



Procedures & Quick Checklist for Recruitment & Selection

1. Application Information

All applications will be pre-screened to ensure that the State's minimum qualifications for your position are met. When postings deadline, they are removed from the web-site on the closing date by midnight. During the posting period, HRS will periodically screen applications and refer qualified applicants to your department. Within two (2) business days after the closing date, all of the qualified applicants will be referred to your department. No applicants should be contacted until you have received and reviewed ALL of the qualified applicants.

2. AsU Learn Merit Based Recruitment & Selection Workshop:

All Hiring Managers for SPA positions are required to take or have completed the online **AsU Learn** courses on Foundations for Recruitment and the Foundations for Selection & Hire. These courses assist in the recruitment & selection process and contain essential information. Please note applications in your applicant pool will not be released until HRS has confirmed the Hiring Manager/Immediate Supervisor has completed both courses.

3. Guest Users

If you will have "guest users" who do not currently have access to view the applications, contact Stephanie Gregg at greggsm@appstate.edu or call x7872. The guest user is activated and the log in information will be emailed to you.

4. Find Your Posting and View Applications

Go to the [AppState Jobs Hiring Site](#) and log in and click on **Active Postings** to find your posting. Click **Get Reports List**, choose the **Cover Sheet (HM)** button, and then click **Generate Report** to print Cover Sheet. Exit out of Cover Sheet and return to the original posting by clicking the **Return to Previous** link. Finally, click **View** to begin viewing the applications.

5. Viewing Applications

You can view each application or document separately by clicking on **View App** or click on the specific document to download. To view multiple applications in one window select the checkboxes on the far right of the tab that correspond to those applicants. If you would like to see multiple applications, click on the word **All** in the column header and it will select all boxes for you. Then click on the bottom right button **View Multiple Applications** and it will open all applications in one window. Similarly, this process also works for viewing multiple documents by clicking on **View Multiple Documents**.

6. Change Applicant Status (**Hiring Manager-Special Attention**)

After screening the applications, you can sort, organize, and prioritize the applicants by changing the applicant statuses. 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 far right of each applicant. Scroll to the bottom of the page and click **Change Multiple Applicant Statuses**. At the top of the page, indicate the appropriate Status and Selection Reason if required. Click **Continue to Confirm Page** and then **Save Status Change**. Certain statuses will move the applicant from the Active List to the Inactive List. Applicants in the Inactive List are still retrievable by checking "Inactive" and then "Refresh". Once top candidates are selected, change applicant statuses to **Selected for Interview-Step 2**. (This will inform HRS who is interviewed). You can change the remaining applicants' statuses to Not Selected for Interview-Step 2 and provide reason. This will move those applicants to an inactive status.

Changing applicant statuses is an ongoing process and should be utilized to assist you in the phases of the screening process. Applicants do not see these status changes.

7. ***Important Note Regarding **Priority Consideration Candidates** (**Hiring Manager-Special Attention**)

The Cover Sheet 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 they are determined to be among the most qualified applicants.

8. Veteran's Preference

Your Cover Sheet will indicate if applicant is eligible for Veteran's Preference. In order for HRS to verify eligibility, Veteran must submit a DD form 214 to HRS-Employment. Click here to read the [Veteran's Preference](#) Policy

9. Interview

Hiring department 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.

10. Interview Questions

All interview questions should be job related and consistent to all interviewees. Interview questions must be submitted to HRS, Nancy Crowell at: crowellnd@appstate.edu prior to the interviews. [Interviews: To Ask or Not To Ask](#)

11. Selection Timeframe

Once a job is posted, it is recommended to set up interviews within a reasonable period of time, preferably no longer than a four-week time period. 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.

12. Checking References

Prior to making an offer of employment, the hiring manager 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 permission from the applicant.** The application will indicate if applicant has granted permission to contact previous and/or current employer(s).

