Hiring at Baylor: An Overview
**Steps of the Recruiting Process**

1. Contact your HR Consultant
2. Enter the Employment Action Request into BearQuest
3. Initial Meeting with a Talent Acquisition Specialist
4. Posting and Advertising the Position
5. Forming a Selection Team
6. Receiving and Reviewing Applications
7. Interviews
8. Reference and Background Checks
9. Extending an Offer
10. Onboarding your New Hire

**Goals of the Recruiting Process**

1. Ensure the best candidate experience
2. Hire the best candidate for a given position

**Employment Laws for Recruiting**

- **ADA** – Requires providing reasonable accommodations for applicants/employees with disabilities and prohibits discrimination on the basis of disability in all aspects of employment.

- **Title VII** - Prohibits employment discrimination based on race, color, religion, sex and national origin.

- **ADEA** - protects individuals who are 40 years of age or older from employment discrimination based on age.

- **Equal Pay Act** - The Equal Pay Act requires that men and women be given equal pay for equal work in the same establishment.
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Introduction

*Hiring well is the most important thing in the universe. Nothing else even comes close. It’s more important than breathing. So when you’re working on hiring... everything else you could be doing is stupid and should be ignored.*

~ Valve Software, “Handbook for New Employees”

The above quote is an extreme perspective, but it holds some truth. Few things have a bigger impact on the future of an organization than recruiting and hiring. The people Baylor hires today will have an enormous impact on our future results, our culture, and our ability to live our mission. Even though hiring may take time away from regular daily tasks, it makes sense to give it the dedicated time, focus, and energy it deserves.

Hiring a new employee is an integrated effort between HR, the Hiring Manager, and the selection committee. Each member in this process is responsible for fulfilling their role to the best of their abilities. This guide is intended to be a resource for Hiring Managers and help them understand and create a successful hiring experience. This is not an all-encompassing document, rather it is simply an overview to help get started. This is a work in progress so please feel free to submit any feedback, suggestions, or thoughts to help improve this toolkit to your Talent Acquisition Specialist (TAS) or Broc Edwards, Director of Talent Management.

If an employee is paid $50,000 a year for 10 years, that is a $500,000 investment from the company. If a company was considering launching a new software worth $500,000, they would ensure that the software was the best fit for the company. This same diligence and concern needs to be applied in the recruiting process.

Diversity and Hiring Great People

Baylor University continues to be identified as a “Great College to Work For” by the *Chronical of Higher Education*. Not only is Baylor committed to being a great place to work, we are proudly committed to finding and hiring the best people for the job. That can be tricky because the best people are not all the same.

Our hiring processes are intended to increase the diversity and quality of applicants, mitigate any possible unconscious bias, and give every candidate a fair opportunity to demonstrate his or her qualifications. We are committed to following all applicable employment laws and best practices, and we strive to continuously improve our recruiting and hiring processes. We seek to be better today than yesterday and better tomorrow than today.

Baylor is an Affirmative Action/Equal Opportunity employer and complies with all applicable anti-discrimination laws, including those regarding age, race, color, sex, national origin, veterans, genetic information, and disability. As a religious educational institution affiliated with the Baptist General Convention of Texas, Baylor is lawfully permitted to consider an applicant’s religion as a selection criteria. Baylor encourages women, minorities, veterans and individuals with disabilities to apply.
How to Evaluate a Job Description

A great job description starts with the job title. Selecting an appropriate job title is critical, so the job title you select should be clear and straightforward. Some additional considerations when choosing a job title are:

- Make the title honest and don’t exaggerate the role’s importance
- Make it search friendly – candidates need to be able to find it
- Keep it free of gender or age implications

You want your job description to be thorough, but also concise. This is your opportunity to grab the attention of applicants and attract your ideal candidate. Make sure to include:

- The key job requirements
- The skills and experience that are essential for the role
- Any additional traits the candidate should have – make sure any listed traits cannot be viewed as being discriminatory
- Indicate if the position is full-time or part-time
- If the position is not located on the main campus, highlight where the position will be based.
- Estimate any required amount of travel

It is always a good idea to give a candidate a “real life” idea of what working in the position will actually be like. Be sure to include the following considerations in your job description.

