



TEXAS TECH UNIVERSITY
Human Resources™

STAFF RECRUITMENT & SELECTION GUIDE



PURPOSE

The Texas Tech University Staff Recruitment and Selection Guide is a procedure manual designed to assist hiring managers, supervisors, and search committees prepare and conduct successful searches. This document covers the staff recruitment and selection process from start to finish, including, utilizing the applicant tracking system, recruiting and advertising guidelines and suggestions, interviewing tips, and post-interview directions. If, at any time, you require additional support, please contact Human Resources Talent Acquisition.

806-742-3851
hrsrecruiting@ttu.edu

INTRODUCTION

Texas Tech University is committed to promoting an educational, working, and living environment in which students, faculty, staff, and visitors are free from any form of unlawful discrimination. The University is dedicated to fostering and supporting a culture of mutual respect and communication.

Texas Tech University recognizes its high-performance culture, guided by principles of excellence, innovation, inclusiveness, and impact, is achieved through the recruitment, development, and retention of a highly-qualified, diverse, and fully engaged workforce. The University is committed to equal employment opportunity for all, regardless of race, color, religion, sex (including pregnancy), sexual orientation, gender identity, national origin, age, disability, genetic information, status as a protected veteran, and any other legally protected category, class, or characteristic. To foster an excellent and well-rounded workforce, Texas Tech University takes affirmative action to hire and advance qualified minorities, women, individuals with disabilities, and protected veterans.

Texas Tech University is an Equal Employment Opportunity employer who complies with Federal and State employment laws and regulations, as well as with its own institutional policies and procedures. All faculty, staff, and student employees are expected to comply with employment decisions in accordance with the aforementioned regulations.

APPLICANT TRACKING SYSTEM

Texas Tech University utilizes an electronic applicant tracking system to centrally and electronically facilitate the recruitment and hiring processes. This system is managed by the Office of Human Resources, and it serves as a complete turnkey system for the entire hiring process. Its functions range from posting open jobs and serving as a central collection point for all relevant documentation, to onboarding newly hired employees. This system is referred to by several names, which include the hiring system, Kenexa, Brassring, or IBM. It will be referred to as Kenexa in this document. Kenexa is the only avenue in which applications for open positions are accepted.

Staff who make hiring decisions or who provide administrative support within the applicant tracking system are required to attend two training sessions before gaining access to Kenexa.

For assistance with Kenexa or for information on the required training, please contact the Human Resources Talent Acquisition staff at hrs.recruiting@ttu.edu or 806-742-3851.

Recruitment and Selection Process Goals

Successful recruitment efforts and selection processes result in:

- attracting and retaining highly qualified individuals to Texas Tech University;
- providing equal opportunity for job seekers to apply for vacancies;
- systematically collecting information about each applicant's qualifications for a vacancy;
- selecting applicants who will be successful in performing the essential functions of the position;
- encouraging active recruitment of traditionally underrepresented groups, such as women, minorities, veterans, and individuals with disabilities to eliminate the need for benchmarks with in particular job groups;
- interviewing pools of qualified candidates that includes representation of underrepresented groups;
- selecting applicants with the potential for succeeding in an inclusive and supportive environment.

As everyone at Texas Tech University contributes to the creation of a diverse and inclusive environment, each search conducted for a University staff position should include initiatives to reach, and provide equal opportunity to, the most diverse pools of potential applicants possible.

The University expects external searches to be conducted for all unclassified and classified staff positions, including appointments for visiting and part-time positions. Internal searches may be conducted in those instances where institutional experience is necessary at the onset of the appointment to successfully meet job objectives. However, all appointments must conform to equal opportunity and affirmative action guidelines.

The Texas Government Code requires staff position vacancies to be posted on the official State of Texas employment website for a minimum of ten business days. All vacancies posted for recruitment on the Texas Tech University employment website will automatically be posted on the [Texas Workforce Commission](#) website, the [Veteran's Employment Center](#) section of the VA's vets.gov website, and on the [WorkPlace Diversity](#) website, to widely publicize positions and attract a pool of qualified applicants representative of the available workforce.

Any exceptions to the posting requirements will be considered in accordance with the following:

1. OP 70.23: Reduction in Force Policy outlines special consideration when reemployment will be given to employees separated due to a reduction in force. If the employee is qualified for a vacancy, the hiring department with the vacant position may consider an employee without recruiting for the position and/or interviewing other applicants. The employee must have been separated under the reduction in force policy within the preceding six months to utilize these re-hiring procedures. An administrator who is considering hiring an employee who has been separated because of a reduction in force must notify and receive approval from Human Resources prior to any employment action. ([Full text](#))

2. Texas Government Code 657 allows state agencies to hire or appoint for an open position any individual who is entitled to a veteran's employment preference without announcing or advertising the position if it is determined the individual meets the qualifications required for the position. Human Resources Talent Acquisition has a designated veteran's liaison to assist with the process. Please email hrs.recruiting@ttu.edu for further guidance. ([Full text](#))

3. A Direct Appointment memo may be signed by the President, the Chancellor, or their designee to approve an exception to the posting policy if the qualifications for a position are so specialized that posting is unwarranted or when a spousal accommodation is being requested.

4. The President, Chancellor, or appropriate VP-level administrator may name an interim academic or administrative appointment for a finite period while a full search is conducted.

5. Temporary game worker positions and positions requiring student status as a condition of employment are exempt from the posting requirements. At no time may a temporary worker or a student employee be reclassified into a staff position without formally applying for the position and going through the competitive hiring process. ([Flow Chart](#)) ([Checklist](#))

Job Analysis

Conducting a job analysis is the first and most important step in the hiring process. A job analysis is about the position and the needs of the department, not the person. Questions to consider when conducting a job analysis include:

- What is the primary purpose of this position?
- What will the position accomplish?
- How does this position fit into the department and connect with others?
- Are there upcoming departmental changes?
- Does the department have unmet needs? If yes, what are they?

After the job analysis has been completed, a position description should be created for a new position or updated for an existing one.

Position Description

Position descriptions are used for recruitment and performance management. They are an important tool for documenting essential job functions, as well as the skills necessary to perform a particular job. Position descriptions are also used to determine the status of the position under the Fair Labor Standards Act (FLSA). An FLSA determination indicates how the wages for the position are paid, exempt (salaried) or non-exempt (hourly). During the recruitment process, current position descriptions provide the framework for advertisements, screening criteria, interview questions, salary determination, and job expectations. Following the recruitment process, position descriptions provide the basis for evaluating the employee's work and establishing performance goals.

Before a vacant position is posted, the position description should be reviewed and revised to reflect required essential job functions, work schedules, knowledge, skills, abilities, qualifications, environmental conditions, and physical requirements. Detailed instructions on how to complete the position description can be found in the ([ePM](#)).

Search Committee

A search committee can be vital in recruiting, evaluating, and recommending the most qualified applicant for employment. A search committee is recommended for executive , administration ,

and managerial staff vacancies, as well as any position for which the hiring manager or department head deems it appropriate.

It is important for each search committee member to understand the requirements of the vacant position, the needs of the college/department/division, University policies regarding equal employment opportunity and staff hiring processes, as well as the University's strategic plan to ensure a successful search.

Forming the Search Committee

The department head may appoint either the search committee chair, who is then charged with selecting the committee members, or both the chair and the committee members. The search committee chair should hold a position at an equal or higher level than the vacant position. The search committee should have at least three (3) members, but it should not be so large as to hinder process efficiency or the committee's effectiveness. The composition of the search committee is key to a broad and inclusive search. The committee should include individuals with:

- knowledge of the vacant position and its contribution to the University;
- demonstrated ability in promoting a deliberative process;
- knowledge of the University and the surrounding community;
- different backgrounds, perspectives, and expertise, representing a diverse cross-section of the University population;
- defined interest, such as peers of the new hire, supervisors, and those with similar positions.

Search Committee Responsibilities

The formation of search committees is an integral part of making effective hiring decisions. When forming or considering participation on a search committee, keep the committee's key responsibilities in mind:

- Follow University policies and procedures for staff recruitment.
- Attend meetings and assign someone to take notes.
- Establish a timetable for each search activity.
- Collaboratively determine the weighting of advertised essential position functions, required qualifications, and preferred qualifications on the Hiring Matrix.
- Select newspapers, websites, and journals in which advertisements will appear.
- Plan a search sensitive to affirmative action issues and the need for a diverse applicant pool.
- Screen and rank applicants.
- Assist in developing interview questions.
- Participate in the interviews.
- Make applicants feel comfortable during the interview process.
- Promote Texas Tech University.
- Complete interview feedback forms in Kenexa.
- Conduct reference checks.
- If an applicant names a search committee member as a reference, it is recommended that the committee member, in coordination with the committee chair, consider in which capacity they will serve since one cannot objectively fulfill both roles concurrently.

Using a Search Firm

Departments choosing to use a search firm for recruiting purposes should coordinate with Human Resources Talent Acquisition to ensure all candidates and all relevant data and documents are entered into Kenexa. Human Resources Talent Acquisition will coordinate with the department and the search firm to gather the necessary applicant information.

Posting the Position and Expanding the Applicant Pool

Attracting a well-qualified and diverse applicant pool is one of the most important goals of the recruitment process. All vacant positions posted through Kenexa will be automatically posted to the following online job sites by Human Resources Talent Acquisition: the Texas Tech Careers website, Work in Texas (the State of Texas listserv for the Texas Workforce Commission), Veteranjob.com, and WorkPlacediversity.com.