13. Criminal Background Checks on Finalist

Ensure each interviewee completes the Background Check Disclosure and Release and submits to Human Resource Services- Employment as soon as possible. Either print out the form for each interviewee or instruct interviewee where to locate the form (under Employment – forms) on the HRS website. Once the Hiring Department changes the selected candidate's status to **Recommend for Hire (#14)** HRS-Employment will be alerted to initiate the background check on the finalist provided we have received the completed Background Check Disclosure and Release form from the candidate. All job offers are conditional until the criminal background report is reviewed. No candidate may begin work until the background check is completed and approved. Hiring Department can extend official offer once the email notification is received indicating "All Approval Obtained-Extend Offer". You can find a link to the process and procedures for background checks as well as the disclosure form [here](#).

14. Begin Hiring Proposal

Once hiring manager has selected the candidate for hire, it is important to change applicant status to **Recommend for Hire**. Now you are ready to **Begin Hiring Proposal**. Once you have clicked on **Begin Hiring Proposal**, start action on Hiring Proposal/Compliance Report for position listed below. Complete all necessary information.

- Type of Action: Select the appropriate action. If **Other** is selected, be sure to explain in next box.
- 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.

15. Supplemental Documentation (Hiring Manager-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. The Salary Decision Worksheet and the CB Competency Assessment are no longer required to be attached.

16. Save but Do Not Submit

If you are not ready to forward the Hiring Proposal for approval, you may choose to **Save Hiring Proposal Without Submitting**. This allows you to return later and retrieve the Hiring Proposal by clicking on **Search Hiring**

Proposals (in the left column) and checking only **Hiring Proposal Saved Not Submitted** and then click **Search**. You may then View and Edit the hiring proposal before submitting.

17. Extending an Offer of Employment (Only after All Approvals are Obtained)

Once you are satisfied with the Hiring Proposal, select the appropriate action status to submit Hiring Proposal to the next level for approval. Once all approvals are obtained and the Background Check complete, you will receive an email notification of final approval, at which time you can extend your offer of employment. The hiring manager must notify HRS if the offer of employment has been accepted by the candidate, along with the official start date for employment.

IMPORTANT: Before an offer can be extended, Human Resource Services must approve the Hiring Proposal.

18. Offer Declined

If the offer of employment is declined, please inform Nancy Crowell (crowellnd@appstate.edu) to cancel the Hiring Proposal before initiating a 2nd Hiring Proposal. Hiring manager should change applicant's status to Interviewed Not Hired - Declined Job Offer and move to the second applicant choice. Follow same **Begin Hiring Proposal** procedures (refer to item #14).

19. Offered Accepted (Hiring Manager-Special Attention)

Once applicant accepts your offer of employment, email Nancy Crowell crowellnd@appstate.edu and Cindy Harper harperce@appstate.edu indicating acceptance, confirmed salary and official start date.

20. Position Filled

Once your offer of employment has been accepted and HRS has confirmation of acceptance, the Hiring Department is required to and responsible for immediately sending notification to all candidates interviewed that the position is filled. Whether this notification is in hard copy form or email, provide a copy to Nancy Crowell crowellnd@appstate.edu. Sample [Non-Selection letters](#) are provided for you. HRS-Employment will designate the position as filled after the 5th business day following the acceptance notification. The system will generate Regret Letters (via email) to all applicants not interviewed.

21. ***Search Materials (Hiring Manager-Special Attention)

Gather all notes and materials from the Recruitment/Selection process for this hire, secure sensitive materials in a closed envelope, and forward to Employment in the Human Resource Services office. Materials will include, but not be limited to, the following: a list of members on the search committee, all supporting materials, correspondence, notes of committee members, lists of interview questions, reference checks, rating sheets, and Department information to include Position Title, Position Number and Name of Immediate Supervisor.

22. New Hire

HRS will generate a new hire letter and email to the Hiring Manager. The Hiring Manager will review for accuracy and submit to the new hire. By the **first day** of employment, new staff should come to Human Resource Services to fill out the Employee Data Sheet packet, which includes Tax Forms, the Direct Deposit Authorization (required), I-9 and other necessary forms. 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. Usually this will include a passport (which will suffice for both forms of verification) or (a) driver's license and Social Security Card or (b) driver's license and an original or certified copy of a birth certificate. Employees should also bring a voided check from their checking account for automatic deposit purposes. However, if the employee chooses **automatic deposit** to a savings account, he/she must furnish the savings account number along with the bank routing number.

