



ASUN Operating Procedure – 5001: Hiring Process for Staff & Faculty (Full-Time)

Operating Procedure Synopsis

Title: Faculty and Staff (Full-Time) Hiring Procedure

Approval Date:

Revised: N/A

Responsible Officer: Vice Chancellor for Finance and Administration

Responsible Operating Procedure Manager: Director of Human Resources (HR)

Responsible Department: Human Resources

A. Purpose

Arkansas State University-Newport seeks to hire the highest quality applicants. To support this effort as well as to promote consistency in our practices, and compliance with all federal, state, and system requirements, the following operating procedure has been established as a requirement for the hiring of full-time faculty and staff.

B. Definitions

Employee Requisition: An electronic HR approval form that provides staffing and budgeting information and authorizes the posting of the requested position.

Employment Authorization: Electronic HR approval form that authorizes a hiring decision.

Hiring Supervisor (HS): The person who is requesting the position and is the direct supervisor of the position being requested.

C. Scope

The Faculty & Staff Hiring Procedure will be used as a requirement for hiring the following position types: Full-Time Staff & Full-Time Faculty. It must be strictly adhered to by all college employees. This procedure does not apply to Part-Time, Adjunct or Work Study hires.

D. Statement of Authority

Arkansas State University System Policy-Background Checks; Arkansas Department of Finance and Administration Policy Numbers 30.01, 30.05, 30.08, & 30.18; Arkansas State University System Handbook

The Department of Human Resources is responsible for the implementation and communication of the Faculty & Staff Hiring Procedure.

E. Procedures

Action	Person/Dept.	Task(s)	Description
Task	Hiring Supervisor (HS)	Identifies Staffing Need	A staffing need might come about as the result of employee turnover or the creation of a new position or reorganization.
Task	Hiring Supervisor (HS)	Complete <i>Justification of critical need for full-time time staffing form</i>	Hiring supervisor, after consultation with responsible cabinet member, completes <i>justification of critical need for full-time staffing form</i> . The responsible executive cabinet member submits the completed form to the full executive cabinet for approval. The responsible Executive Cabinet Member will submit the approved <i>justification of critical need for full-time staffing form</i> to HR to document approval for hire.
Task	Hiring Supervisor (HS)/ Director of HR	Job Description Created/Updated	<p>After position is approved as a critical need by the executive cabinet, the job description for the position must be reviewed or written. Supervisors must collaborate with the Director of HR to ensure consistency. For a job with a current or previous incumbent, the job description should be reviewed and updated as needed to reflect the current work needs.</p> <p>All job descriptions must include:</p> <ul style="list-style-type: none"> • the position's purpose • the major responsibilities • the essential job functions • the qualifications needed (minimum & preferred) <p>The qualifications needed for the position will be the basis for your selection criteria, and used throughout the hiring process.</p>
Decision	Hiring Supervisor/ Director of HR	Exempt or Non-Exempt Determination	<p>Once the job description has been written or updated, a decision regarding classification must be made. The Director of HR will review the job's scope and depth of responsibilities to determine classification. If the job has not changed, the review will be minimal and confirm the current classification.</p> <p>To prepare for this review, the Director of HR should:</p> <ul style="list-style-type: none"> • Detail job changes (if updating an existing position) in terms of complexity, autonomy, impact and/or scope • Identify external and/or internal organizational factors that influence the request • Include your recommendation of the appropriate classification • Explain any other information that may help to clarify the job duties <p>The Hiring Supervisor will collaborate with the Director of HR to review the job description. When the classification decision has been made, the hiring process can continue.</p>

