

**MISSISSIPPI VALLEY STATE UNIVERSITY  
HUMAN RESOURCES DEPARTMENT**



**RECRUITMENT & SELECTION  
MANUAL**

Updated 09/13

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## **Policy Statement**

It is the policy of Mississippi Valley State University to provide equal employment opportunities to all applicants for employment without regard to race, color, religion, age, sex, disability, national origin, veteran status, marital status, or sexual orientation.

Mississippi Valley State University employs only U.S. citizens and lawfully authorized resident and non-resident aliens. All new employees (staff, faculty and students) must provide employment eligibility verification within their first three days of employment as required by the U. S. Immigration and Naturalization Service.

The objectives of the University are to attract, select, retain and motivate qualified individuals to occupy vacant positions.

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## **Purpose**

The Human Resources Department (HR) has outlined a process to assist hiring officials and search committee members in making hiring recommendations. This manual explains the steps to the hiring process for hiring officials, search committee chairs and members as well as search guidelines to assist in making a successful selection.

All hiring of employees should be in accordance with the University's Employment Policies. The procedures outlined in this manual outline the steps that are to be followed in hiring personnel. This procedure covers the hiring of full time, part time and temporary (contractual) personnel.

## **The Role of the Human Resources Employment Division**

1. The Human Resources Department's responsibility is to support and serve the institution's employment needs. The Human Resources Representative works closely with hiring supervisors or managers to obtain information about vacant position(s) and their role in the institution. Once obtaining this information, the human resources team can identify and help to recruit the best candidates by utilizing various recruitment venues including but not limited to the following:
  - Job/Career Fairs
  - College/University Recruitment Events
  - Conferences
  - Internet Job Sites
  - Participation in local and national employment affiliations and organizations.
  - Local Employment Service

The Human Resource Department will handle pre-screening of applications. The hiring supervisor or manager will be responsible for interviewing applicants for a more in depth assessment.

2. The Human Resources Department is responsible for ensuring and maintaining institutional compliance with federal employment laws and the Office of Federal Contract Compliance Programs (OFCCP) regulations. Mississippi Valley State University is an Equal Opportunity Employer.

## **Legal Issues Affecting Employment**

Title VII –Civil Rights Act of 1964 This act prohibits discrimination by any employer on the basis of race, color, religion, age, sex, marital status, military status or disability.

### **The Americans with Disabilities Act (ADA)**

The Americans with Disabilities Act (ADA) provides protection for those with physical and mental disabilities. The recruitment process is subject to state laws against disability discrimination and to the Americans with Disability Act, which prohibits discrimination in hiring against otherwise qualified individuals who can perform the essential functions of a job with or without “reasonable” accommodation.

In all cases, employers can require every employee to be qualified to perform the essential functions of a job (refer to job description) and are free to select the most qualified applicant. Applicants must be selected on job related factors unrelated to any disability.

### **Fair Labor Standards Act (FLSA)**

The Fair Labor Standards Act (FLSA) is a federal law created in 1938 that addresses employment issues such as a standard work week, minimum wage, overtime pay and child labor standards.

Exemptions: Nonexempt employees (usually hourly paid) are eligible for overtime pay for hours worked in a standards Monday through Friday work week. Exempt employees (usually salary paid) are not eligible for overtime pay.

New employees must be properly classified.

The Human Resources Department will assist the supervisor in making the legal determination whether an employee is non-exempt or exempt by interpreting and applying the provisions of FLSA.

Age Discrimination and Employment Act (ADEA) – Protects employees at the age of 40 and over from discrimination.

Equal Employment Opportunity (EEO) – Prohibits job discrimination. ADA, Title VII ADEA are all Federal Equal Employment Opportunity laws.