All new University employees are hired under a **Probationary Period**, ranging from three to nine months, based upon the supervisor's recommendation. The supervisor will receive an email from Human Resource Services at the six month point of the employee's probationary period either requesting a recommendation for permanent status or an extension of the probationary period. The employee will be sent a notification letter from HRS based upon this recommendation.

A **Work Plan** should be completed and reviewed with each new employee within the 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 Jobs.

An **Employee Competency Assessment** must be completed in AppState Jobs by the end of the Probationary Period for new hires to ASU or within 6 months if employee came from another permanent position within ASU.

Physical examinations are required for certain positions determined by each department. If your department requires its employees to have the physical exam, it should be completed within the probationary period and retained by department. ([Click here to access a Physical Examination form.](#)) If an appointment for the exam cannot be secured prior to beginning employment, the employee should be permitted to schedule and attend the appointment during working hours.

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

For questions concerning the Employment of Staff (SPA) Employees or assistance in AppState Jobs, please contact:

Nancy Crowell
Assistant HR Director of Employment &
Workforce Planning
262-6520
crowellnd@appstate.edu

Stephanie Gregg
Employment Specialist
262-7872
greggsm@appstate.edu

Cindy Harper
SPA Employment Specialist
262-6487
harperce@appstate.edu

Email questions to:
employment@appstate.edu

Supervisor's Recruitment & Selection Quick Checklist

Prior to Recruitment:

- Create a new position description or update current position description in **Appstate Jobs**.
- Complete and attach the Separation Notice in **AppState Jobs** if incumbent is exiting ASU.
- Contact HRS-Employment to discuss Posting Specific Questions to facilitate screening measures.
- Contact HRS-Employment to discuss Hiring Range to be posted to ensure compliance with Pay Factors.
- Submit request forward for approval.

Recruitment:

- Use fair and consistent criteria to screen qualified applications
- Analyze applications with priority considerations (Statuses: Internal with Priority Consideration/Veteran Preference/RIF). All applicants with Internal Priority Consideration have been designated by HRS. Contact HRS employment staff as needed to discuss Priority Consideration issues in more detail.
- Review all application materials and identify those who are most qualified based on the qualification requirements posted.

Selection:

- Change applicant statuses by Step 1, 2 & 3 to assist in management of applicant pool
- Change status to "Selected for Interview" for all active applicants.
- Email Interview Questions to Nancy Crowell, crowellnd@appstate.edu prior to interview
- Reference Checks ([Reference Record Tips](#))
 - One reference check is required for recommended candidate and attached with the Hiring Proposal in AppState Jobs. Reference Record is not required if candidate is currently a permanent ASU employee.
 - Contact current employer after receiving approval from applicant.
- Ensure each interviewee has Background Check Disclosure & Release Form and request each to submit to HRS-Employment within two days of receipt.
- Change recommended candidate's status to "Recommend for Hire" to Begin Hiring Proposal

Hiring Proposal – Have prepared:

- Documentation for justifying and defending hiring decision
- Recommended Salary (Apply all Pay Factors)
- Funding Source information
- Documentation to justify salary recommendation
- One electronic Reference Record (if applicable)
- Extend official offer once email is received that "All Approvals Have Been Obtained".
- Email HRS with confirmation of hire and start date.
- Applicant statuses must be set appropriately before submitting the Hiring Proposal. All those Interviewed should be set at Interviewed Not Hired with Selection Reason. The only active applicant, at this point, should be "Recommended for Hire".
- Non-Selection letters must be sent to all applicants interviewed but not hired and copies sent to HRS.
- HRS will email to hiring manager the new hire letter to be given to new employee.
- Submit to HRS-Employment all interview notes and documentation.
- Explain to new hire about New Employee Orientation and completion of New Hire Paperwork.
- New Hire should visit HRS office to complete/submit New Hire Paperwork by first day of employment.
- HRS-Employment will enter applicable information into Banner so that new hire can obtain ID card/Parking Permit and receive computer access.

Revised 6-10-2011