- Express the value the position has within the university
- Provide a brief, descriptive overview of the role and its major responsibilities. Try to highlight several key responsibilities
- Don’t try to hide drawbacks with clever language, be straightforward about the positives and negatives of the position

Competitive Search vs. Promotion

One commonly asked question is, “When do I need to do a competitive search and when can I simply promote an existing temp or employee into a position?”

When filling any position, the requirement is that a competitive search will include at least three candidates interviewed. This helps ensure a fair process, minimizes the potential of favoritism or discrimination (real or perceived), and helps increase the breadth and depth of the talent at Baylor.

When there is a strong internal favorite, a competitive search will either definitively confirm the favorite is the best for the role or identify someone even better. Either outcome benefits both the department and Baylor. There are times however, when a new position is a promotion for an employee and a competitive search is not needed. Typically, these are situations where the new role is a natural career progression that builds upon the skills, experience, and core responsibilities of the person’s current position. These types of roles typically fall under the Federal Labor Standards Act executive exemption.

Your Human Resources Consultant can discuss and help identify when a situation demands a competitive search or if a promotion would be appropriate. The focus of the conversation will be around how similar/different the new role is to the old position in terms of skills needed and core tasks and responsibilities.
Baylor is committed to the growth and development of its employees, which can result in movement to other positions within the university. Internal candidates bring departmental and university knowledge, process knowledge, relevant technical skills, and working relationships to the role.

Overall, internal candidates undergo similar processes as external candidates in that they must apply for open positions, participate in a formal interview process, and their references should be contacted including their current supervisor. To ensure consistent processes, collegial communications, and stewardship of the university’s resources, the TAS will help you navigate the recruiting process whenever there are internal candidates.

**Hiring Great People Requires a Great Candidate Experience**

“The three most stressful things you can do in life, in order, are getting married, buying a house, and finding a new job. The last thing in the world any of us want in any of these situations is buyer’s remorse... In fact, if the process of purchasing real estate or pursuing your perfect mate were anything like looking for a job, chances are most of us would be perfectly happy remaining single rentals forever, I think.”

—Derek Zeller on RecruitingDaily.com

When pursuing top talent, the candidate experience can make or break the ability to hire great people. Deciding to take a new job is a major life decision with a lot of uncertainty, risk, and consequences. Applicants are trying to figure out which organization and jobs are the best fit for their skills, interests, and needs. The candidate experience of the hiring process can strongly influence their decision.

The best performers tend to already have jobs they enjoy and are often not actively looking for a new position. Even when searching, top performers often find jobs quickly because of their skills, experience, and track record. It is no surprise then that top performers with options are less willing to suffer a bad experience.

A poor candidate experience is generally the result of poor or infrequent communication. Too often, candidates feel like their application has been submitted into a void and wonder if they have been forgotten, or they assume the employer turned them down and didn’t bother to let them know.

The hiring manager sets the expectations. If the hiring manager sets the expectations for a great candidate experience during the selection process, then the selection committee will value it as well.

The good news is a great candidate experience can be created with some simple approaches, such as:

1. **Letting candidates know what to expect and when.** Let them know what the next step is and the anticipated timeline for each stage of the process.
2. **Keeping the candidates informed.** If the process is taking longer than expected, it’s important to touch base with candidates to let them know they are still being considered and haven’t been forgotten or eliminated.
3. **Being realistic about the truths of the job.** Great candidates understand there are downsides and challenges to every job. Let them know the honest expectations, challenges, and the vision for the position. Provide straight-forward detail so they can decide whether or not the job is right for them.
4. **Making candidates feel wanted.** Be friendly, welcoming, and respond to their questions or concerns with the same sense of urgency, tact, and honesty you would with an important customer or constituent.

5. **Recognizing the candidates are evaluating us as much as we are evaluating them.** Baylor is a great place to work, but not the only place for top talent to work. Any candidate strong enough to be given serious consideration at Baylor likely has other career options.