The responsibility for achieving diversity lies with the department administrator or search committee. Recruitment strategies should be discussed at the beginning of each search and may include some of the initiatives listed below:

- Place the vacancy on departmental web pages, Facebook, LinkedIn, Twitter, or comparable social media sites.
- Advertise in diverse media. Place announcements in newspapers, journals, and publications specifically designed to appeal to traditionally underrepresented groups, such as women, minorities, veterans, and individuals with disabilities.
- Email the position announcement to relevant professional listservs and networks.
- Contact peers (i.e. supervisors within the University, colleagues at other institutions, local or national employers) whose departments have similar positions to seek nominations.
- Look beyond your usual recruitment sources to widen the area in which the position is advertised. Consider hiring someone who comes from a different industry or who has slightly different, but transferable skills, knowledge, and abilities.
- Use inclusive wording in position descriptions and announcements.

External Advertising

Human Resources Talent Acquisition is available to assist departments with search strategies and recruitment plans. Departments interested in external advertising for staff positions should contact Human Resources Talent Acquisition hqs.recruiting@ttu.edu for assistance. All external advertising must be placed by Human Resources Talent Acquisition. ([External Advertising Guide](#))

Hiring Matrix

This is a tool used to document how applicants are evaluated and ranked, and to support who is interviewed and eventually selected. Applicants should be evaluated and ranked on the advertised essential job functions, as well as on the required and preferred qualifications. Interview scores and reference check scores should also be added to the matrix to determine the best applicant for the position.

The Hiring Matrix is required for all staff positions, and once completed, it will be uploaded and attached to the position requisition in Kenexa.

Staff Selection Summary and Search Certification

Before an offer is made to an applicant, the search process will be certified by Human Resources Talent Acquisition. Administrative certification is a review of search efforts to recruit qualified underrepresented minorities and women for any open positions subject to Affirmative Action Plan goals.

To complete this step, the hiring manager/search committee will complete the Staff Selection Summary Form in Kenexa and route for approval. Human Resources Talent Acquisition will review the search effort and the applicant pool. Certification will be completed within three (3) business days of receipt of the approval request.

The search will not be certified unless the committee or hiring manager demonstrates they have exhausted all reasonable efforts to diversify the applicant pool. You can review the diversity of your applicant pool prior to submitting for certification by following these steps in Kenexa. ([Diversity Analytics](#))

The Interview

Well-planned interviews are strong predictors of job performance, legally defensible, and good for recordkeeping. Interviewers and applicants evaluate each other during the interview. While a hiring manager assesses whether an applicant is right for the job, the applicant considers whether they want to work for the hiring manager and for the University. If the applicant is not convinced, they might reject the job offer.

More on the interviewing process, including sample questions, can be found in the **Interview Guide**.

Reference and Background Checks

Verifying professional references is a vital part of the recruitment process. Resumes may be embellished, and some applicants may be better at interviewing than others. Reference checks are used to verify the accuracy of information given by the applicant, obtain independent information about the applicant's previous on-the-job performance, and confirm reasons for leaving.

Before an employment offer is extended, hiring managers should verify prior work history with past supervisors whenever possible, and they should complete a minimum of two successful reference checks. If an applicant has requested not to contact their current employer, the request should be honored. However, if the applicant has requested not to contact one or more former employers, the hiring manager should ask the applicant why.

Each reference check should be documented. Forms to verify employment history and professional references are available and should be maintained in Kenexa. Hiring managers with applicants who have worked or are currently working for, Texas Tech University, Texas Tech University System or Texas Tech University Health Sciences Center should review prior employee evaluations. To review employee evaluations, please send a request to Human Resources Employee Services at hrs.employee.services@ttu.edu.

Reference Check Red Flags:

- If the applicant has requested not to contact one or more of their previous employers, ask the applicant why. It may be because the former company no longer exists, or it may be because their reason for leaving is different than what is listed on the application.
- If the applicant provides only personal references, ask for work-related professional references, as well. Professional references are a better indicator of job performance.
- Be aware of notable inconsistencies. If at any point a former employer provides information that does not align with what the applicant indicated on their application or in the interview, ask the reference additional questions to ensure you are not misinterpreting the response. Depending on the extent of the discrepancies, follow-up with the applicant, and provide them the opportunity to explain.
- Be cautious of overly positive references. Most references will share the strengths and weaknesses of their former employee or colleague, especially if you ask the right questions. That is why it is important to check more than one reference and talk to former supervisors.

As a condition of employment, Texas Tech University requires pre-employment background checks. All background checks will include a criminal history check, may include a credit check, drug and alcohol test, and/or fingerprinting as determined by each position. All background checks are facilitated by the Office of Human Resources and completed by a third-party vendor.

Notification to Applicants Not Selected

Once an applicant has been hired, the hiring manager should notify the remaining applicants the position has been filled. Applicants should be appropriately moved through the applicant workflow and then appropriately dispositioned when the position has been filled. Applicants, who are removed from the applicant pool by adding a Disposition Form in Kenexa, will receive an automatic email notification from the system. It is highly recommended for hiring managers and search committees to call the applicants who participated in face-to-face interviews to notify them of your decision prior to adding the disposition form in Kenexa.

Documenting the Search

Searches must be documented in order for the University to comply with Federal and State laws, as well as with Texas Tech University policies and procedures. Kenexa has the capability to attach documents to the appropriate requisition, so this is where the documents should be maintained. The search does not have to be complete for information to be uploaded to Kenexa; documents may be added as the search progresses.

Questions regarding the process should be directed to Human Resources Talent Acquisition:

Human Resources
Talent Acquisition
Doak Conference Center
15th & University
806-742-3851
hrs.recruiting@ttu.edu

Frequently Asked Questions

A frequently asked questions resource is available to provide a better understanding of affirmative action, equal employment opportunity, and the hiring process. ([Full Text](#))

STAFF RECRUITMENT & SELECTION PROCESS FREQUENTLY ASKED QUESTIONS

What is the difference between Equal Employment Opportunity and Affirmative Action?

Both Equal Employment Opportunity (EEO) and Affirmative Action (AA) are used to reduce discrimination in the workplace. The United States Federal Government instituted both programs to encourage diversity in hiring and promotion; however, the programs differ in their goals, requirements, and administration methods.

Equal Employment Opportunity refers to freedom from discrimination on the basis of race, color, religion, sex (including pregnancy), sexual orientation, gender identity, national origin, age, disability, genetic information, status as a protected veteran, and any other legally protected category, class, or characteristic. EEO rights are guaranteed by federal and state fair employment laws; they are enforced by the federal Equal Employment Opportunity Commission (EEOC) and its state counterparts.

Affirmative Action (AA) is a proactive method of hiring that requires the University to actively seek out and recruit applicants of historically underrepresented groups, such as women, minorities, veterans, and individuals with disabilities who are qualified for vacant positions.

Affirmative Action Plans (AAPs) define the University's standard for proactively recruiting, hiring, and promoting women, minorities, veterans, and disabled individuals. Certain federal contractors are required to institute AAPs, and the Office of Federal Contract Compliance Programs (OFCCP) is charged with enforcing contractor affirmative action mandates.

Does Affirmative Action require hiring managers/search committees to give preference to individuals from underrepresented groups when making hiring decisions?

No. Hiring managers/search committees should not give preferential treatment to individuals from underrepresented groups. Affirmative Action requires all applicants to be evaluated equally without regard to their protected status. The primary purpose of affirmative action is to encourage aggressive outreach and recruitment efforts by hiring managers/search committees to attract a diverse applicant pool. When making a hiring decision, the hiring manager/search committee should select the best applicant based on job-related knowledge, skills, abilities, experience, and education. Additional consideration may be given to candidates who have experience working with diverse populations and/or have life experiences supporting the University's goal of preparing students to thrive in a diverse and global society.

Is Affirmative Action a form of reverse discrimination?

Affirmative Action is deemed a moral and social obligation to amend historical inequities and to eliminate the present effects of past discrimination by requiring equal treatment and consideration of every individual so vacant positions will be awarded to the most qualified applicants. Intentional recruitment efforts will ensure the greatest likelihood of producing a diverse applicant pool that includes qualified minorities, women, veterans, and individuals with disabilities.

Does the University have hiring quotes?

The University has hiring goals, not quotas. As outlined in federal regulation [41 CFR § 60-2.10](#):

If women and minorities are not being employed at a rate to be expected given their availability in the relevant labor pool, the contractor's affirmative action program includes specific practical steps designed to address this underutilization. Effective affirmative action programs also include internal auditing and reporting systems as a means of measuring the contractor's progress toward achieving the workforce that would be expected in the absence of discrimination.

Texas Tech University's hiring goals are established by the Texas Tech University System Office of Equal Opportunity.

Should external advertising be placed?

Yes. External advertising should be placed in two sources to increase diverse pools of applicants for job groups with hiring goals as identified in the University's Affirmative Action Plan.

How many people should be on a search committee?

The hiring manager should appoint at least three people to a search committee.

Can someone on the search committee serve as a reference for one of the applicants?

If an applicant names a search committee member as a reference, it is recommended that the committee member, in coordination with the committee chair, consider in which capacity they will serve since one cannot objectively fulfill both roles concurrently.

When may the hiring manager/search committee begin looking at applications?

The hiring manager/search committees may begin reviewing applications as soon as the job is posted on the Texas Tech Careers website, unless the job posting states review of applications is scheduled to begin on a certain date. For example, "Review of applications will begin on October 3, 2018, and will continue until the position is filled." If the advertisement states that, "review of applications will begin immediately," reviewers may begin assessing applications at once. The hiring manager/search committee must continue to review all applications and give each applicant full consideration until the position is filled.

What if an applicant did not complete the application process, i.e., did not attach all required documents?

