

40.3 Hiring Process

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1. Purpose. A clearly defined process of hiring Eastern New Mexico University-Roswell (ENMU-Roswell) personnel is important for employees to know how to proceed with the selection of new employees and the confidence that taxpayers and potential applicants have in the system being applied fairly to all concerned.

2. Planning Phase.

A. Prior to beginning the search process, the immediate supervisor should confer with their appropriate supervisor and the Director of Human Resources to develop a **Position Announcement**. The position announcement should contain minimum education, experience and special skills, as well as a description of the position and salary information. Preferred qualifications can be included if it can be demonstrated that such qualifications are preferable in the performance of the job.

B. Once the parties reach an agreement on the position announcement, a copy should be attached to a **Requisition for Employment**. At this time, the Office of Human Resources completes Part A as well as the descriptive information on the **Affirmative Action Assurance** form. Approvals must then be secured on both forms and the forms returned to the Office of Human Resources. The Office of Human Resources will not advertise the position until this step is completed.

3. Advertising.

A. Please allow at least two (2) weeks for searches. A longer period of time may be necessary for upper level management positions

B. The Office of Human Resources/Affirmative Action will provide assistance in developing ads and coordinating advertising. Applicants will be required to submit a list of references in lieu of letters of recommendation.

4. Affirmative Action. Since ENMU-Roswell has affirmative action goals and the process calls for advertising to obtain appropriate applicant pools, it is essential that the appropriate supervisors exercise leadership in the search process to assure the goals are met and the searches address these goals.

5. Conducting the Search.

A. Section B of the Affirmative Action Assurance form will be completed by the Office of Human Resources and must be approved by the Director of Human Resources prior to the screening committee receiving the applications. This section reflects the sex and ethnicity of applicants. A desired goal is to have the applicant pool be reflective of the marketplace. If the applicant pool is not reflective of conditions in the market, the search can be extended to develop a more representative pool. Upon approval of Section B, the Office of Human Resources forwards the applications to the screening committee.

B. If a candidate contacts anyone involved in the search, care must be exercised when answering questions about their status in the search. Any questions from applicants or anyone expressing interest in the search, except for questions about the job description or working conditions, should be referred to the Director of Human Resources or chair of the screening committee.

6. Analysis of Applicants.

A. Once the Director of Human Resources has determined that an appropriate pool of applicants is available for the position, he/she contacts the appropriate supervisor with instructions to form a screening committee and appoint the screening committee chair. The screening committee is comprised of three individuals (one member outside the hiring unit) for support positions and five to seven members (two members outside the hiring unit) for professional and faculty positions. There will be a minimum of seven members for administrative positions (including at least one representative of the community, if applicable).

B. Prior to interviewing, the chair of the screening committee will analyze the applicants for the position and complete the **Summary of Applications** form. This form should contain all relevant information about the applicant and be tailored to the position announcement. Descriptive information such as degrees, relevant work experience, skills possessed and other factors used to screen applicants could be included. After interviews are conducted, information relevant to reference checks and interviews should be completed for those applicants who are interviewed. The form should contain information concerning the name of the position being filled, date of search, names of the screening committee and chair of the committee.

C. Based upon the criteria listed in the position announcement, the screening committee should identify the top candidates for reference checks. The screening committee should obtain permission from the applicant to check listed references as well as other appropriate individuals. Care should be exercised to ensure the questions asked of references are relevant to determining qualifications for the position being filled. The same questions should be asked of all references, as well as giving the reference a chance to make general statements about the applicant's qualifications for the position.

7. Interviews.

A. Based upon positive feedback from the reference checks, the screening committee should schedule interviews with the top candidates. If a skills test or competency demonstration is required, applicants should be informed and arrangements made to complete these tests or demonstrations prior to or during the interview.

B. The chair of the screening committee should inform applicants selected for interview that ENMU-Roswell will pay for the applicant's travel expenses unless the applicant declines a job offer. Except in certain circumstances, moving expenses are not allowed.

C. Prior to the interview, the screening committee should draft a set of questions to be asked of all applicants. Such questions should follow the guidelines of approved areas of questioning and be limited to those areas that probe the applicant's qualifications for the position. Applicants should be given ample opportunity to volunteer information they feel is important to their qualifications for the position. The appropriate dean or director may elect to be involved in the interview process at their discretion. If so, these arrangements should be made with the screening committee.

8. Developing Recommendations.

A. Upon completion of the interviews, the screening committee should confer with the immediate supervisor or appropriate Vice President to develop a list of applicants who meet the criteria and would be acceptable for the position.

B. After conferring with the appropriate dean, the screening committee should finalize a written recommendation to the appropriate supervisor or Vice President. This recommendation should include all applicants, not in rank order, who meet the qualifications based upon reference checks and interviews and are acceptable to the screening committee.

C. Based upon input from the screening committee, the Vice President then makes a recommendation to the ENMU-Roswell President with the appropriate search records. The search records should include: (1) Position Announcement; (2) Summary of Applicants; (3) Applications including transcripts, letters of recommendation and other correspondence; (4) Reference Check Notes; (5) Interview Notes; (6) Requisition for Employment (copy); (7) Affirmative Action Assurance (copy) and; (8) Memoranda of Recommendations.

D. It is the responsibility of the appropriate Vice President to present this documentation to the ENMU-Roswell President. The ENMU-Roswell President will review the search records and may confer with the screening committee, Vice President or Director of Human Resources as necessary to arrive at a decision. Only after approval by the ENMU-Roswell President can the hiring unit make an offer of employment to an applicant.

E. If the position being filled is a faculty position, the initial assigned rank of Instructor (or Instructor I for vocational faculty) will be assigned. Promotion to rank other than that of Instructor is based upon experience and demonstrated teaching excellence. New faculty, regardless of previous experience, will be classified as "P-1". Experience affects salary, but not the probationary status of the initial appointment. In unusual circumstances, ENMU-Roswell will allow tenure and rank decisions to be made prior to year six of the probationary period which is the mandatory decision time. Tenure will not be granted as a condition of employment.

9. Approval and Payroll Processing.

A. Once an applicant has agreed to the terms of employment, the following processes need to be observed in order to complete the hiring process:

1. The Office of Human Resources will complete Part C of the Affirmative Action Assurance form;
2. The hiring unit will process a Personnel Action Notice (PAN) with supporting documentation, such as a personal development plan.
3. The hiring unit will return the search records to the Office of Human Resources.
4. The President of the System office at ENMU-Portales will issue administrative contracts. The Office the Vice President for Academic Affairs at ENMU-Roswell will issue faculty contracts. The Office of Human Resources at ENMU-Roswell will issue contracts for support and professional employees.

B. It is advisable to notify the Director of College Development of the appointment so that information concerning new faculty and staff can be placed in appropriate newsletters and media.

C. The Office of Human Resources will conduct an orientation for the new employee and ensure that all proper personnel forms are completed. The hiring unit should augment this orientation with more detailed information regarding the performance expectations and procedures required for the position.