Providing a great candidate experience really comes down to the golden rule: *treat every candidate the way you would want to be treated.*

**Typical Recruiting Timeline**

Hiring can take longer than you might expect, so it is worth understanding a realistic timeline and the steps involved. The length of the process will vary depending on the requirements and level of each position. Entry level positions are generally filled in approximately 60 days, while professional and executive level positions may take from 75 to 90 days or more. The sample timeline below represents what you can anticipate from a typical recruiting process. Your Talent Acquisition Specialist will provide you a customized timeline based on the specific needs of your search. Descriptions of important steps in the search process are below.

<table>
<thead>
<tr>
<th>Recruitment Process Steps</th>
<th>Anticipated Timeline</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>BearQuest (BQ) approval</td>
<td>1-2 weeks for approval</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td>Initial Meeting with HR TAS</td>
<td>3 days after BQ approval</td>
<td>HR TAS</td>
</tr>
<tr>
<td>Posting and Advertising the Position</td>
<td>Within 1 week of Initial Meeting</td>
<td>HR TAS</td>
</tr>
<tr>
<td>Forming a Selection Team</td>
<td>In conjunction with BQ approval</td>
<td>Hiring Manager</td>
</tr>
<tr>
<td>Review Applications</td>
<td>0-3 weeks after Job posting(^1)</td>
<td>HR TAS/Hiring Manager/Selection Team</td>
</tr>
<tr>
<td>Initial phone screen of applicants</td>
<td>1-3 weeks after Job posting(^1)</td>
<td>HR TAS/Hiring Manager/Selection Team</td>
</tr>
<tr>
<td>First Round interview</td>
<td>3-4 weeks after Job posting(^2)</td>
<td>Hiring Manager/Selection Team</td>
</tr>
<tr>
<td>Final On Campus Interview</td>
<td>4-5 weeks after Job posting(^2)</td>
<td>Hiring Manager/Selection Team</td>
</tr>
<tr>
<td>Reference Check</td>
<td>6 weeks after Job posting(^3)</td>
<td>Hiring Manager/Selection Team</td>
</tr>
<tr>
<td>Background Check</td>
<td>6 weeks after Job posting(^3)</td>
<td>HR TAS</td>
</tr>
<tr>
<td>Offer Extended and Accepted</td>
<td>7 weeks after Job posting(^4)</td>
<td>HR TAS</td>
</tr>
<tr>
<td>New Hire Start Date</td>
<td>8-10 week after Job posting(^4)</td>
<td></td>
</tr>
</tbody>
</table>

1. The position should typically be posted for at least two weeks, but application review can begin immediately.
2. On-campus interviews might be delayed by the availability of the candidates or Selection Team or from scheduling travel.
3. Reference and background checks can be conducted before, during, or after final interviews, depending on the department’s needs.
4. New hires needing to relocate may require additional time beyond a traditional two-week notice.
How Does the Recruiting Process Work?

Step 1: Contact your HR Consultant

Your HR Consultant can assist you with aligning your departmental strategic goals with your vacancy or new position.

Step 2: Enter the Employment Action Request into BearQuest

BearQuest (BQ) is a workflow and approval system that requires you to review and enter an accurate job description and funding sources. BQ carries your request from your department to your Vice President’s office, Baylor HR, Budget, and other areas required for approval. (For detailed instructions, see BearQuest Process.)

The BearQuest must be fully approved at all required levels before a position can be posted. However, if an employment action request has been submitted in BQ, advertising sources can be identified and be ready to go once approved.

Step 3: Initial Meeting with a Talent Acquisition Specialist

The recruiting process can officially begin once the employment action request has been approved in BQ and the Talent Acquisition Specialist (TAS) and Hiring Manager have an initial Recruiting Plan Discussion. The TAS will contact the Hiring Manager within two business days after approval of the BQ to schedule the Recruiting Plan Discussion. During this initial meeting, you will discuss:

- The recruiting and selection process and timelines.
- Roles and responsibilities at each stage of the process.
- Position requirements, including knowledge, skills, and experience.
- Advertising strategies.
- Options in how Baylor HR and the TAS can best help you in your search.

Prior to the initial meeting with your TAS, please start thinking about:

- Required and preferred knowledge, skills, abilities, education, and experience the ideal candidate must possess.
- The desired start date. New employees should start on a Monday so they can attend Baylor HR’s “Bear Essentials” program where they will complete and submit all new hire paperwork and begin the onboarding process.
- Possible Selection Team members.
- Any questions about the hiring process.