An incomplete application is defined as one which does not include all required attached documents. Incomplete applications should be treated consistently. If one incomplete application is considered, then all incomplete applications must be accepted and reviewed.

What happens if a committee member resigns from the search committee or is no longer able to serve?

If someone resigns during the search, it is appropriate to add another member or reconstitute the committee.

Can a search committee member Skype in?

Yes. It is acceptable to have a committee member Skype in if they cannot attend in person.

Is a search committee required?

No, not all positions warrant a search committee. Some entry and mid-level positions can be hired by the direct supervisor or department head. Please follow your department/college/division's approval authority rules.

Is a phone screen considered to be an interview?

Yes, contacting an applicant via phone to assess their interest and qualifications for a job vacancy is considered an interview and must be documented in Kenexa. A structured format should be utilized in a phone interview just as it is in an in-person interview.

Do I have to interview more than one person?

Human Resources encourages hiring managers to interview the most appropriately qualified applicants. If more than one applicant meets the required minimum qualifications, then more than one applicant should be interviewed.

How do you ensure interview accommodations for internal and external applicants are fair?

While you do not have to make travel arrangements and hotel room reservations for internal candidates selected for campus visits, the rest of the interview accommodations should be the same as those offered to external applicants. Interview accommodations may include dinner arrangements, campus tours, and other events deemed appropriate by the hiring committee. Though internal applicants may decline the campus tour, it should be offered. The actual interview process should be the same for both types of applicants.

Why are hiring managers/search committees prohibited from seeing the voluntary demographic data provided by applicants?

The EEO Applicant Form requests information about applicants' race/ethnicity and sex on a voluntary basis. Applicants are informed the information will be kept separate from their application materials. The information is used to comply with federal reporting requirements, as well as to assess the effectiveness of the university's recruitment efforts to attract diverse applicants. In order to protect the integrity of the application process and ensure the information does not influence hiring decisions, the information is kept separate. However, a summary of the information regarding the applicant pool may be shared with the search committee or hiring department.

When should reference checks take place?

Reference checks are usually conducted once interviews have been completed, but should be completed prior to making an offer.

When are background checks conducted?

Background checks are conducted only after the applicant has been offered the position, but before the applicant is officially hired. Employment is conditional upon the University's receipt of a satisfactory criminal background report.

When should applicants be notified they are no longer under consideration?

Applicants may be notified in writing after the hiring manager/search committee has decided to eliminate them from further consideration. The notifications may occur in stages throughout the selection process; however, applicants who are being held in reserve for consideration in case the top finalist is unsuccessful should not be notified until the final selection has been made.

Whom do I contact to have a job announcement removed from the Texas Tech Careers website?

Once the hiring manager/search committee is ready to review applicants, an email should be sent to Human Resources Talent Acquisition at hqs.recruiting@ttu.edu to remove the posting from the website. Removing the job posting from the website does not close the job posting requisition. The job posting requisition will be closed later in the hiring process.

Do I have to wait for a current employee to leave their job before I can recruit?

No, as long as you have received appropriate approval from your departmental hiring authority. Human Resources highly recommends you have a written resignation letter from the departing employee prior to beginning recruitment.

Can I hire someone into a different title or position than the one that was posted?

No, the person who is hired from the posted applicant pool must be hired with the title and position as it was posted in the applicant tracking system. If you think you are needing a new title, please contact Compensation/Operations to review your job.

THIS GUIDE describes the interview process from the planning stages to rating the candidates. It covers various interview techniques, tips on how to establish an atmosphere geared to put candidates at ease, and a comprehensive bank of interview questions.

PLANNING THE INTERVIEW

Well-planned interviews are strong predictors of job performance, legally defensible, and good for recordkeeping. Interviewers and applicants evaluate each other during the interview. While a hiring manager assesses whether an applicant is right for the job, the applicant considers whether they want to work for the hiring manager and the University. If the applicant is not convinced, they might reject the job offer.

Prior to the interview, review the position description to determine which competencies to assess in the interview. It is important to identify which competencies are required upon entry and which can be learned on the job.

Next, develop the interview questions. While conducting the interview, it is important not to lead applicants to the right answer or to suggest a preferred answer. It is equally important to limit the number of closed-ended questions that can be answered with “yes” or “no.” The following are a few interviewing techniques you may find helpful:

- Motivation-Based Interview Questions are designed to see how a person handles obstacles. They provide insight into whether an applicant is a high-achiever or an average worker.
- Emotional Intelligence Interview Questions provide insight into how an applicant manages themselves and relationships with others.
- Behavior-Based Interview Questions are based on the consideration that past performance is the best predictor of future performance.

Human Resources Talent Acquisition has put together a comprehensive list of sample interview questions. This list, included as an appendix at the end of this document, is separated by the traits a hiring manager may be looking for in their applicants.

WHILE SELECTING THE INTERVIEW QUESTIONS, KEEP IN MIND THAT THE QUESTIONS SHOULD BE

- reflective of competencies derived from the job description;
- realistic of the responsibilities of the vacant position;
- open-ended;
- clear and concise;
- phrased at a reading level appropriate for the vacant position;
- free of workplace jargon and acronyms.

THE INTERVIEW SETTING

1

Tips for Creating an At-Ease Environment

Being prepared for an interview is as important for the interviewer as it is for the interviewee. An interviewer who puts applicants at ease creates the best environment in which to gather useful information. A properly planned and executed interview can be a good predictor of job success.

2

Conducting the Interview

1

Tips for Creating an At-Ease Environment

- Choose a place where there will be no interruptions.
- The interview room and facilities must be accessible to applicants with disabilities.
- Seating arrangements should be the same for all applicants.
- Welcome the applicant in a warm and friendly manner.
- If more than one person is conducting the interview, be sure to introduce everyone.
- Thank the applicant for their interest in the position and for coming to the interview.
- Briefly describe the job and relevant organizational characteristics to allow the applicant an opportunity to become comfortable in the setting.
- Explain the interview process in a standardized way, and provide a realistic timeline.
- Inform the applicant that notes will be taken throughout the interview.
- Ask the applicant if they have questions before beginning the interview.

3

Tips for a Successful Interview

4

Things to Avoid During the Interview

5

Wrapping up the Interview

6

Rating the Applicants

2

Conducting the Interview

The purpose of the interview is two-fold. First, the interview gives the hiring manager or search committee the opportunity to gather additional information about an applicant's job-related skills, abilities, and knowledge, beyond what was presented in their resume or application. Secondly, it gives the applicant the opportunity to learn more about Texas Tech University and the relevant working environment, enabling them to determine if their qualifications and career ambitions align with the position.

3

Tips for a Successful Interview

- If using a search committee, the chair should assign questions to each member.
- Listen closely and objectively each applicant's answers.
- Ask follow-up questions to clarify any unclear or incomplete responses.
- Document relevant information to allow for comparison of applicants.
- Rate applicant responses based on a pre-established rating scale or rubric.
- Allow the applicant time to answer questions.
- Stay on schedule, and be mindful of the applicant's time.

4 Things to Avoid During the Interview

- Do not ask non-work-related questions. It is never appropriate to ask about an applicant's family status, race, ethnicity, color, religion, sex (including pregnancy), sexual orientation, gender identity, national origin, age, disability, genetic information, or status as a protected veteran. (This list is not all-encompassing.)
- Try not to dominate the interview; the applicant should do at least 75% of the talking.
- Do not make early judgments.
- Avoid the "halo effect" or personal similarity. This happens when one positive aspect of the applicant's background or qualifications becomes inappropriately transferred to all aspects. To offset this tendency, focus on the duties of the position.
- Avoid the "horn effect" or negative conclusion. This happens when one negative aspect of the applicant's background or qualifications become inappropriately transferred to all aspects. To offset this tendency, focus on the duties of the position.
- Be aware of stereotyping or unconscious biases. To offset a tendency to categorize applicants, focus on the duties of the position.

Each interview should follow a similar structure. It is important each applicant receives the same consideration. The Equal Employment Opportunity Commission (EEOC) has developed a [Uniform Set of Guidelines for Employers](#). The criteria include guidance on applicant selection as it pertains to educational degree requirements, job experience, and skills evaluations.

5 Wrapping up the Interview

The interview question bank contains sample questions to assist with closing an interview. Many of the closing questions assist the hiring manager with timeline information. As part of closing the interview, it is recommended the hiring manager confirm the references the applicant has provided are correct and the appropriate contact information has been provided.

6 Rating the Applicants

After the interview has been completed and the applicant has left, the interviewer(s) should immediately review their notes and rate the applicant using the predetermined rating scale or rubric. Ratings should be defensible and supported by the notes. Search committees and hiring managers should schedule interviews allowing time to complete these ratings prior to conducting further interviews.

After all the applicants have been interviewed and rated, the interviewers should do the following:

- Review the ratings given to each applicant.
- Ensure the total performance of each applicant has been considered thoroughly and objectively.
- Ensure the ratings are tied to specific interview questions and responses.
- Complete interview feedback form(s) in Kenexa.
- ALL interview documentation should be kept and uploaded to Kenexa.

INTERVIEW QUESTION BANK

- 1 Opening Questions
- 2 Previous/Current Employment Questions
- 3 Limited Job Experience Questions
- 4 Communication Skills
- 5 Flexibility
- 6 Job-Motivation
- 7 Leadership
- 8 Initiative
- 9 Optimism
- 10 Planning and Organizational Skills
- 11 Self-Awareness
- 12 Self-Control
- 13 Self-Motivation
- 14 Social Awareness
- 15 Stress Tolerance
- 16 Teamwork
- 17 Technical and/or Position Specific
- 18 Work Standard
- 19 Closing Questions

The sample interview questions, below, are designed to assist in hiring the best applicant for the position. It is not intended to ask all of the questions, but be sure each applicant is asked the same set of questions. This list is not a comprehensive list, so include additional questions that are specific to the vacancy.