## MISSISSIPPI VALLEY STATE UNIVERSITY EMPLOYMENT PROCESS

*Note: An applicant is not considered an applicant unless an application is submitted for a vacant position.*

### PROCEDURE

#### **STEP 1: Opening a Position - Posting/Advertising/Soliciting Applications**

##### ***Complete the Personnel Requisition– Develop Job Description***

After receiving written approval to fill and/or advertise a position, the department head, hiring supervisor or manager will:

- Develop a Job Description for the position if it has not already been developed. A format/sample for the job description is attached. Note: All job descriptions should be monitored/updated when job responsibilities/job titles are amended.
- Complete the Personnel Requisition form and attach the job description. Forward both documents with appropriate signatures to Human Resources for processing (placement on University's website and other venues as requested. A copy of the Personnel Requisition is attached.

**An open job announcement will be posted for five (5) business days.**

#### **OJT/ON THE JOB TRAINING**

For positions that are slated to be On the Job Training positions, a Job Training Outline must also be attached to the Requisition. (See Training Outline in Manual)

#### **Use of Media Advertising**

The MVSU Human Resources Department will place ads on the MVSU website, the Mississippi Employment Security Commission, and the in-house job board.

All employment advertising will be accomplished through the Human Resources Department. The hiring department is responsible for the necessary requisition and invoice payment.

A purchase order number must accompany the request for job advertising with external vendors.

The Human Resources Representative uses a variety of methods to post and advertise vacant positions.

While the most immediate methods include the Mississippi Valley State University Employment Boards located in the Human Resources Department, the State Employment Office and the University website ([www.mvsu.edu](http://www.mvsu.edu)), other sources are utilized as determined by the Human Resources Representative and the hiring supervisor or manager. External Job Advertising Vendors include: The Chronicles of Higher Education, Greenwood Commonwealth Newspaper, The Clarion Ledger, Delta Democrat Times, The Commercial Appeal and Higher Ed Jobs.

### Internal Applicants

Internal applicants for vacant positions must complete an Internal Transfer/Promotion Application (see [www.mvsu.edu](http://www.mvsu.edu), Human Resources link)

-An eligible employee is defined as an individual who meets the minimum qualifications for the job. (applicants should be employed at least six (6) months to apply for vacant positions)

-Upon approval for a transfer, the employee will be notified by the Office of Human Resources or the hiring official in the hiring department.

### **STEP 2. Application Screening**

All employment applications, resumes, and curriculum vitae must be submitted to the Human Resources Department and will be accepted only for posted/advertised positions. Note: Official academic transcripts are required for Faculty, Professional and Executive Management positions. Official academic transcripts are also required for staff positions that require an academic degree.

Upon receipt, the Human Resources Representative will screen all applications and forward qualified applicants to the hiring supervisor or manager. Qualified applicants are those who meet the minimum qualifications for the position according to the job description.

If there are additional preferences beyond the minimum requirements, the Human Resources Representative can screen at this higher level by written request of the hiring supervisor. All job requirements must be included in the job description.

Completed application materials will be forwarded to the hiring supervisor or manager via a Routing Form, which will list names of applicants whose information is being routed and the date the information is being routed.

## **STEP 3 - Selection**

### **Interviews**

The department head, hiring manager or supervisor will review the applications conduct interviews and make a final selection to recommend for the vacant position.

Human Resources as well as the hiring departments are responsible for ensuring that all applicants meet the minimum qualifications before an interview is conducted. The hiring supervisor or manager only has to interview the candidates who best meet the qualifications for the vacant position. It is suggested that prior to interview selection, applicants be ranked according to the hiring supervisor's needs by using the MVSU Candidate Evaluation Form. (See Attached) Once ranked, the candidates with the highest scores should be interviewed.

If there are any questions, please contact the Human Resources Department to verify, prior to scheduling an interview.

Determining who is to be interviewed and who is to be hired must be based on job related criteria. Interviewing and hiring decisions can not be made based on race, sex, age, religion, veteran status, disability, national origin or family status. Documenting all criterion and reasons for both interviewing and selection will help assure an objective decision.