Step 4: Posting and Advertising the Position

Advertising the job opening is vital for attracting the most qualified and diverse applicant pool. Advertising is more than posting a vacancy, it is a marketing tool to attract the best candidates. The advertisement strategy is based on the skills and experience needed and the goals of the department. At a minimum, every advertised position will be posted to the Baylor Job Postings website (aka iApply) and
the Texas Workforce Commission website. Depending on the position, additional external advertisements may be needed to increase the size, quality, or diversity of the candidate pool. These advertisements may include professional organizations, industry specific job boards, diversity sites, and other outlets. The TAS will assist in creating an appropriate advertisement and will post the position in the agreed upon locations.

Unless there are a significant number of applications, positions should be posted for a minimum of two weeks to ensure a sufficient applicant pool. Regardless of how long the position is posted, you can begin reviewing applications and conducting interviews immediately. All applications received while the position is posted should be reviewed and considered for interview.

Step 5: Forming a Selection Team

A Selection Team (aka search committee) is typically comprised of three to six staff members who understand the requirements of the position well. Typically, this includes peers, direct reports, and possibly people from other areas who regularly interact with the position.

Although the final hiring authority usually rests with the Hiring Manager or department head, there are tremendous advantages to using a Selection Team. Having a small group interview and provide feedback on hiring recommendations helps mitigate any possible biases, provides a variety of perspectives on the candidate, lets the candidate get to know who they might be working with, and helps create buy-in from the team for the person who is ultimately hired.

Selection Team members are typically identified by the Hiring Manager. The TAS can help recommend people to include on the Selection Team. For some positions it may be helpful to form a second group comprised of campus partners who participate in the final round of interviews. Their role is not to make the hiring decision, but to provide additional perspectives and input.

The TAS or HR Consultant will brief the Selection Team on best practices for assessing and interviewing applicants, including:

1. Selection Team roles, responsibilities, and the hiring process.
2. How to assess candidate applications, resumes, cover letters, etc.
3. Dos and don’ts of interview questions.
4. Appropriate note taking in response to interview questions.
5. Providing all notes to the Hiring Manager for further consideration and submission to HR.

*Note: It is best to schedule video and on campus interviews days on Search Committee members’ calendars based off of the customized time table agreed upon with your TAS as soon as possible. It is a challenge coordinating multiple calendars so the sooner you begin the task, the more efficiently your search will be completed.
Step 6: Receiving & Reviewing Applications

Receiving Applications

The TAS screens all incoming applications to ensure candidates meet minimum education, experience, and Christian faith requirements, as well as possess the necessary knowledge, skills, and experience discussed during the Recruiting Plan Discussion. Applicants who do not meet the minimum qualifications will be removed from consideration.

As a Hiring Manager, you can view the applications through Baylor’s iApply Applicant Tracking System (ATS). To access iApply, follow the steps below.

- Direct your browser to https://jobs.baylor.edu/hr/login
- Click on the “Baylor User Login” button on the left hand side of the screen
- Enter your Bear ID and password, then hit “Submit”
- Once you are logged in, you will be automatically directed to the home page
- On the lower half of the home page you should see a section titled “Watch List”
- Under your Watch List you will see all of your current positions
- Click on the job title of the position you wish to review
- You should now see a series of tabs near the top of your page
- Click on the Applicants tab
- Click on the last name of the applicant file you wish to view
- Applicant materials are represented with hyperlinks for the general application, resume, and cover letter.

Guest User access can be requested through your TAS for members of your department and/or members of your Selection Team. Please notify your TAS with a list of individuals who will need Guest User access instructions.

*Note: If you are attempting to access a job posting for the first time, you will need to follow the additional steps below in red to add the posting to your Watch List.