Task	Hiring Supervisor/ Director of HR	Discussion of Posting Options	Options include: <ul style="list-style-type: none"> • Internal-Local/department search • External –http://jobs.asun.edu/ as well as other external job boards • Waive posting to hire preselected individual –requires the approval of the Chancellor.
Task	Hiring Supervisor/ Responsible Executive Cabinet Member	Identify Selection Committee	The HS in coordination with Responsible Executive Cabinet member will identify the selection committee. If an academic hire, refer to policy outlined in the Faculty Handbook. The selection committee acts as an advisory body to the hiring supervisor in making recommendations as to the most qualified final candidates. It is the ultimate responsibility of the hiring supervisor to recommend the finalists for selection to the Chancellor.
Task	Hiring Supervisor / Responsible Executive Cabinet Member/ Human Resources	Submit Employee Requisition	In collaboration with the responsible Executive Cabinet member and the Director of HR the HS will determine job requisition approval requirements (salary range, appointment period). Hiring Supervisor submits Employee Requisition Form (electronic form). The Chancellor is the final approver of the employee requisition for a full-time hire. As part of the employee requisition the Chancellor will also approve the selection committee members. This will help to ensure a cross-representative group of faculty and staff are selected and that the college follows the policies outlined in the faculty handbook. No advertisement or posting will occur until the employee requisition is approved.
Task	Hiring Supervisor & Director of HR	Develop Recruitment Strategy	Factors affecting recruitment strategy include: geographic scope (local, regional, and/or national), advertising, job fairs, relocation, search firm usage, budget considerations, etc. Travel expense reimbursements are not typical for most hires. Any travel expenses desired to be paid for applicants must be pre-approved by the Chancellor.
Decision	Hiring Supervisor/ Executive Cabinet Member/ Director of HR	Post Job Announcement?	Except in rare situations job announcements will be automatically posted. If approved by the Chancellor the respective VC will communicate to the Director of HR the desire not to post. In general, announcements are posted internally & externally. In some instances, requisitions may be limited to internal posting only.
Task	Hiring Supervisor	Develop Interview Questions	Write interview questions that directly relate to the position's selection criteria. Questions that do not demonstrate a job-related necessity for asking it must be strictly avoided. Both the intent behind the question and how the information is to be used are important to determining whether a question is an appropriate pre-employment inquiry. The HS must consider whether the answers to the question, if used in making the selection, will adversely affect and screen out minorities or members of one sex. Questions of this nature are strictly prohibited. Questions that gain behaviorally related information about past performance will be the best questions to use to discover how well the candidate meets the selection criteria. A decision rubric must be created to evaluate applicants for full-time hires.

Task	Hiring Supervisor/Human Resources	Recruit Applicants	Carry out recruitment strategy. Action steps will revolve around these factors: applicant outreach, communication with applicants and candidates, interview process, schedule, budget and resource allocation, and identifying who will have specific roles going forward in the hiring process.
Task	Human Resources	Gather Resumes	Applicants typically respond to a job posting by submitting their resume for a specific opening through ASUN Jobs web site - http://jobs.asun.edu/ . Human Resources routes resumes to the HS and Hiring Committee members within 24 hours of receipt. Veteran Status, if noted by the applicant, will be conveyed for all applicants to the selection committee by HR.
Task	Hiring Supervisor/ Director of HR	Committee Training	The Committee Chair will invite the Director of HR to the first selection committee meeting to provide basic training on applicant selection and interview best practices.
Task	Hiring Supervisor/ Selection Committee	Screen Applicants	Applicants are screened based on the selection criteria and decision rubric. The decision rubric must include the minimum and preferred qualifications for the applicant as listed in the advertisement. A veteran who voluntarily submits proof of his or her status shall be entitled to employment preference in a position over other applicants when meeting substantially equal qualifications. Any self-identified (by submitting proof of service) veteran meeting the qualifications of the position will be granted an interview to demonstrate his or her full qualifications.
Task	Hiring Supervisor/ Selection Committee	Conduct Interviews	The hiring supervisor will provide a list of applicants to be interviewed to Human Resources who will forward State of Arkansas Discloser Form for completion prior to interview. Qualified applicants are interviewed by the HS & Selection Committee; Follow a structured format: <ul style="list-style-type: none"> • Welcome the candidate • Clarify applicant information • Provide job description & desired results • Ask in-depth questions related to the selection criteria • Encourage candidate questions • Ask the applicant to complete the State of Arkansas Disclosure Form provided to them by HR • Close the interview by stating "next steps"
Decision	Hiring Supervisor / Selection Committee	Acceptable Pool?	If yes, continue with selection process, if not develop new recruitment strategy.
Task	Hiring Supervisor/ Director of HR	New Recruitment Strategy	If a hiring decision cannot be made based on the candidates interviewed, an alternative recruitment strategy must be created in order to develop a new pool of qualified applicants.

