOfficesEmployment@tamus.edu) with any questions. (An alternate process is available for departments who elect to skip the Interview and Reference Check steps in Workday. Please contact Dawn Santo, Director of HR, at [dsanto@tamus.edu](mailto:dsanto@tamus.edu) for details and department responsibilities.)

1. Develop standardized interview questions and a hiring matrix based on the samples provided in the TrainTraq course titled “Effective Hiring Practices” available via [Single Sign On](#). Open the TrainTraq application and search by course name. Once the course is started, the ‘Resources’ can be located in the upper right section of the screen. (Note, the “Effective Hiring Practices” TrainTraq course will be assigned to hiring managers every two years.)
2. Login to [Workday Help](#) through [Single Sign On](#) and access the Job Aids “[Job Application Process](#)” and “[Job Application Process \(Managers\)](#)”. Steps below that are completed within Workday are denoted by **bolded headers**. Steps without bold headers are completed outside of the Workday application.
3. Access **Workday** and open the **Recruiting Dashboard** from the Apps list to review the job posting details, applications and other hiring documents for the candidates in the applicant pool. Note, if the Recruiting Dashboard is not in your menu list then it may be added by selecting *Add Apps* at the bottom of the menu.
4. **Initial Review step in Workday:** The [Recruiting Partner \(HR\)](#) will conduct the Workday Initial Review step of each applicant within one business day of receipt. The Initial Review may also be conducted by the department’s *Recruiting Coordinator*. (Recruiting Coordinators may reference ‘Initial Review’ within the Job Aid “[Job Application Process](#)”) The purpose of this review is to ensure that internal candidates have not applied via the external job posting website and to ensure the knock-out questions dispositioned the candidate appropriately. This is not a review of minimum qualifications. Once the Initial Review is complete the candidate will be moved forward to the Screen stage or dispositioned as appropriate. Note, dispositioned candidates are automatically notified via an auto-generated email.
5. **Screen step in Workday:** The *Hiring Manager* will review each candidate and determine if the candidate meets the minimum qualifications. The *Hiring Manager* may move the candidate forward to Interview or disposition the candidate as appropriate. Note, dispositioned candidates are automatically notified via an auto-generated email. (Reference ‘Screen’ within the Workday Job Aid “[Job Application Process \(Managers\)](#)”) Note that required attachments, such as a resume or cover letter, can be located within the ‘Questionnaire Results’ tab.
  - **Preferred Status Candidates:** The following applicants must be accorded preference in employment with state agencies over applicants who do not have greater qualifications: 1) veterans, and widows and children of those killed on active duty, spouse of active duty military personnel, and spouse of disabled veteran (see appendix) & 2) individuals age 25 or younger who were under the permanent managing conservatorship of the Department of Family and Protective Services on the day preceding the individual’s 18th birthday. An applicant’s response regarding disclosure of veteran or former foster child status is optional. If disclosed by the applicant, the information can be found on the candidate grid or within each applicant’s ‘Questionnaire Results’. Email [SystemOfficesEmployment@tamus.edu](mailto:SystemOfficesEmployment@tamus.edu) if you have questions regarding this requirement.
6. **Close Job Posting:** When a sufficient applicant pool has been collected, and the position has been posted for a minimum of five calendar days, the *Hiring Manager* or *Recruiting Coordinator* will email [SystemOfficesEmployment@tamus.edu](mailto:SystemOfficesEmployment@tamus.edu) to request the posting be closed and removed from the job posting website. Note, the posting should be closed prior to beginning interviews.
7. **Interview step in Workday:** The *Hiring Manager* will interview candidates who are most qualified for the position as determined by the hiring matrix developed in step 1 as well as those with preferred status (see step 4 and appendix), thus eliminating any unintentional discriminatory factors. Screening interviews may be conducted by telephone to narrow the field of applicants, the finalist should be interviewed in person. Once all interviews are complete the *Hiring Manager* must make the **Interview Decision** in Workday and move the candidate to **Reference Check** in Workday or disposition as appropriate. Note, dispositioned candidates are automatically notified via an auto-generated email. (Reference ‘Interview’ within the Workday Job Aid “[Job Application Process \(Managers\)](#)”)