- On the iApply Home page, locate the series of tabs shown in the picture below

[Home] [Postings] [Applicants] [Hiring Proposals] [My Profile] [Help]

- Click on the “Postings” tab
- Select the option for “staff Postings”
- Your page will refresh and show you a listing of positions to which you have been granted viewing rights
- Locate the job title of the position you are looking for and then click on the “Actions” drop down menu on the far right hand side of the screen
- Select “Watch” from the Actions drop down menu. This will assign the position to your Watch List
Reviewing Applications

The Hiring Manager and Selection Team usually review and evaluate applications in one of two ways: each person reviews the applications separately and then meet as a group to discuss, or the entire group sits down and goes through the applications all at once. Either option is acceptable. The Hiring Manager should select the option that works best for those involved. Make sure everyone on the Selection Team understands the process in advance.

At this stage, it is a best practice to narrow the candidate pool to the top five to eight applicants. The applicant pool will be further narrowed by the pre-screen and initial interviews, and ideally the final interview will have the two to four top candidates.

A hiring matrix (aka assessment grid) allows you to quickly and objectively evaluate candidates across the required knowledge, skills, and experience (see below). It may be helpful to divide candidates into “Yes,” “No,” and “Maybe” categories. This simple division quickly narrows the pool of the candidates who definitely are not a fit, pursue those who clearly are a fit, and provide more time to consider those who may require further consideration.

Sample Hiring Matrix Template

<table>
<thead>
<tr>
<th>Degree</th>
<th>Years of Experience</th>
<th>Key Skill 1</th>
<th>Key Skill 2</th>
<th>Key Skill 3</th>
<th>Key Skill 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Candidate 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Candidate 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Baylor’s Candidate Evaluation Form is also a very useful tool when evaluating a candidate. The form organizes criteria such as strength/concerns, rating (optional), and the interviewer recommendation into an easy to read format.

Changing Applicant Status in iApply

As you review applications and decide which candidates to interview, the Hiring Manager has the ability to change the status of applicants in iApply. Most statuses will send automatic communications to the applicant. Additionally, some will options will narrow (i.e., remove) the candidate from consideration.

A part of creating a great candidate experience is good communication. iApply helps keep candidates informed by sending automatic emails notifying candidates when their status in the hiring process has changed. The following chart details the status options, who selects each status, and the resulting action or auto-communication. Please take note of these, especially those which send emails to the candidate, as you review applications and change iApply status.

<table>
<thead>
<tr>
<th>Status</th>
<th>Used by</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Received</td>
<td>System</td>
<td>Sends automatic email to applicant to confirm Baylor has received the application.</td>
</tr>
</tbody>
</table>
Not Interviewed/Not Hired | TAS/Hiring Manager | This status must be used whenever an applicant does not meet one or more of the minimum requirements. An email is sent notifying the applicant he/she is no longer being considered.

Under Review by Department/Committee | TAS | The TAS has reviewed the applicant’s materials and determined that he/she meets the minimum and/or preferred qualifications. An email is sent to the applicant to notify he/she is still being considered.

Phone/Video Interview | TAS/Hiring Manager | This is an internal code and does not generate an auto email to the applicant. HR or the Department will contact the applicant directly to schedule and confirm the interview.

Onsite Interview | TAS/Hiring Manager | Status does not generate an automatic email to the candidate. HR or the Department will contact the applicant directly to schedule and confirm the interview.

Interviewed/Not Hired | | This status must be used whenever an applicant has been interviewed but is not selected for a job offer. An email is sent notifying the applicant he/she is no longer being considered. If the candidate was an on campus finalist, this email should be proceeded with a personal phone call as a professional courtesy.

Recommended for Hire | TAS | This is an internal HR status and is only used by your TAS and does not generate an email to the applicant.

Hired/Hired-Internal | TAS | This is an internal HR status and is only used by your TAS. Both of the statuses generate an email to the applicant confirming they have accepted the position.

**Step 7: Interviews**

**Important Note:** Baylor is required to retain records from the recruiting and hiring process to be compliant with employment laws and regulations. It is the Hiring Manager’s responsibility to submit ALL interview notes and other hiring materials to HR as part of Baylor’s required recordkeeping. Even before you begin interviewing, please notify the Selection Team of this requirement and follow this practice.

Interviews provide a time to more thoroughly assess a candidate’s professional experience and fit to your team and department. Remember, the candidate will also be evaluating you, your department, and Baylor to determine if they think it would be a good fit for them. This means the interview also serves as an opportunity to highlight the department and Baylor as a great college to work for.

