



## Procedures for Recruitment & Selection

### 1. Application Information

All applications are pre-screened by HR to ensure that the State's Minimum Qualifications for the position are met. Upon the Search Chair's request, HR screens and refers applicants who are Among the Most Qualified for the specific posting. For example, HR may refer the top 15-20 candidates and hold others in reserve. When posting deadlines, it is removed from the website on the closing date by midnight. During the posting period, HR may periodically screen applications (if time permits) and refer qualified applicants to the Search Chair. The Search Chair receives an email within two (2) business days after the closing date notifying that all of the qualified applicants are referred and now available to the Search Chair. No applicants should be contacted until they are all received and reviewed.

### 2. AsU Learn Merit Based Recruitment & Selection Workshop

All Search Chairs and Hiring Authority for SHRA positions are required to take or have completed the online [AsU Learn](#) courses on Merit Based Recruitment & Selection. These courses assist in the SHRA recruitment & selection process and contain essential information. Please note all applications in the applicant pool will not be released until HR has confirmed the Search Chair and Hiring Authority have completed both courses and completed the quiz successfully (9 out of 12 correct).

### 3. Search Committee

Search Committees are not required for SHRA searches but are highly recommended. The Search Chair can add their Search Committee Members to their posting or email the names of the Search Committee members to Shelley Leder at [leders@appstate.edu](mailto:leders@appstate.edu). HR assigns each Search Committee Member a "student" role in the AsU Learn Merit Based Recruitment & Selection Course & Quiz. All Search Committee members should read through the course (only the Hiring Authority and Search Chair are required to pass the quiz). All Search Committee members are required to complete the Confidentiality Statement.

### 4. Guest Users (non-AppState employee)

The Search Chair will assign access to Guest Users from the Posting by clicking **Edit, Guest User, Create Guest User Account**, which will allow Guest Users to view the applications. The system will automatically generate a Guest Username and Password (which can be updated). Enter email addresses of each Guest User and click **Update Guest User Recipient List and on the Posting Summary page click Activate Guest User**. The Search Chair will notify each Guest User of the Guest Username and Password.

### 5. Find Your Posting and View Applications

Go to the [AppState Careers Hiring Site](#) and log in. Access the Posting via the **Watch List, Inbox, Home** page or **Postings** → **SHRA**, and select the desired Posting. On the far right of the desired Posting, click **Actions** and then click **View Applicants**.

### 6. Viewing Applications

To view all of the applications and additional documents, click on the top checkbox or select desired boxes, click on the top **Actions** button, and then either **Export Results** (which will open an Excel file) or **Download Applicants as PDF** and select the document type(s) to use, or choose another command. To view each application or document(s) separately, click

on **Actions** and then **View Application** or click on the specific applicant name.

#### 7. **Change Applicant Status (Search Chair-Special Attention)**

After screening the applications, sort, organize, and prioritize the applicants by changing the applicant statuses. Click on the Applicant to open up the application and then click **Take Action On Job Application**. Select the desired Workflow Action. In order to change multiple applicants to the same status, (i.e. Not Among Most Qualified-Step 1 or Not Selected for Interview -Step 2) check the appropriate boxes to the left of each applicant or select the top checkbox to select all. Hover over the **Actions** button and select **Move in Workflow**. Select a **New State** for each applicant and list a **Reason**, if required. Certain statuses will move the applicant from the Active List to the Inactive List. Applicants in the Inactive List are still retrievable by clicking **More search options** and clicking **Inactive** and then **Search**. **Changing applicant statuses is a required ongoing process and should be utilized to assist in the phases of the screening process. Applicants do not see these status changes.**

#### 8. **\*\*\*Important Note Regarding Priority Consideration Candidates (Hiring Authority-Special Attention)**

The system will indicate which applicants receive special considerations to include **Internal with Priority, RIF and Veteran Preference**. All applicants who are extended these priorities should be carefully considered and interviewed if determined to be among the most qualified applicants.

#### 9. **Veteran's Preference**

The system will indicate if applicant is eligible for Veteran's Preference. In order for HR to verify eligibility, Veterans must submit a DD form 214 to HR-Employment. [Veteran's Preference Policy](#).

#### 10. **Interview**

The Search Committee is responsible for selecting the top candidates from among the most qualified applicant pool to interview and department is responsible for scheduling interviews. A minimum of three (3) candidates should be interviewed for any advertised position. In rare cases where there are not three (3) qualified candidates, you have the option to interview only those candidates or to repost the position.

#### 11. **Interview Questions**

All interview questions should be job related and consistent with all interviewees. Interview questions must be submitted to Shelley Leder at [leders@appstate.edu](mailto:leders@appstate.edu) prior to the interviews. [Interviews: To Ask or Not To Ask](#)

#### 12. **Selection Timeframe**

It is recommended to set up interviews within a reasonable period of time, preferably no longer than a two-week time frame. It is essential to leave applicants with a favorable impression of your department and the University. Therefore, if a hiring decision is delayed and has still not been made within ten (10) working days following the interviews, it is important to contact the interviewees, notifying them of the position's status.

#### 13. **Checking References**

Prior to making an offer of employment, the Search Committee must check references if the recommended candidate is not a permanent ASU employee, and submit one Reference Record on the individual selected for the position. Please attach [Reference Record](#) under Supplemental Documentation in the Hiring Proposal process. **Reference checks from current employers should be made only after completing the interview and with permission from the applicant.** The application will indicate if applicant has granted permission to contact previous and/or current employer(s).