As the applicant answers the questions, listen for accountability, individual contributions, realistic self-assessments, openness to change, trustworthiness and integrity, examples of strong drive for achievement, optimism (even in the face of failure), organizational commitment, expertise in building and retaining talent, cross-cultural sensitivity, service mentality, effectiveness in leading change, persuasiveness, as well as expertise in building and leading teams.

Warning signs may include vagueness, an inability to describe how others see them, an inability to answer using specific examples, blaming others for circumstances that affected them, speaking disrespectfully of previous employers, companies, or management; stories about themselves that are too good to be true; a focus only on the tangible benefits of work, an inability to maintain loyalty from staff, self-focused answers in regard to tension, teaming, or change.

1 Opening Questions

- Please spend a few minutes introducing yourself by briefly highlighting your past work experience and education.
- What about this position interests you the most?
- Why would you like to work for Texas Tech University?
- Describe your ideal work environment or what you would consider to be the perfect job.

2 Previous/Current Employment Questions

- Describe your responsibilities and duties in your current/last position.
- Tell me what a typical day looks like in your current position.
- I see that you were promoted at (organization name). Tell me about your promotion and how your responsibilities changed.
- Tell me about your current/last position. Why did you (or why do you) want to leave? Did you give notice? How long was the notice?
- I see that you have an employment gap from (date to date). Please explain the gap.

3 Limited Job Experience Questions

- Describe how your high school or college experience has prepared you for this job.
- What high school or college courses have prepared you for this position?
- What interests you in applying for a job in a field outside of your major?
- I see you majored in (type of degree). What was your career plan once you attained your degree?
- Tell me about a group project or team that you were a part of where someone wasn't completing their assignments. What was the situation? How did you handle it?

4 Communication Skills

- We've all had occasions when we have misinterpreted something that someone told us, such as a due date or complicated instructions, for example. Give me a specific example of when this happened to you. What was the situation? Why was there a misinterpretation? What was the outcome?
- In your current position, what are the most challenging reports you prepare, and why are they challenging?
- What different approaches do you use in talking with audiences? How do you know you are getting your point across?
- What is the worst communication problem you have experienced? How did you handle it?
- How do you build rapport with others? Provide an example of when this did/didn't work for you.
- What is the best way to simplify a complex issue in order to explain it to a client or colleague?
- How have you persuaded others to see things your way at work?
- Tell me about a time that you explained a complex idea/problem to a customer who was already frustrated.
- Talk about a successful presentation you recently gave and why you think it went well.
- Tell me about a time you explained a complicated technical problem to a colleague who had less technical understanding than you.
- Do you prefer written or verbal communication?
- Describe a time you had to be careful talking about sensitive information. How did you do it?
- Talk about a time you made a point that you knew your colleagues would be resistant to. What was the outcome?
- Tell me about a time you had to relay bad news to a client or colleague.
- How have you handled working under someone you felt was not good at communicating?
- Describe the most difficult supervisor you've had. How did you find common ground? Tell me about something you learned from that supervisor. How has that knowledge furthered your career?

5 Flexibility

- When was the last time you had to act when there was no policy or formal procedure to do so?
- Give me an example of when someone brought you a new idea, particularly one that was odd or unusual. What did you do?
- Tell me about a time you had competing priorities that were both urgent and important. How did you handle them?
- Tell me about a situation when you had to abruptly change what you were doing.
- Describe a situation where you felt you took a great risk. What was the outcome?
- Tell me about a specific occasion when you conformed to a policy even when you didn't agree with it.
- Give me an example of a time you had to go above and beyond the call of duty to get a job done.

6 Job-Motivation

- What do you like best about your current position?
- What do you like least about your current position?
- Why are you motivated to leave your current position?
- What motivated you to apply for this position?
- What is a recent job experience that you found satisfying? Dissatisfying? Why?
- What gave you the greatest feeling of achievement in your current position? Why?
- All jobs have their frustrations and problems. Describe specific job conditions, tasks, or assignments that have been dissatisfying to you. Why?
- What are some recent responsibilities you have taken on? Why did you assume these responsibilities?
- In your current position, what are your favorite tasks? What are your least favorite?
- Out of all the jobs you've had, which was your favorite? Which was your least favorite? Why?
- If you could change one thing about your current job, what would it be? Do you have a plan to implement that change?

7 Leadership

- Tell me about a time you had to take a firm stand with a co-worker. What was the situation?
- Tell me about a time you had to win approval from your co-workers for a new idea or plan of action.
- Tell me about a time something went wrong at work, and you took control.
- What do you like most about managing people? Least?
- Tell me about the most difficult team that you've lead. Why was it difficult, and how did you manage it?
- What are the most important values you demonstrate as a leader? How have you demonstrated these values?
- As a leader, are you more effective in a group or a one-on-one basis?
- How often do you feel it necessary to meet with your team?
- Is competition among a team healthy? Why, or why not?
- How do you delegate responsibilities to your team?
- How do you lead through change?
- How do you onboard new employees?
- Tell me about an unpopular management decision you had to make and how you handled it.
- How do you think about work/life balance?
- If we offered this position, what contributions would you expect to make during the first three months on the job?
- If I called your current supervisor, what would they say are your three strongest points? Your weakest? Do you agree?
- On your last performance evaluation, in which three areas did you rate the highest? Lowest?
- What have you done to improve upon your weaknesses?
- Tell me about a time when, as a leader, you found it necessary to bend the rules. What did you do? Why did you do it? How did you feel about it?
- On an average day, is your main focus on results and tasks, or people and emotions?
- What top 3 things do you need from your supervisor to be successful?

8 Initiative

- How have you made your current position easier or more rewarding?
- Tell me about a time you recognized a problem before your supervisor or others in the organization. How did you handle that situation?
- We've all missed a deadline on occasion. Can you give an example of when this happened to you? Cause? Result?
- In your current position, have you noticed a process or task that was being done unsafely or incorrectly? How did you discover it or come to notice it? What did you do once you were aware of it?
- Give me an example of doing more than what was required in your job.
- Tell me about a project or idea (not necessarily your own) that was carried out successfully primarily because of your efforts.
- Tell me about the last idea that you recommended at work. Was it implemented?

9 Optimism

- Tell me about a time you were reprimanded for doing what is right. What impact did it have on you?
- When things at work aren't going your way, what do you do? Give me a specific example of a time this happened to you.
- Tell me about a time when your behavior positively influenced a colleague.
- Describe a situation in which you had misplaced optimism. How did you proceed?
- How have you created a positive culture at your current place of employment?

10 Planning and Organizational Skills

- In your present job, is there a task or duty you consider to be a waste of time? Why?
- At what time of day do you feel you do your best work?
- How do you organize your workday?
- How often is your time schedule upset by unforeseen circumstances?
- What do you do when that happens? Tell me about a specific time.
- Describe a typical day ... a typical week.
- How do you establish priorities in scheduling your time? Give examples.
- How do you keep track of items requiring your attention?
- We have all had times when we just could not get everything done on time. Tell me about a time this happened to you. What did you do?
- How do you accomplish specific long- and short-term goals?
- When is the last time that you postponed a project or deadline? What are good reasons to postpone them?
- How do you catch up on an accumulated backlog of work after returning from a vacation or a conference?

11 Self-Awareness

- Tell me about a time you felt you were unfairly criticized and how you handled it.
- If you had the opportunity to change anything in your career, what would you have done differently?

- What three adjectives do you think others would use to describe you?
- Would you agree?
- If I were to call your former co-workers, what would they say about you?
- Would you agree?
- What kind of work makes you feel you are at your best?
- If you could do anything in the world, what would it be?
- Describe a time you contributed to the success of a project and received little or no recognition for your efforts. How did you handle it?
- How would your direct reports describe your leadership style?
- Would you agree?
- Tell me about a time your conduct was interpreted negatively. What happened?
- If you had a personal signature on your work, what would it be?
- Tell me about a time you worked on a project that didn't work out the way it should have. What did you do?
- Think about a time you received feedback from someone else that surprised you. Tell me about the details.

12 Self-Control

- Think of a situation where you failed. How did you resolve it and recover?
- If you could change one managerial decision you made in the last two years, what would it be?
- We have all had to "bite our tongue" at times. Tell me about the last time it happened to you.
- Think of a time when you were tempted to do something for a short-term gain, but it wasn't for the long-term best. What did you do?
- Tell me about a time when you recognized that your behavior was disruptive and how you managed it.
- Tell me about a time when you said something you later regretted. How did you handle it?

13 Self-Motivation

- Describe a situation where you failed to meet a deadline or a project was unsuccessful.
- Tell me about a time you thought something was feasible and others did not. What did you do to succeed that others didn't do?
- What do you consider to be your most important accomplishment? How did you achieve this?
- Have you ever been in a situation where a project was returned for errors? What effect did this have on you?
- What do you do during boring times at work?
- Describe a deadline you achieved when you were given the shortest notice.
- Think of a time you needed to learn new skills. How did you get yourself up-to-speed quickly?
- When taking on a new task, do you like to have a great deal of feedback and support at the outset, or do you like to have a great deal of responsibility and try things your own way first?
- Tell me about a time you felt demotivated and how you got yourself going again.
- Give me an example of a time you felt you were able to build motivation in your co-workers or direct reports.
- Give me an example of an important goal you set, and tell me about your progress in reaching the goal.