There is no requirement to specifically interview internal candidates. They should be treated as all other applicants and ranked accordingly.

### **The Interview Process**

The purpose of the interview is to collect additional information about the candidate's job related knowledge skills and abilities that will assist in selecting the individual who can best fulfill the responsibilities of the position.

**All interview questions and requests for information must be job-related.**

### **Interview Questions**

Interview questions have been developed for staff and faculty positions based on competencies identified that will accommodate most positions. Job competencies are key behaviors required for excellent performance. They assist an interviewer in evaluating the candidate against job qualifications.

The job competencies are:

- Initiative
- Stress Tolerance
- Planning & Organizing
- Communication Skills

Work Standard  
Job Motivation  
Leadership  
Teamwork  
Technical

Various federal and state laws regulate the type of questions a prospective employer can ask a candidate. Therefore, our focus must be, “What do I need to know to decide whether this person can perform the functions of the job. This is to prevent soliciting information that could be used for discriminatory purposes.

Sample legal interview questions for Faculty and Staff may be obtained from the Human Resources Department.

### **Selecting Interview Committees**

An Interview Committee should be broadly representative of the institution and its members should be able to provide a variety of perspectives on the role and function of the position in question such as: (1) a person who has supervised the vacant position or similar position, (2) a person who has performed or held the vacant position or similar position, (3) persons who possess technical expertise sufficient to make astute comparisons among applicants.

A good committee might include individuals who will be peers of the new hire in his or her reporting chain and among his or her clients. In the case of top positions, such as presidents, provosts, Vice Presidents, the committee should include some of the institutions stakeholders such as representatives of alumni associations. The selection committee should reflect diversity in gender and race.

An individual from the Human Resources Department should be selected to help the search committee understand laws and regulations, as well as institutional criteria relevant to the search process. Guidance from the Human Resources Department is critical because many federal and state equal employment opportunity laws affect the search committee’s work. These laws include: Title VII of the Civil Rights Act, The Americans with Disabilities Act, and the Age Discrimination Act. Other federal laws should be adhered once the committee selects applicants to interview, and conduct reference checks.

For participation on departmental search committees, please contact the Human Resources Department at 662.254.3531.

### **Testing**

An ability of skill test may be given in appropriate circumstances prior to final acceptance into the job. Employment tests may be given to applicants only under the following conditions:

- 1) The tests are job related and have been approved by the Director of Human Resources
- 2) The tests are given uniformly to all applicants for the same position.

Tests may be administered by the interviewing department or the Human Resources Department.

### **Employee Selection**

Selection of an individual to fill a job opening, either in an initial hire situation or a promotion/transfer situation should be based on factors such as the individual's skills, knowledge, job interest and past work experience. Final employee selection is the responsibility of the hiring supervisor or manager along with the approval of the University President. Applicants who fail to answer all questions and do not complete the employment application will not be considered for employment.

Human Resources will support the selection process as follows:

- provide the hiring supervisor or manager with information gathered in the pre-screening process, discussion and evaluation of any skill, test results or information gathered in subsequent interviews.
- The hiring department should ensure correct salary determination based on the individual's qualifications and ensure equity and conformity with MVSU's budgetary plan.

### **STEP 4 - Reference Checks**

After completing all interviews, and prior to making a hiring decision and commitment, the hiring official will conduct reference checks of the final candidate. Checking references before the interview can create false expectations and affect your ability to evaluate the applicant's qualifications objectively. This includes Mississippi Valley State University references.

Reference checking is an essential part of the selection process.

References provide valuable information about a candidate's performance, helps to rank candidates and assists in making a final hiring decision. Reference Checks should be conducted on your top candidates regardless of the person's qualifications.