#### 14. Criminal Background Checks on Finalist

Once the hiring authority changes the selected candidate's status to **Recommend for Hire**, HR-Employment will check if candidate needs to complete a criminal background check. All job offers are conditional until the criminal background report is reviewed. If HR determines CBC is required, HR will change candidate's workflow state to **Recommend for Hire (CBC required)**. This action will send the automated email to the candidate, notifying them that CastleBranch, our third party vendor, will be sending a separate email with a link to a secure website where finalist completes the background check process online. The Office of Human Resources requests candidate's timely completion of the request in order to prevent delays to the consideration process. **No candidate may begin work until the background check is completed and approved.** Hiring Authority can only extend official offer once the email notification is received indicating "All Approvals Obtained-Extend Offer." You can find a link to the process and procedures for background checks [here](#).

#### 15. Start Hiring Proposal

Once the Search Chair transitions the applicant status for the Finalist to **Recommend for Hire**, the Hiring Authority (as their highest user type can open up the finalist's application and **Start Hiring Proposal**. Click on **Start Hiring Proposal**, make sure the correct Position Description is selected, scroll to the bottom of the page, and click **Select Position Description**. Click **Edit** and begin filling in the required information and click **Next** at the bottom of each page.

- Type of Action: Select the appropriate action. If **Other** is selected, be sure to explain.
- Start Date: Indicate projected start date. Date can be changed later if necessary.
- Overall Competency Level: The posted level from the job will be indicated. Please select the level for the recommended candidate at the level posted or lower if necessary.
- Give a brief explanation as to why you have selected this particular candidate. This field is also where you should indicate justification for hiring the candidate at the specified competency level.
- Departmental Users with Access: Be sure to follow instructions and select all users that should have access to this hiring proposal.
- Internal Notes: Use the Internal Notes for any internal communication needed during the approval process.
- Compensation: Please complete all information. **Recommended salary must be within the posted Hiring Range.** Provide Salary Justification.

#### 16. Supplemental Documentation (**Hiring Authority-Special Attention**)

A [Reference Record](#) is required to be attached with each Hiring Proposal (if applicable). All hires who are not current permanent employees of Appalachian State University require one Reference Record to be attached. Attach Hire Justification if necessary.

#### 17. Save but Do Not Submit

The system will automatically save your document when you click Save or Next. You may return later and retrieve the Hiring Proposal or you may immediately submit it forward for approval by clicking on **Take Action on Hiring Proposal** and selecting the proper Workflow Action.

#### 18. Extending an Offer of Employment (**Only after All Approvals are Obtained**)

Once all approvals are obtained and the Background Check is determined complete by HR, an email notification of final approval is sent to the Hiring Authority, at which time an offer of employment can be extended. **IMPORTANT: Before an offer can be extended, the**

**Office of Human Resources must approve the Hiring Proposal.**

**19. Offer Declined**

If the offer of employment is declined, please contact [employment@appstate.edu](mailto:employment@appstate.edu) to cancel the Hiring Proposal before initiating a 2<sup>nd</sup> Hiring Proposal. Hiring Authority should change applicant's status to **Interviewed Not Hired - Declined Job Offer**, and move to the second applicant choice. Follow same **Start Hiring Proposal** procedures (refer to item #15).

**20. Offered Accepted (Hiring Authority-Special Attention)**

Once applicant accepts the offer of employment, the Hiring Authority can transition the Hiring Proposal to **Offer Accepted** and enter the official start date in the Comments section. Note: First date of employment for new hires must coincide with a New Employee Orientation Date.

**21. Position Filled**

Once your offer of employment has been accepted and HR has confirmation of acceptance, the Hiring Department is required to and responsible for immediately sending written notification to all candidates interviewed that the position is filled. Whether this notification is in hard copy form or email, include the copies in the Search Materials packet. Click here for sample [Non-Selection letters](#). HR-Employment will designate the position as filled after the 5<sup>th</sup> business day following the acceptance notification. The system will generate Regret Letters (via email) to all applicants.

**22. \*\*\*Search Materials (Hiring Authority-Special Attention)**

Gather all notes and materials from the Recruitment/Selection process for this hire, secure sensitive materials in a sealed, labeled envelope indicating Position Title, Position #, Department and Date, and forward to HR-Employment. Materials will include, but are not limited to, the following: a list of members on the search committee, all supporting materials, correspondence, notes of committee members, Search Committee Confidentiality Statements, list of interview questions/responses, reference checks, rating sheets, and Department information to include Position Title, Position Number and Name of Immediate Supervisor. Retention of this information for a minimum of 3 years is a requirement to ensure compliance.

**23. New Hire**

**HR-Onboarding** sets up the new hire in the Onboarding Module. The new hire receives the necessary new hire paperwork and appointment letter electronically. The new hire completes and submits the forms online. New hires are instructed to present the acceptable forms of identification for the I-9 on or before their first day of employment to HR. Appalachian State University participates in the DHS E-Verify Program. As a result, the University provides the Social Security Administration (SSA) and, if necessary, the Department of Homeland Security (DHS), with information from each new employee's Form I-9 to confirm US work authorization. Employees should come prepared to present documents that establish both identity and employment eligibility.

**NOTE: Probationary/Career Status (Effective October 1, 2015)**

All state employees subject to the State Human Resources Act will now complete their probationary period and achieve career status after 12 months of continuous employment in a permanent position with a permanent appointment. Previously, it took 24 months in a permanent position to complete the probationary period and achieve career status.

Law Enforcement Only: If the law enforcement officer has completed the required training (BLET) before the employee is hired, that employee is subject to a 12-month probationary period; otherwise, the employee must complete a 24-month probationary period.

A **Work Plan** should be completed and reviewed with each new employee within the first 30 days of employment. The Work Plan will be the basis for the employee's appraisal at the end of the work cycle. Work Plans are completed online in AppState Careers. [Work Plan Information](#)

For specific positions, education and certification credentials will be checked within the first month of employment. False information may be grounds for dismissal.