14 Social Awareness

- Tell me about someone with whom you work on a regular basis and with whom you find it difficult to get along. What have you done to build a stronger relationship? What is the result?
- Tell me about a time you rejected one of your team member's ideas or opinions about a project.
- Tell me about a time you had to resolve a conflict with a co-worker or supervisor and how you handled it.
- Have you ever been in a situation in which you had to meet two different deadlines given to you by two different people, and you couldn't do both? What did you do?
- Tell me about the last time it was difficult to say "no," but you did so anyway. What were the circumstances?
- Think about a person you have had to work with who complained all the time, and tell me how you handled them.
- Tell me about a time you had to work on a project that didn't work out the way it should have. What did you do?
- Tell me about a time you had to work with a new team. How did you integrate yourself into the group?
- Think of a time there was tension in a work relationship, and tell me how you handled it.
- What kinds of issues have caused you to have a conflict with your supervisor?
- Describe a time you were able to communicate successfully with another person when that individual did not necessarily like you.
- Give an example of a time you failed to establish, or maintain, a relationship with a peer.

15 Stress Tolerance

- Tell me about a time you had competing priorities that were both urgent and important. How did you handle them?
- What pressures do you feel in your job? How do you deal with them?
- Describe the highest-pressure situation you have weathered in your job recently. How did you cope with it?
- Tell me how you maintain consistent performance while under time and workload pressures.
- Describe the last time a person at work – a customer, co-worker, or boss, for example - became irritated or lost their temper. What did they do? How did you respond? What was the outcome?
- Tell me about a situation in which you became frustrated or impatient when dealing with (customers, co-workers, manager). What did you do?
- Give me an example of when your ideas were strongly opposed by a co-worker or supervisor. What was the situation? What was your reaction? What was the result?
- Tell me about a time you had to make a quick decision under pressure, maybe without complete information. What was the situation? How did it turn out?
- Tell me about an assignment that really challenged you in your last position.

16 Teamwork

- We've all had to work with someone with whom it is very difficult to get along. Give me an example of when this happened to you. Why was that person difficult? How did you handle the person? What was the result?
- When dealing with individuals or groups, how do you determine when you are pushing too hard? How do you determine when you should back off? Give an example.

- How do you develop rapport (relationships) with individuals at work?
- Give me some examples of when one of your ideas was opposed in a discussion. How did you react?
- We all have ways of showing consideration for others. What are some things you've done to show concern or consideration for a co-worker?
- How do you keep your employees informed as to what is going on in the organization?
- What methods do you use to keep informed as to what is going on in your area?
- Provide an example of a successful project or team you were a part of. What was your role? Why was the project or team successful?
- In what ways have you contributed to your current supervisor's success?

17 Technical and/or Position Specific

- What training have you received in (fill in the blank)?
- Describe your experience with the following tools and equipment (list job-related tools and equipment).
- Walk me through the procedures you would follow to (fill in the blank).
- What equipment have you been trained to operate? When/where did you receive that training?
- What equipment did you operate in your job at (fill in the blank)?
- Describe your experience performing the following tasks (insert job-specific tasks).
- What work related experiences have you had that would help you in this position?
- How do you follow the prescribed standards of safety when performing (task)?
- Being a (fill in job title) requires a lot of technical knowledge. How did you go about getting it? How long did it take you?
- Would you tell me about a time when you have had to (fill in the blank with a job duty)? What steps did you take? What was the result?
- Describe your (fill in the blank with job duty) experience in your current and/or past positions.

18 Work Standard

- How do you measure success in your job?
- What do you consider the most important contribution you have made to your current organization? What was your role?
- What factors, other than pay, do you consider most important in evaluating yourself or your success?
- When evaluating the performance of others, what factors or characteristics are most important to you?
- Describe the time you worked the hardest and felt the greatest sense of achievement.
- Tell me about a time when you weren't very pleased with your work performance. Why were you upset with your performance? What did you do to turn around your performance?

19 Closing Questions

- What are your short- and long-term goals?
- How will this position help you achieve those goals?
- Now that you have learned more about the University and the position you have applied for, what hesitation or reluctance would you have in accepting this job if it were offered to you?

- Now that you have had an opportunity to review the job description in detail, with or without accommodation, do you perceive any difficulties in meeting the job expectations?
- Are you available to travel?
- The normal work schedule for this position is (fill in the blank). Do you foresee any issues with working this schedule?
- At times, there are circumstances that require working an alternate work schedule. Can you work an alternate work schedule when asked?
- Can you work overtime with limited notice?
- Can you work evenings and weekends?
- If offered this position, when would you be able to start?
- What are your salary expectations?
- Do you feel that I have given you the opportunity to express your qualifications, skills, and past job experiences or is there additional information you would like me to know?

DIVERSITY RECRUITMENT RESOURCES

The following websites, publications, and organizations may be of assistance in developing diverse pools of highly qualified applicants for vacant positions. This list is not intended to be all-inclusive, but to serve as a guide for expanding applicant pools. Please note that while some resources offer job postings free of charge, others charge fees.

Additionally, to assist with the University's diversity recruitment efforts, staff positions are posted to the following sites below by Human Resources:

- **Work in Texas** – Recruitment Resource that serves candidates and employers throughout the State of Texas. Online job matching system to search for jobs, create a resume, and submit applications for employment. workintexas.com
- **Vets.gov** – In partnership with the United States Department of Labor, this recruitment resource serves veterans and employers. Vets.gov provides access to employers who want to hire Veterans and military spouses. Vets.gov
- **WorkplaceDiversity.com** - This website is a source for Diversity Talent. Highly qualified professionals, both recruiters and job seekers, come to WorkplaceDiversity.com to find the employees and employers who can truly make a difference. Based on Texas Tech's ongoing relationship with WorkplaceDiversity.com all TTU's vacant positions will also be posted on the following websites.

DiversityinEducation.com
OutandEqual.com
LGBTConnect.com
DiversityinHigherEducation.com
VeteransConnect.com
DisabilityConnect.com
DiversityConnect.com
HispanicDiversity.com
DiversityMBA.com

All other recruitment resources listed on this document are to be used as needed for attracting a diverse pool of highly qualified applicants for vacant positions at Texas Tech University.

WOMEN RECRUITMENT RESOURCES

American Association of University Women (AAUW)

National Grassroots Organization with a focus to improve the lives of millions of women and their families. AAUW has been empowering women as individuals and as a community since 1881. Colleges and universities across the country advertise with AAUW every year to search for highly qualified women candidates to fill positions in administration, business, microbiology, computing, and engineering programs. <https://www.aauw.org/who-we-are/jobs/>

Women in Higher Education (WiHE)

WiHE's goal is to enlighten, encourage, and enrage women on campus as well as to win the acceptance of women in higher education. WiHE seeks to increase the number of women in campus leadership roles and provide a continuing source of education and passion for women in academia. wihe.com

Association for Women in Science

The Association for Women in Science (AWIS) serves a global network of 100,000 members, allies, and supporters working in science, technology, engineering, and mathematics (STEM) careers. These professionals are dedicated to achieving equity and full participation of women in all disciplines and across all employment sections. The AWIS Career Center provides employers with qualified professionals within science, technology, engineering, and mathematics industries who are ready to advance to their next career. Awis.org

Women for Hire

Women for Hire is the leading career recruitment specialist for women. Reach a national audience of talented diverse women by posting your opportunities on WomenForHire.com which was rated one of the Top 10 Career Sites for Women by Forbes. womenforhire.com/employer_services/

Advancing Women

Advancing Women has been a top recruiting site for women since 1996. Using state-of-the-art career site technology and deep ties in the diversity community, Advancing Women has a loyal audience of professional minority women. Advancing Women focuses on the engineering, manufacturing, and construction industries as well as technology, biotech, medical, financial, government and the defense/security industry. <https://careers.advancingwomen.com/>

VETERAN RECRUITMENT RESOURCES

Military.com

Military.com is a website designed to appeal to current and former members of the U.S. military plus those considering joining the military, military enthusiast, and supporters. This recruiting resource offers employers access to Veterans, their skills, values, and extensive training that can enhance an organization's productivity. Majority of these Veterans are highly trained in careers fields such as Information Technology, Information Security, Finance, Logistics, Security, Healthcare, and Administration. Military.com

Veteran Jobs Gateway

Veteran Jobs Gateway is a recruiting resource filled with a community of American Military Veterans that are in search of career and development opportunities. veteranjobsgateway.com

VetJobs

This recruiting resource is the leading military job board that makes it easy to reach transitioning military members and veterans that have separated over the last several decades. VetJobs is over 17 years old and receives between 600,000 and 900,000 visitors each month. VetJobs services are offered to all U.S. Military Service Family members. veteranjobs.com

HireVeterans.com

This recruiting resource is a user-friendly job board helping connect employers with the best U.S. Military Veterans. HireVeterans.com has over 500,000 plus unique visitors each month with millions of page views. HireVeterans.com

Job Opportunities for Disabled Veterans

This recruiting resource is a premier job search website for veterans with disabilities. Job Opportunities for Disabled Veterans works in concert with many Wounded Warrior Transition Command Centers and military organizations that support our Nation's Heroes in their job search for employment. jofdav.com

INDIVIDUALS WITH DISABILITIES RECRUITMENT RESOURCES

JobAccess and abilityJOBS

This recruiting resource has the largest career website dedicated to helping businesses comply with Section 503 of the Rehabilitation Act. abilityJOBS/JobAccess has led the way in helping companies find qualified job seekers with disabilities. abilityjobs.com