Reference checks can reveal information about a candidate's behavior with prior employers, which could be critical to your decision, regardless of the candidate's skills, knowledge and abilities. Failure to check references can have serious legal consequences for MVSU. If a person is hired and engages in violent, harmful behavior similar to that which occurred during previous employment that would have

been revealed in a reference check, MVSU can be legally charged with “negligent hiring”. Reference Check forms provided by Human Resources (written and telephone)

The following guidelines are offered to assist in this process:

- State during the interview with a job applicant that references will be checked. Do not only rely on letters of reference or personal references provided by the applicant.
- A telephone reference check takes less time than a written reference check and usually more information is gained. Forms may not uncover negative information and employers may hesitate to put into writing what they may say in a conversation.
- The hiring supervisor is usually the best one to make the call because he/she is more familiar with the information obtained from the candidate and the responsibilities of the job.
- Be prepared with a written list of job related questions and be consistent in the questions asked. Ask the same questions of all candidates for the vacant position.
- When calling a candidate’s reference, identify yourself and tell the reference about the position for which the candidate is being considered.
- To gain as much information as possible, let the reference speak without interrupting. If the reference pauses in the conversation, it may mean he/she has other information they are hesitant to share. Get them to talk about everything that would be helpful but only ask for information that will be used in the hiring decision.
- Ask only job-related questions and document all answers. Avoid questions that can be answered “yes” or “no”. Ask for specific information, example: “Tell me about this person’s attendance and punctuality”.
- If the reference is reluctant to provide information, ask if he/she will verify the information read from the candidate’s resume or employment application.
- One of the most important questions to get answered is if there is any reason the organization would not rehire the individual.
- Check multiple references whenever possible (recommended minimum 3 references)

### **Pre-Employment Screening Process-Background Investigations**

Once a decision is made to hire an applicant, the human resources representative for recruitment must be notified of the candidate’s name and a background investigation will be conducted by the Human Resources Department. The cost is charged to the prospective new hire.

The University reserves a right to add positions to this list at any time prior to the beginning of recruitment efforts. Also, applicants who indicate on their employment application that they have a prior felony conviction or have a felony charge pending will also be subject to background checks.

If you have any questions, please contact the Human Resources Department at ext. 3531.

### **STEP 5. Hiring the Candidate/Closing the Search/Employment Offers**

Once a selection is made, the following documents must be returned to the Human Resources Representative along with notification of the name of the candidate selected for job:

1. Applicant Reference Check
2. Reason for Non-Selection form.

The hiring supervisor or manager must provide the name of the selected candidate and the Reasons for Non-selection on all other applicants. See attached Reason for Non-Selection Form - Reasons must be objective and job related.

For example, stating the applicant "has less MS Office experience" is much more helpful than "less job related experience." Notifying Human Resources of the new hire's name and returning these documents notifies Human Resources to discontinue job advertising for the position. The position will be closed – no longer posted.

#### **Recommendation for New Hire**

A Recommendation for New Hire PC05 Form should be generated by the hiring manager or supervisor for required approval signatures. The recommendation for new hire PC05 should be initiated at least 30 days in advance of the proposed hire date. This allows time for proper routing and required signatures to be obtained. It also allows prospective employees time to give their current employer sufficient notification of their pending separation.

The New Hire PC05 form prompts the Human Resources Department to establish the employee within the university's payroll system and to schedule new hire orientation for the new employee

Once the Recommendation for New Hire PC05 Form is received by the Human Resources Department, A Human Resources Representative will notify the department manager, hiring supervisor or manager, or hiring official that a job offer is being extended.

#### **Before a job offer can be extended, the following steps must be completed:**

- A fully executed PC05 bearing all required signatures, must be received by human resources.
- The Human Resources Representative must complete a criminal background investigation and receive a complete, clear report.

- With the approved Recommendation for New Hire PCO5 in hand, The Human Resources Representative will contact the candidate to schedule the employee's Orientation Session and inform them as to whom and where they are to report to on their first day of employment.