Task	Hiring Supervisor / Human Resources	Check References	References checks are required on the top two finalists; HR can advise on questions to ask. HS should consult with the HR if the finalist is an internal candidate (to have the local personnel file reviewed and determine any employment preferences that may be applicable). After reference checks are completed, the responsible Executive Cabinet Member (if not included in the search committee) will be given the opportunity to interview the top two candidates. Subsequently, the Chancellor will be provided with the names and applicant packets of the top two candidates, unranked, by the responsible Executive Cabinet Member. The Chancellor will be given the opportunity to interview the final two candidates and gather any other job related information needed to make the final hiring decision.
Decision	Chancellor	Select Candidate	Based on interview and reference information, determine the finalist that should be offered the position.
Task	Chancellor	Notify Responsible Cabinet Member	After determining the final candidate to offer, Chancellor will notify the responsible cabinet member of the decision and HR to make the offer to the candidate with specific guidance as to the terms of the offer. At this time the Director of HR will contact the Hiring Supervisor to receive all selection materials used by the search committee, including rubrics.
Task	Chair of Selection Committee	Submission of Selection Materials to HR	After the offer is authorized by the Chancellor, the selection materials the committee used, along with the Interview Process Summary Sheet must be submitted to the HR department. No offer of employment will be made prior to submission of these selection materials to HR.
Task	Hiring Supervisor/ Human Resources	Background Check	A background check is conducted only on the finalist; in addition, final Applicants for Financially Sensitive Positions or Data Sensitive Positions must also authorize a Credit History Background Check. These checks shall be in addition to and not in substitution for any specific licensure, search, drug testing, credentials verification, or other requirements specific to the position conducted during the reference check, The background check process is fully administered through Human Resources, see System Background Check Policy. Any offer made must be contingent upon an approved background check.
Task	Director of HR	Communicate Conditional Offer and Execute Appointment Letter for Conditional Offer	After receiving the selection materials and submitting applicable background checks, the Director of HR will extend a verbal offer to the approved candidate offer as authorized by the Chancellor. All communication with the candidate during this period will be with the Director of HR, including any salary negotiation that may occur. HR will negotiate with the finalist and agree on the terms and conditions of the employment offer; e.g., salary, appointment period (9 month, 12 month, etc...), start date, any requests related to a reasonable accommodation, etc. The appointment letter for the conditional offer will also be prepared and signed by the Chancellor to present to the candidate. The offer will be conditional upon approval of the background check results and upon final approval by the ASU System Board of Trustees.

Task	Director of Human Resources (Offering Official)	Evaluate Results of Criminal Records Background Check and a Sexual Offender Background Check (Credit Check for certain positions)	If the background checks uncover unfavorable information, the Offering Official will evaluate whether to make an offer of employment to the Final Applicant. The Offering Official shall provide the decision and details of the unfavorable information uncovered in the background check to the search committee chair. For additional information regarding evaluation of background checks (including appealing the decision of the offering official) please consult ASU Board Policy on background checks. In accordance with ASU System Board policy, a Final Applicant extended a Conditional Offer of Employment may be allowed to begin work pending receipt of the required background checks only if operations cannot be carried out in the absence of the Final Applicant. This will be determined and approved by the Chancellor.
Task	Hiring Supervisor/ Director of HR/ Chancellor	Return to Candidate Pool (only if candidate rejects offer or background check results merits rejection of the finalist)	If the finalist does not accept the offer, or the results of the background check is rejected by the Director of HR as the offering official, determine the second choice candidate, and make decision as to whether that candidate is a viable one for the position. If the second finalist is approved by the Chancellor, HR will go through the offer process again including applicable background checks.
Task	Hiring Supervisor/ Office of Chancellor	Submit Employment Authorization	Once offer is accepted and background checks are accepted, HR will notify the hiring supervisor to complete and submit employment authorization (electronic form). The details on the employment authorization must match the appointment letter. No employee will be permitted to begin work without an approved employment authorization.
Task	Hiring Supervisor and Human Resources	Notify Unsuccessful Candidates	Notify unsuccessful candidates. HR will notify candidates that were not chosen for the position.
Task	Hiring Supervisor/ Director of HR	Initiate the Onboarding Process	The Director of HR will work with the new employee to begin the benefits onboarding process and to discuss the first day of employment. No employee will be allowed to begin employment without the results of the background checks (unless an exception exists as outlined in ASU system policy and approved by the Chancellor), and employment authorization required for the position.
Task	Hiring Supervisor/ Human Resources	Plan Employee Orientation Process Onboarding	Carefully plan your new employee's orientation process. The HS is responsible for managing the orientation process, which is separate from the hiring process. Be involved in the new employee's orientation and onboarding. Plan to hold periodic progress reviews as part of the process.

F. Responsible Officer

Vice Chancellor for Finance and Administration

G. Related Information

[HR/Payroll Electronic Forms; ASU System Background Check Policy](#)
[Justification of Critical Need for Full-Time Staffing Form](#)
[Interview Process Summary Sheet](#)