AbilityLinks

This recruiting resource is the leading web-based community for job seekers with disabilities and inclusive employers. AbilityLinks helps to increase the quality and diversity of the workforce by providing access to a qualified pool of candidates who self-identify as having a disability. AbilityLinks utilizes technology and personal interaction to match qualified individuals with disabilities to companies that embrace diversity. abilitylinks.org

AMERICAN INDIAN OR ALASKA NATIVE RECRUITMENT RESOURCES

American Indian Business Leaders

AIBL is the only American Indian non-profit organization solely dedicated to empowering business students. The mission of AIBL is to increase the representation of American Indians and Alaska Natives in business and entrepreneurial ventures through education and leadership development opportunities. aibl.org

Native American Jobs

Native American Jobs is a recruiting resource with over 16 years of experience. Their mission is to help job seekers find the job of their dreams, in their home area or nationwide. This career website provides employment opportunities for all people from diverse, indigenous, and minority cultures. This recruiting resource offers branding solutions and allows employers to share job posting videos (up to 60 seconds). Nativeamericanjobs.com

American Indian Science & Engineering Society

American Indian Science & Engineering Society is a recruiting resource that is a national non-profit organization focused on substantially increasing the representation of American Indians, Alaska Natives, Native Hawaiians, Pacific Islanders, First Nations, and other indigenous people of North America in Science, Technology, Engineering and Math studies and careers. careers.aises.org

ASIAN RECRUITMENT RESOURCES

National Association of Asian American Professionals (NAAAP)

NAAAP is a non-profit organization that cultivates and empowers Asian & Pacific Islanders leaders through professional development, community service, and networking. The National Association of Asian American Professionals has 28 chapters across the U.S. and Canada with over 3,000 members. Use the NAAAP Career Center as your source for Asian American professional talent. <http://www.naaap.org/careercenter/>

Association for Asian Studies

Association for Asian Studies is a member of the American Council of Learned Societies which participates in research and informational exchanges. This resource offers networking opportunities with over 7,000 members across all disciplines via a scholarly, non-political, non-profit professional association open to all persons interested in Asia and the study of Asia. asian-studies.org

BLACK OR AFRICAN AMERICAN RECRUITMENT RESOURCES

Blacks in Higher Education

Blacks in Higher Education is a diversity recruitment resource that offers highly effective and affordable diversity recruitment solutions. Blacks in Higher Education helps match higher education professionals to career opportunities at Community Colleges & Universities. Blacks in Higher Education has active job seekers who are interested in staff, faculty, and administration position within the higher education industry. <https://www.blacksinhighered.com/pricing/>

The Journal of Blacks in Higher Education (JBHE)

The Journal of Blacks in Higher Education is dedicated to the conscientious investigation of the status & prospects for African Americans in higher education. Since 1993, this journal has been sent out to over 11,000 people weekly which drives many of the viewers to the website. JBHE.com continues to provide a cost-effective way to reach a highly targeted demographics of scholars at colleges and universities across the United States. JBHE.com offers multiple online advertising options for academic institutions. jbhe.com/advertise/

National Association of Black Accountants, Inc.

The National Association of Black Accountants (NABA, Inc.), is a nonprofit membership association dedicated to bridging the gap for black professionals in the accounting, finance, and related business professions. Representing more than 200,000 black professionals in these fields, NABA advances people, careers, and its mission by providing education, resources, and meaningful career connections to both professional and student members. The mission of NABA, Inc. is to address the professional needs of its members and to build leaders that shape the future of the accounting and finance profession. nabacareercenter.nabainc.org/employers/

Historically Black Colleges and Universities (HBCU) Connect.com

HBCUConnect.com is a recruitment resource that receives 350,000 unique visitors per month, 6.5 million webpage views per month and their email list services over 1.2 million men and women who are either students or alumni of Historically Black Colleges & Universities. Essentially, HBCU Connect helps their Bachelor, Master, and Ph.D. members connect with career opportunities. hbcuconnect.com

National Black MBA Association

The National Black MBA Association is the premier business organization serving Black professionals. The National Black MBA Association is committed to the professional advancement of its members and is continuously seeking new opportunities and benefits to provide. There are over 30 local NBMBA Chapters throughout North American. nbmbaa.org

HISPANIC OR LATINO RECRUITMENT RESOURCES

Hispanic Outlook on Higher Education

Hispanic Outlook on Higher Education has acted as a diversity recruitment resource for the last 27 years. Hispanic Outlook continues to expand its outreach in providing education news, innovations, networking, resources, and the latest trends impacting students from kindergarten through graduate school while maintaining a unique Hispanic perspective.

<https://www.hispanicoutlook.com/advertising>

American Association of Hispanics in Higher Education

The American Association of Hispanics in Higher Education is entering its twelfth year and continues to address issues and concerns affecting Hispanics in Higher Education. This organization works to prepare more Hispanics to pursue a career in higher education as faculty, administrators, and policymakers. This organization has over 120 chapters at colleges and universities around the country. aahhe.org/Jobs/jobs.aspx

Hispanics in Higher Education Network

Hispanics in Higher Education Network is a recruitment resource that offers a highly effective and affordable diversity recruitment solutions. Hispanics in Higher Education help match higher education professionals to career opportunities at Community Colleges & Universities. Hispanics in Higher Education has active job seekers who are interested in staff, faculty, and administration position within the higher education industry. hispanicsinhighered.com

Hispanic Association of Colleges and Universities

Hispanic Association of Colleges and Universities was established in 1986. HACU represents more than 470 colleges and universities committed to Hispanic higher education success in the U.S., Puerto Rico, Latin America, and Spain. HACU is committed to Hispanic success in education, from kindergarten through graduate school and into the workforce of tomorrow.

hacu.net/hacu/InformationRates.asp

Society for the Advancement of Chicanos and Native Americans in Science Website

For the last 40 years, SCANAS has been working to make sure that those most underrepresented in STEM have the support they need to attain advanced degrees, careers, and positions of leadership. At SACNAS, they understand that diverse voices bring creative solutions to our world's most pressing scientific problems. That is why SACNAS is building a national network that is innovative, powerful, and inclusive. SACNAS has over 6,000 paid members, and 115 Student and Professional Chapters. <http://careercenter.sacnas.org/>

National Association of Latino Professionals in Finance and Accounting (ALPFA)

The Diversity Recruitment resource is focused on connecting and empowering Latino leaders. ALPFA acts as a bridge connect thousands of Latino Students to paid professional internships and careers. ALPFA is developing the next generation of Latino professionals. ALPFA has over 81,000 members assembled in 44 professional and more than 160 student chapters across America. <http://jobs.alpfa.org/>

HIGHER EDUCATION RECRUITMENT RESOURCES

Chronicle of Higher Education

The Chronicle of Higher Education attracts the best and brightest in academe with its authoritative news, insights, and career advice, helping professionals advance their careers and improve their institutions. Their website gets over 2.3 million unique visitors each month.

careers.chronicle.com/

Diverse Issues in Higher Education Magazine

DiverseJobs is a diversity recruitment resource that has been in business for over 30 years. Diverse Jobs is a leading resource site for careers in academia, business, and health.

diversejobs.net/online-ad-rates/

Insight into Diversity Magazine

Insight into Diversity Magazine's reach spans across all categories of highly-educated underrepresented groups in higher education, government, and corporate American. 58% of their audience consists of College Graduates and 19% of their audience consist of graduate/professional's degrees. careers.insightintodiversity.com

Forte Foundation Website

Forte Foundation is a non-profit consortium of leading companies and business schools working together to launch women into fulfilling, significant careers through access to business education, opportunities, and a community of successful women.

http://www.fortefoundation.org/site/PageServer?pagename=cc_employers

American College Personnel Association

American College Personnel Association (ACPA) is the leading comprehensive student affairs association that advance student affairs and engages students for a lifetime of learning and discovery. This recruitment resource has nearly 7,500 members representing 1,200 private and public institution from across the U.S and around the world. ACPA members include undergraduate and graduate students studying student affairs or in higher education programs, faculty, student affairs educators, and administration. careers.myacpa.org/rates/

Council for Advancement and Support of Education (CASE)

The Council for Advancement and Support of Education is a professional association serving educational institutions and the advancement professional who work on their behalf in alumni relations, communications, development, marketing, and allied area. CASE helps its members build stronger relationships with their alumni and donors, raise funds for campus projects, produce recruitment materials, market their institution to prospective students, diversify the profession, and foster public support of education. CASE serves nearly 81,000 advancement professionals on the staffs of member institutions.

careers.case.org/r/jobs/post/index.cfm?site_id=9295

PROFESSION SPECIFIC RECRUITMENT RESOURCES

Ag.Careers.com

Ag.Careers.com is the leading online job board for agriculture, food, and biotechnology. AgCareers.com offers a University Partners program that is designed to highlight and share information about educational advancement opportunities in agriculture.

<https://www.agcareers.com/info.cfm?task=rates>

The Professional Association for Design (AIGA)

The Profession Association for Design is the oldest and largest professional membership organization for design with 70 chapters and more than 25,000 members, their goal is to advance design as a professional craft, strategic advantage, and vital cultural force. AIGA also focuses on enhancing professional development through enriching learning opportunities at all levels.

designjobs.aiga.org/select-posting-type

National Association for Law Placement (NALP)

NALP is an association of over 2,500 legal career professional who advises law students, lawyers, and law offices. NALP works every day to be the best career services, recruitment, and professional development organization in the world. jobs.nalp.org/rates/

Publishers Marketplace

Publishers Marketplace is the biggest and most dedicated marketplace for publishing professionals built on the foundation of Publishers Lunch, read by 40,000 industry insiders, and considered "publishing's essential daily ready." <https://www.publishersmarketplace.com/jobs/>

Public Relations Society of America

This Diversity Recruitment resource will assist you in reaching a community of 83,000 communications professionals and 38,000 Twitter followers.