#### Required Documents for New Hires

1. Original PCO5 (Request for New Hire)
2. Applicant's Employment Application and other attachments
3. Applicant Reference Check
4. Reason for Non-Selection form

**Employment offers** (i.e., new hires, promotions, etc.) oral or written may be extended by a human resources official ONLY after receipt of an approved Recommendation for New Hire PCO5 form.

Employment offers will normally include the following:

- starting date and starting salary (expressed either in hourly, monthly, or annual terms, based upon the job classification of the position)
- Job title and employment status
- relocation commitments (if any)
- Department and Supervisor
- Statement of special arrangements or conditions of employment

Ex. Offer is contingent upon satisfactory reference check, background Investigation or other contingencies.

Written employment offers may be sent for salaried, exempt positions. Written employment offers for faculty and management positions are generated by the President's Office. A copy of the written employment offer, signed and returned by the new employee is required in order to assure agreement on terms and conditions of employment. This will also guard against misunderstandings after the new employee has begun work.

#### **Rejection Letters**

Applicant rejection letters to applicants who were not selected for positions should be prepared and mailed by Human Resources.

A Reason for Non-Selection form should be completed on each applicant interviewed but not selected and forwarded to the Human Resources Department.

## **STEP 6. New Hire Orientation**

A formal orientation meeting is conducted by Human Resources twice monthly-the 1<sup>st</sup> and 15<sup>th</sup> days of each month beginning at 9:00 a.m. and continues for approximately 3 to 4 hours. New Hire Orientation must be completed by all employees.

Although the preference is to have all employees start at Mississippi Valley State University on a Monday or on the aforementioned dates, exceptions to this practice may be necessary when filling some faculty positions. Such exceptions must be approved in advance by the Vice President for Academic Affairs and/or President in collaboration with the Director of Human Resources or Human Resources Representative.

The new hire orientation process includes:

Completion of routing paperwork necessary to put the new employee on payroll, including information on and enrollment eligibility in the various benefit programs, Personal Demographic Data, Form W-4 Employee's Withholding Allowance Certificate (federal), Mississippi Employee's Withholding Exemption Certificate (State) and employment eligibility form I-9.

Also, included is a review of the Employee Handbook, information about the University and its policies.

### **Verification of Employment Eligibility**

Federal law requires that MVSU have each employee complete an I-9 form and present acceptable documentation to establish identify and employment eligibility within three (3) business of hire.

Failure to comply with this law may result in termination of the employee. The Human Resources Department will administer this process.

## **FACULTY**

If a candidate is being considered for a faculty position, ensure that all Southern Association of Colleges and Schools (SACS) guidelines are met with relation to verification of credentials. It is recommended that an objective third party such as the institution's Human Resources Representative or Director conduct the final review of credentials. Below are SACS guidelines:

Faculty teaching undergraduate courses: doctor's or master's degree in the teaching discipline or master's degree with a concentration in the teaching discipline (minimum of 18 graduate semester hours in the teaching discipline)

Faculty teaching graduate courses: earned doctorate/terminal degree in the teaching discipline or related discipline.

Graduate teaching assistants: master's degree in the teaching discipline or 18 graduate semester hours in the teaching discipline, direct supervisions by a faculty

member experienced in the teaching discipline, regular in-service training and planned periodic evaluations.

Exceptions: If the faculty member does not meet prescribed SACS faculty requirements, the institution may consider a portfolio of the faculty member's work related experience in the field, professional licensure, certifications, honors and awards.

#### Other Required Documents for Faculty New Hires

New Employee Data and Emergency Contact Information Sheet for all new hires.