**Do’s and Don’ts of Interviewing**

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Revised April 27, 2016
A minimum of three candidates should be interviewed for any open position. Interviewing can take place in two or three stages and be conducted over the phone, through video conferencing, and/or in person. The same method should be used for all candidates at the same stage in order to ensure fairness and consistency.

**Stage One: Pre-screening** (Conducted by Hiring Manager or TAS)

A pre-screen is a short telephone interview used to verify candidates meet the basic qualifications for the position and to narrow down a larger pool of candidates in preparation for phone/video or on-campus interviews. The pre-screen is typically conducted by the Hiring Manager or TAS. There is not a standard interview form, but for consistency, all candidates being pre-screened for the position should be asked the same questions with notes taken on the answers (remember to turn these notes in to HR).

This is a good time to ask position specific questions to confirm the candidate meets minimum qualifications or discuss potential concerns from their application or resume.

Example questions for a pre-screening:

1. What about this position interests you and made you want to apply?
2. What qualifications make you the best candidate for this position?
3. Why do you want to work at Baylor?
4. Baylor’s Mission: The mission of Baylor University is to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community. If you were offered a position at Baylor University, how do your personal values align with the values of the university?
5. If you were offered this position, what are your salary expectations?
6. How is this position a logical “next step” in your career?

**Stage Two: Phone/Video Interviews** (Conducted by Hiring Manager/Selection Team)

This optional interview stage is more thorough than the pre-screen and is used to narrow the candidate pool further. This is particularly useful when it is a position of significant responsibility, there are a large number of good candidates, and/or there will be significant travel involved to bring candidates to campus.

**Stage Three: On-Campus Interviews** (Conducted by Hiring Manager/Selection Team and campus partners)

On-campus interviews serve as the final stage of interviews and can involve a variety of meetings based on the position and candidates. The TAS can suggest the most effective way to conduct the on-campus interviews and offer suggestions for whom to involve. Two possible examples:

<table>
<thead>
<tr>
<th>Example 1</th>
<th>Example 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 minutes – Meet with Hiring Manager to welcome the candidate and answer any questions about the position.</td>
<td>15 minutes – Meet with Hiring Manager to go over the agenda for the time on campus and answer any questions about the position.</td>
</tr>
<tr>
<td>45 minutes – Interview with Hiring Manager and Selection Team.</td>
<td>45 minutes – Interview with Hiring Manager and Selection Team.</td>
</tr>
<tr>
<td>5 minutes – Meet with Hiring Manager to wrap up, answer questions, and explain next steps.</td>
<td>30-45 minutes – Interview with campus partners.</td>
</tr>
<tr>
<td></td>
<td>30 minutes – Meet with the Department Head.</td>
</tr>
<tr>
<td></td>
<td>Lunch with key people such as peers or direct reports of the position. Possibly include a tour of offices or campus.</td>
</tr>
<tr>
<td></td>
<td>15 minutes – Meet with Hiring Manager to wrap up, answer questions, and explain next steps.</td>
</tr>
</tbody>
</table>

As mentioned earlier, Baylor is an Affirmative Action/Equal Opportunity employer and complies with all applicable anti-discrimination laws, including those regarding age, race, color, sex, national origin, veterans, genetic information, and disability. The governing law for disabilities is the Americans with Disability Act (ADA). It requires employers to provide reasonable accommodations for applicants/employees with disabilities and prohibits discrimination on the basis of disability in all aspects of employment. If an applicant has a disability, you are not allowed to address their disability. If you need to know if they can complete the essential job functions, ask about abilities, not disabilities. If you encounter a situation that you are unsure about, contact your TSA before proceeding.

**A Note on Candidate Travel**

As Baylor’s reputation continues to grow, our open positions often attract candidates from across the country and around the world. Because of this, it’s common for candidates to travel to Baylor for the final interview.
When making travel arrangements for candidates outside the local area, all departments are required to follow Baylor’s travel guidelines. Please note, departments may be responsible for part of the candidate travel expenses if Baylor’s travel guidelines are not followed.

For candidates in need of flight and hotel arrangements, the following options are available:

1. (Most common) Provide the desired interview dates to the TAS and the HR office will work with the candidate on the best ticket prices, travel dates, and hotel stay. This cost is charged to your department and you can then ask the budget office for a reimbursement from the university recruiting resources.