<https://jobs.prsa.org/employer/pricing/>

National Association of International Educators (NAFSA)

NAFSA, Association of International Educators is the world's largest non-profit association dedicated to international education and exchange. NAFSA's 10,000 members are located at more than 3,500 institutions worldwide, in over 150 countries. jobregistry.nafsa.org/employers/

ADDITIONAL RECRUITMENT RESOURCES

Glass Door

Glassdoor is one of the fastest growing jobs and recruiting sites. Glassdoor holds a growing database of millions of company reviews, CEO approval ratings, salary reports, interview reviews and questions, benefits review and more. Glassdoor also supports job and career community that allows the world a look at jobs and companies. <https://www.glassdoor.com/post-job>

International Parking Institute

International Parking Institute is the largest and leading association of parking professional and the parking industry, IPI is the best place to reach the parking and transportation market. Parking executives, purchasing managers, and other key decision makers in the parking and transportation industry consider IPI, the top source for industry news, trends, products, and service. <http://careers.parking.org/employers/>

Jospotonline.com

This recruitment resource offers more local job seekers than any other site in the Lubbock Area. Jobspotonline.com can expose your ad across hundreds of targeted niche sites with one single posting. <jobs.jobspotonline.com/adminnet/Employer/Marketing/2446>

Lubbockhelpwanted.com

This recruitment resource has over 36,000 registered job seekers. Lubbock Help Wanted partners with radio and television outlets to promote LubbockHelpWanted.com. <regionalhelpwanted.com/lubbock-recruitment/>

Monster.com

Monster is a recruitment resource that provides quality candidates. Monster gets 20,000 unique visitors every single month. Through powerful distribution networks and partners, Monster extends exposure to over 1000 newspaper partners, other job board sites, Veteran employment sites, and Monster applications.

https://hiring.monster.com/recruitment/standard-postings.aspx?intcid=HEADER_products_std-job

The Highlander

The Highlander is a print and online newspaper in the Hill Country of Texas. The Highlander offers entry for classified employment ads in their paper and online newspaper. <highlandernews.com>

Waco Tribune-Herald

The Waco Tribune-Herald is a daily newspaper serving Waco, Texas, and vicinity. The Waco Tribune-Herald works as a recruitment resource that is read by over 80,000 adults in McLennan County during an average day. The Waco Tribune-Herald offers print and online ads, classified ads, and banner ads on their website. wacotrib.com/advertise/contact_us/

Austin American Statesman

The Austin American-Statesman is a major daily newspaper for Austin, Texas. As the premier local media source, The American-Statesman works as a recruitment resource that offers print and online classified ads. The American Statesman also allows employers to post vacant positions on their job board. statesman.com

Bluefishjobs.com

Bluefishjobs.com is a recruitment resource that can assist in attracting top talent. Bluefishjobs.com reported that they have an average of 37,499 visitors to the site each month. They also reported that each job listed on their site reviews an average of 1073 views. careercenter.bluefishjobs.com/

Dallas Morning News

Dallas Morning news offers employment advertising through job boards, digital advertising, classified ads, and partnerships with Monster.com and Recruitology.com. The Dallas Morning News has on average 271,900 daily subscribers. placeads.dallasnews.com/webbase/en/std/jsp/WebBaseMain.do#show_hide

Dice.com

Dice.com is a recruitment resource that can provide access to millions of skilled tech candidates. Dice offers sourcing solutions, job postings, branding services as well as targeted hiring campaigns. dice.com/products/

Note to Hiring Managers: Before launching a diversity recruitment advertising campaign, be sure that you have reviewed department specific and Texas Tech University's demographics. This will help assure that you and others involved in the hiring process will consider your department's current demographics and note if there are Affirmative Action Goals associated with the vacant position before recommending a candidate for hire. To begin this review, contact the Talent Acquisition Human Resources office at hqs.recruiting@ttu.edu or 806-742-3851.

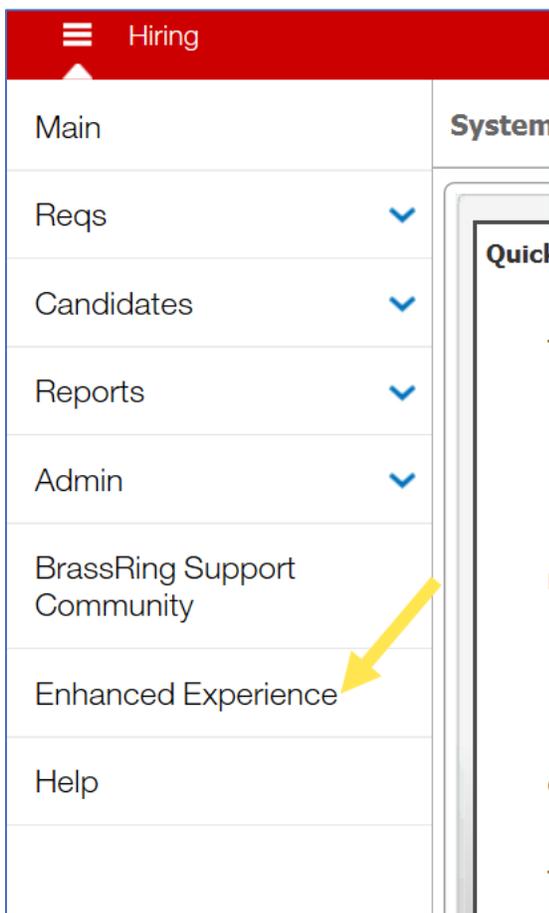
Availability of Pie Charts Showing the Diversity of a Candidate Pool

(There must be at least 6 candidates in the pool for the pie charts to display.)

1. First, click on the three lines on the top left of the screen.



2. When the menu opens, click on **Enhanced Experience**.



- The screen will change to boxes with each requisition listed in a single box. The numbers on the bottom are the number of candidates in the pool. Click on the number under the word Total.

15070BR

Extended Job Title
Lead Employment Specialist

Org Level 7
H15000 - Human Resources

Hiring Manager
Thomas, Jessica (R00907775)

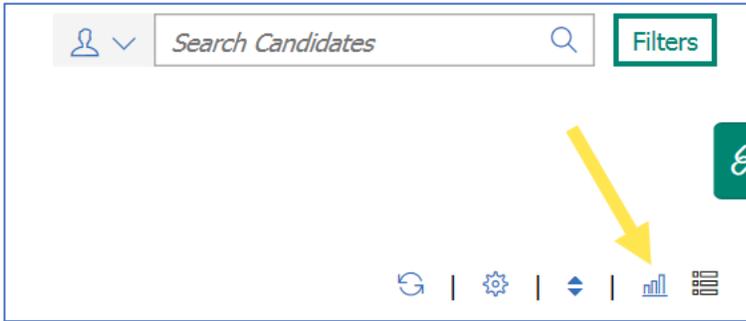
New	Total
4	13

- The screen will change to a list of all the candidates. In the upper right-hand corner, directly above the list of names, there is a graph looking symbol.

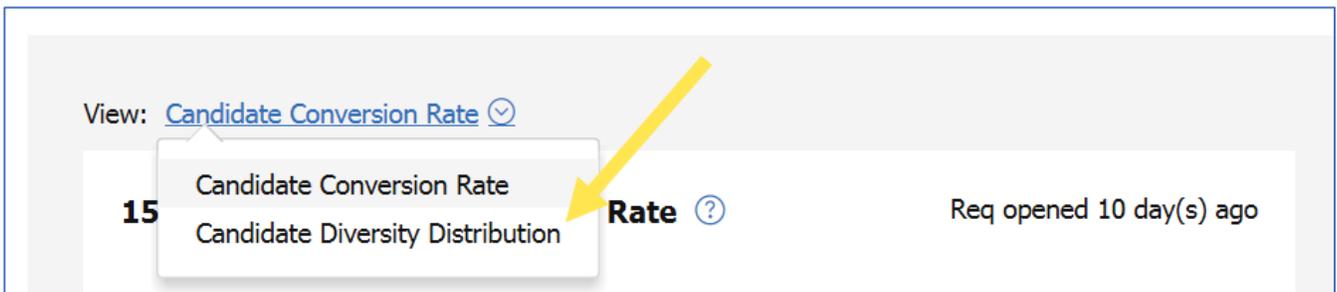
<input type="checkbox"/>	Name	Agency referral	Candidate type	Forms	HR status (click to update)	HR status date	Notes	Updated by	Viewed
<input type="checkbox"/>	[Redacted]		External		Manager Review	24-Aug-2018		Manager, Automation ()	
<input type="checkbox"/>	[Redacted]		External		Manager Review	30-Aug-2018		Manager, Automation ()	
<input type="checkbox"/>	[Redacted]		External		Manager Review	29-Aug-2018	+	Manager, Automation ()	
<input type="checkbox"/>	[Redacted]		Internal		Manager Review	22-Aug-2018	+	Manager, Automation ()	
<input type="checkbox"/>	[Redacted]		Veteran Preference		Manager Review	30-Aug-2018		Manager, Automation ()	
<input type="checkbox"/>	[Redacted]		External		Mananar Review	21-Aug-2018		Mananar	