Full Time – Fully executed PC05 (Recommendation for New Hire) form  
Completed Employment Application and attachments  
Reason for Non-Selection  
Other required forms, i.e. I-9, W-4, State Tax will be secured in New Hire Orientation

Adjunct - Fully executed Memorandum of Agreement (MOA)  
PC05 (Recommendation for New Hire) form  
Form I-9 Employment Eligibility Verification  
Non-Covered Employment Acknowledgment  
W-4 (Federal Withholding)  
State Withholding Exemption Certificate (State Tax Form)  
Employment Applications and attachments

Contractual – Fully executed Memorandum of Agreement (MOA)  
PCO5 (Recommendation for New Hire) form  
Form I-9 Employment Eligibility Verification  
Non-Covered Employment Acknowledgment  
W-4 (Federal Withholding)  
State Withholding Exemption Certificate (State Tax Form)  
Employment Applications and attachments

#### **STUDENT NEW HIRES**

The following documents are required for students who are hired as regular employees at MVSU:

- Memorandum of Agreement
- Fully Executed PCO5 (Recommendation for New Hire) Form
- Employment Application and other attachments
- W-4 Form & State Tax Form
- I-9 Employment Eligibility Verification

## **SUMMER PROGRAM EMPLOYEES**

Hiring officials must notify the Human Resources Department of their summer program start dates so that new hire orientation can be scheduled. This is necessary to obtain the documents required which are:

- Memorandum of Agreement
- Fully Executed PCO5 (Recommendation for New Hire) Form
- Employment Application and other attachments
- W-4 Form & State Tax Form
- I-9 Employment Eligibility Verification

The required documents will ensure payment to individuals hired to work.

## **REHIRES/RETIREES**

Individuals who have retired from the University or other State of Mississippi service, may be re-employed in accordance with the Public Employees' Retirement System of Mississippi regulation 34, Reemployment After Retirement.

No PERS retiree may return to covered employment for at least 90 consecutive calendar days from his or her effective date of retirement without terminating retirement (except as a local elected official if age 62 or older)

The employer and employee must notify PERS in writing within five (5) days of the reemployment and provide conditions under which the individual is being reemployed. Notifications must be repeated each new fiscal year of post-retirement employment.

Members who retire from a covered educational institution at the end of a school year after working on a less-than-12-month basis and then decide to return to work with a covered educational institution would not be considered withdrawn from service until 90 consecutive calendar days after beginning of the next school year. (Date should be verified with HRM prior to offer).

If the retiree is reemployed by the same or another covered employer in any capacity, including that of an independent contractor, within 90 consecutive calendar days from the effective date of retirement, the member shall be considered to have continued in the status of an employee and not to have separated from service.

### **Limited Reemployment Conditions**

An eligible service retiree may be employed with covered employer and continue to receive service retirement benefits only if one of the following limited reemployment conditions is met.

- The retiree works for a period of time not to exceed one half of the normal working days or hours for the position in any fiscal year during which the

retiree will receive no more than one half of the salary in effect for the position at the time of employment or

- The retiree works long enough in any fiscal year to earn no more than 25 percent of his or her average compensation that was used in the calculation of his or her benefit amount.

The limited reemployment conditions also apply to any service retiree who returns to work with a state agency as a contract worker (i.e., employee). Contract workers' earnings are subject to Social Security and federal and state tax withholding reported to the IRS.

**NOTE: Retirees must complete the PERS form 4B and submit it to HR prior to reporting for re-employment.**

All rehired retirees should complete a time sheet and submit it to the department for approval and signature. Completed time sheets will provide each department with verification regarding the days and hours worked by retirees in case of a PERS audit. PERS reserves the right to audit the days and hours worked, as well as, compensation for all hired retirees.

Non-exempt rehired retirees should sign a time sheet, also to be used to verify hours worked.

“Fiscal Year” shall mean the period beginning July 1 of any year and ending on June 30 of the next succeeding year as provided by the statute.

Effective July 1, 2005, rehired retirees will no longer be eligible to accrue and utilize personal and major medical leave. In the event of an absence, departments should reduce the number of hours worked in a pay period during the regular payroll process for non-exempt employees.

For additional information, see PERS(Public Employees Retirement System) Regulation 34, Reemployment After Retirement.