8. **Reference Check step in Workday:** The *Hiring Manager* will select the most qualified candidate and contact the candidate's current and prior employers. Checking the candidate's other references is optional. Sample reference check forms are provided in the TrainTraq course title "Effective Hiring Practices" (see #1 above). Note, the **Reference Check Decision** in Workday will not be completed until step 11. **Please do not make an offer of employment at this time.**
9. **HR Review:** The *Hiring Manager or Recruiting Coordinator* will obtain department head's approval and then email Human Resources at [SystemOfficesEmployment@tamus.edu](mailto:SystemOfficesEmployment@tamus.edu) to provide the following (**do not contact the finalist at this time**):
- the finalist's name,
  - the proposed monthly salary or hourly rate as applicable for the position; salary must be based on the candidate's credentials in comparison to the minimum requirements of the job and the salaries/rates of other employees within the department in similar positions to maintain internal equity,
  - a brief explanation for the selection which should include how the finalist meets each of the required experience markers for the position.
- IMPORTANT: A requested salary/rate which exceeds the 'Salary Not to Exceed' amount stated on the approved RPA requires additional written approval. HR will contact the *Hiring Manager or Recruiting Coordinator* via email once the review is complete.



### **System Offices does NOT utilize the Offer step in Workday**

10. **Contingent Verbal Offer:** After receiving HR approval on the proposed salary, contact the finalist to make a verbal offer. Explain that it is contingent upon the criminal history background check, confirmation of degree, required licenses, certifications and/or registrations (if required for the position) and, for an eligible male finalist, compliance with federal Selective Service System registration requirements. The salary must be stated as an hourly or monthly rate as applicable – not as an annual rate.
11. **Reference Check Decision step in Workday:** Once the finalist confirms they accept the contingent offer the *Hiring Manager* must move the finalist to the **Background Check step in Workday** by completing the **Reference Check Decision step in Workday**. (Reference 'Reference Check Decision' within the Workday Job Aid "[Job Application Process \(Managers\)](#)") the **Recruiting Partner (HR)** will receive confirmation the finalist has been moved to background check and initiate the process. The finalist will receive an email from Sterling Talent Solutions requesting submission of required information. The **Recruiting Partner (HR)** will also email the finalist the degree, license, certification verification form, if applicable, with instructions for returning the completed form.
12. **Department Retention Requirements:** Departments are required to retain interview questions, job related interview notes, hiring matrix and current/prior employer and other reference check documentation, if applicable. For the applicant hired, this documentation must be retained for five years after termination of employment. For all other applicants (not hired), this documentation must be retained for five years after you make the hiring decision. This information is required in the event of a federal or state audit/review.
13. **Formal Offer:** The **Recruiting Partner (HR)** will email the *Hiring Manager* once the criminal history background check and degree verification processes are complete. After receiving the email the *Hiring Manager* will contact the finalist to verbally extend the formal offer and determine a start date. The *Hiring Manager* will respond to the email so that the **Recruiting Partner (HR)** can draft and send the formal offer letter to the finalist. Note, all other candidates should be dispositioned at this stage.
14. The **Recruiting Partner (HR)** will initiate the Workday Onboarding process and provide the department with the new hire checklist and additional instructions for the employee's first day of employment.

## Appendix

Section 656 and 657, Government Code, as amended by SB 1376, pertains to employment of individuals qualified for military employment preference. One area that may have the most direct impact for hiring supervisors is during the recruitment and selection process. [Government Code 657.0047](#) outlines interview requirements for individuals qualified for a military employment preference.

### **What does military employment preference mean in The Texas A&M University System recruitment process?**

If six or fewer applicants are chosen for an interview, an applicant qualified for military employment preference must be interviewed. This applicant may or may not be in the top six (or even fewer) most qualified based on your hiring criteria; however, if your pool has at least one, he or she must be interviewed. If more than six applicants are interviewed, 20% of the interviewees must claim military employment preference. If there are no military employment preference applicants in the pool, this requirement does not apply. If you interview more than six applicants and you have only one applicant eligible for military employment preference, you must interview that one.

This chart may be used as a reference for applying the standard to your applicant pool in the event the pool contains applicants who self-identify as eligible for a military employment preference:

# of Individuals Selected for Interview	Minimum # of individuals to interview with a Military Employment Preference
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

### **What does a military employment preference mean in The Texas A&M University System hiring process?**

Military Employment preference means if two applicants are finalists for a position, and are equally qualified in all respects, the applicant with a military employment preference must be offered the job. If a military employment preference is granted, the applicant would be required to produce form DD214 or similar document at the point of hire to verify eligibility.

In the event you have questions regarding incorporating this important law into your hiring practices, please do not hesitate to contact Human Resources.