5 10 25 50 100

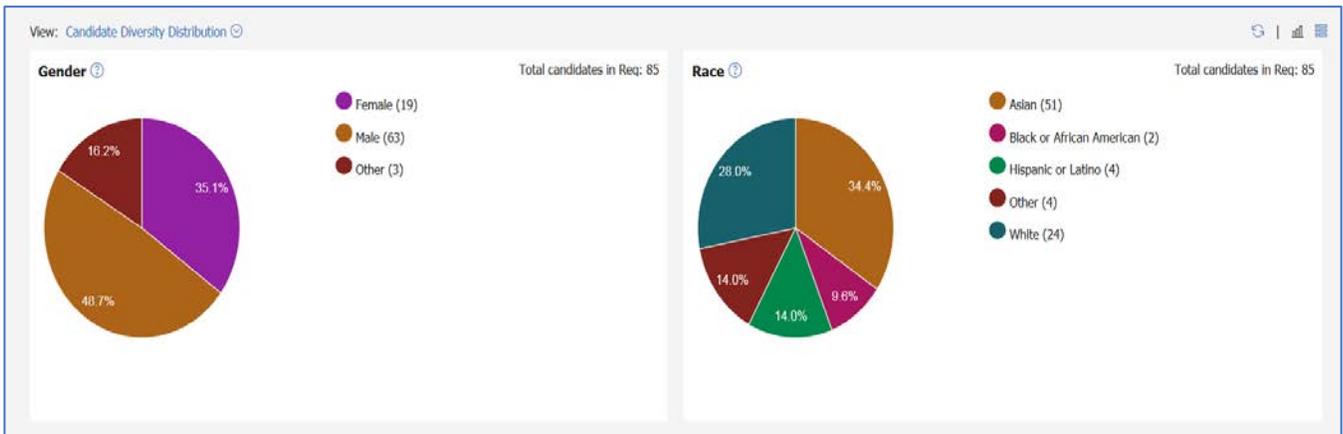
5. Click the graph symbol.



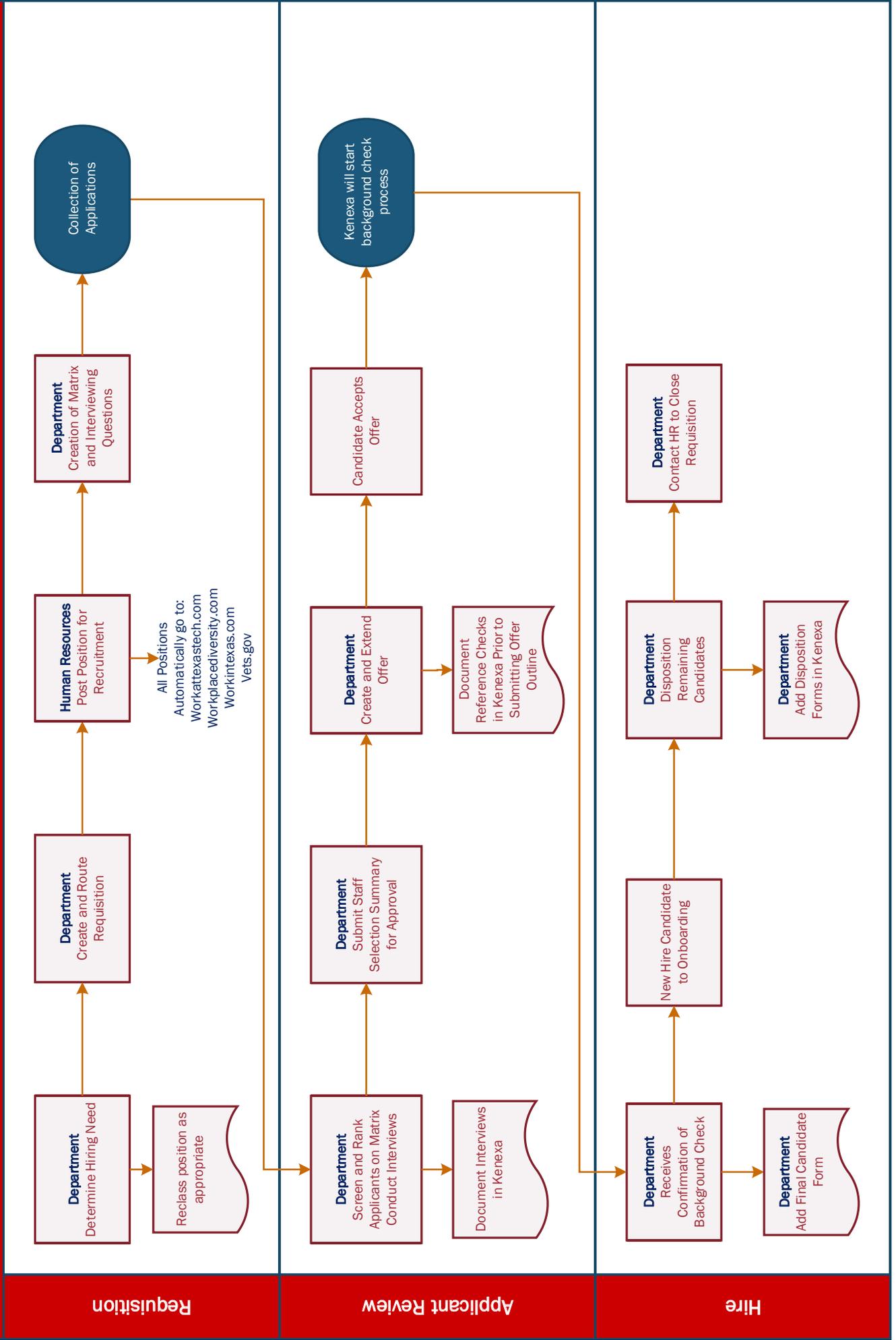
6. The screen will change to a Candidate Conversion Rate screen, at the top click the down arrow, to select Candidate Diversity Distribution.



7. Once that is done the screen will change to display pie charts with the diversity make-up of the requisition.



Staff Recruitment Process Workflow



SUCCESSFUL SEARCH CHECKLIST

Date Completed	Task	Responsibility
	Applicant Tracking System: Do the appropriate people have access to Kenexa?	Department/Search Committee
	Job Analysis: Evaluate department needs and current staff.	Department
	Position Description: Review and update job description for vacant position.	Department/Search Committee
	Search Committee: If a search committee will be used, appoint a chair and establish the committee.	Department
	Search Firm: If a search firm is used, coordinate with Human Resources to ensure hiring processes are followed and relevant applicant data is collected.	Department/Search Committee
	Post Position: Submit requisition in Kenexa for the job to be posted to the Texas Tech careers site. (All job postings must be posted for a minimum of 10 business days.)	Department/Search Committee & Human Resources
	Expand the Applicant Pool: Human Resources will contact the hiring manager or search committee to discuss a recruitment plan. Implement the recruitment plan to assist in attracting a well-qualified and diverse applicant pool.	Department/Search Committee & Human Resources
	External Advertising: Place external advertisements. Human Resources must approve all external advertisements.	Department/Search Committee & Human Resources
	Hiring Matrix: Create a Hiring Matrix to evaluate candidates based upon advertised minimum and preferred qualifications. Select top candidates from the hiring matrix to move forward to the interviewing process.	Department/Search Committee
	Remove Job Posting: Contact Talent Acquisition to remove posting so no more applicants can apply while pool is being reviewed.	Department/Search Committee & Human Resources
	Plan for the Interview: Develop a set of position-specific interview questions to be used for all applicants. Document the questions on the appropriate tab included on the Matrix.	Department/Search Committee
	Interviews: Conduct interviews/phone screens and document responses on the Interview Feedback Form in Kenexa. Verify veteran and former foster child interviewing preferences.	Department/Search Committee
	Interview Status: Update HR Status on all interviewed applicants to 'Interview Complete' in Kenexa.	Department/Search Committee

Date Completed	Task	Responsibility
	Hiring Matrix: Update Hiring Matrix with all applicants evaluated and upload to the requisition in Kenexa.	Department/Search Committee
	Staff Selection Summary: Complete the Staff Summary Selection Form in Kenexa and route for approval.	Department/Search Committee & Human Resources
	Staff Selection Summary Form Review: If the form is approved, the department may move forward with offer. If the form is not approved, the department must continue recruiting efforts.	Human Resources
	Reference Checks: Verify references for potential hire(s) & document in Kenexa. Update candidate HR status to 'Reference Check'.	Department/Search Committee
	Verbal Offer: Make verbal offer to the top candidate and update HR status to 'Prepare Offer'.	Department/Search Committee
	Offer Outline: Create 'Offer Outline' and route for approval in Kenexa.	Department/Search Committee
	Applicant Status: Applicant HR Status will update to 'Extend Offer'.	System Generated
	Offer Letter: Create offer letter in Kenexa and post to candidate portal. Communicate with candidate about electronic offer acceptance and the background check process.	Department/Search Committee
	Background Check: Department is notified background check is complete.	System Generated
	Final Candidate Form: Add Final Candidate Form in Kenexa. Update HR status to 'Ready to Hire'.	Department/Search Committee
	New Hire Paperwork: Process appropriate New Hire paperwork & attach to ePaf.	Department/Search Committee
	Remaining Applicants: Disposition all remaining candidates in the pool by adding a disposition form and selecting the appropriate reason.	Department/Search Committee
	Hire Documentation: Add all supporting documentation for the hire to the requisition. (Hiring Manager and/or Search Committee interview forms/questions, notes, and evaluation instruments)	Department/Search Committee
	Close Job Posting: Contact Human Resources to close job posting.	Department/Search Committee & Human Resources



TEXAS TECH UNIVERSITY

Human Resources™

Human Resources Talent Acquisition

Doak Conference Center

15th & University

806-742-3851

hrs.recruiting@ttu.edu