2. Departments can schedule travel for the candidate on their own and ask the budget office for a reimbursement from the university recruiting resources. Your TAS should be kept updated throughout this process.

3. Candidates can arrange their own travel and submit the receipts to the department for reimbursement. The TAS or department should make candidates aware of the appropriate travel guidelines. Candidates traveling via their personal vehicle should be reimbursed after the interview by the department for mileage expenses incurred.

Step 8: Reference and Background Checks

Reference Checks

Prior to making a hiring decision and commitment, the Hiring Manager is required to check the references of the final candidate(s). There is some flexibility to the timing of this requirement. Sometimes checks are done as final due diligence after a final candidate is identified and sometimes the checks are done prior to selecting a final candidate in order to shorten the overall timeframe or to help decide between two otherwise equal candidates.

A few tips for checking references:

- Let the candidate know you will be checking references. This is a courtesy that gives the candidate the opportunity to let the references know to expect a call.

- The Reference Check Form is used to document reference checks and is sent to the TAS when finished.

- The Hiring Manager is the best person to call references because he/she is most familiar with the information obtained from the candidate and the responsibilities of the job. Use the provided Reference Check Form. Just like in interviews, questions concerning race, national origin, sex, marital status, age, disability, etc. are illegal and cannot be asked.

- When calling a candidate’s reference, identify yourself and tell the reference about the position for which the candidate is being considered. Understanding the position can provide context for the reference and allow them to offer relevant information.

- To gain as much information as possible, the reference should do most of the talking. Ask the questions, clarify as needed, and allow the reference to speak without interruption.

- With internal candidates, please partner with your TAS to obtain information from the candidate’s current supervisor or the employee’s performance as documented in the personnel file.
**Background Checks**

The TAS will initiate a background check at the same time the reference checks are being conducted. The background check is provided by a third party vendor and most process within three business days; however, sometimes it can take five or more business days. The length of time varies based on the number and locations of the candidate’s residential history as some counties (and countries) of residence respond slower. In particular, checks on residents of McLennan County take longer than average.

**Note:** The selected candidate **cannot** begin employment until acceptable results of all pre-employment checks are received by Baylor HR.

**Step 9: Extending an Offer**

Once a finalist is identified, notify your TAS and Baylor HR should extend the offer. This is done to ensure compliance with all University policies and requirements including background check, reference check, and compensation rate. (Even in the rare cases where the department extends the offer it should be coordinated through HR.)

Compensation is determined by a variety of factors, including: the applicant’s educational background, experience, the competitive market range for the job, and the availability of funding. Once the salary has been verified, the TAS will officially extend an offer of employment to the final candidate on behalf of the University.

The TAS will call the candidate to make the offer, discuss compensation and benefits, and answer any questions. If the candidate negotiates for a higher salary, the TAS will coordinate with the Hiring manager and Compensation & Benefits to determine an appropriate response and source of funds (if applicable).

After the candidate accepts, the TAS emails an official offer letter with next steps and instructions for completing employment paperwork.

**Step 10: Onboarding Your New Hire**

New hires start on Mondays and begin the onboarding process by attending Baylor’s “Bear Essentials” program in the HR training room.

Your TAS will email you information about the “Bear Essentials”, Baylor’s onboarding experience, and a checklist with suggestions and resources to help you prepare for your new hire. Below is an overview of that information.

To prepare for their first day, the employee should:
- Begin completion of the New Employee Checklist
- Review the Benefits Overview
- Print and complete your Staff Employment Paperwork Packet
• Complete your Employment Eligibility Form (I-9)

During their first day from 8:30am-10:00am they will receive a/an:
• Introduction to Baylor’s Core Commitments
• Benefits Review
• Paperwork
• Homework: Complete the Baylor Bowl Worksheet & bring to Essentials for Success

Once they are done with their initial Bear Essentials meeting they will:
• Select a Tuesday in their first month from 8:30am-Noon to listen to an In-depth presentation of the Core Commitments & Baylor’s culture
• Build relationships with new employees and long-time staff

Questions?

Please contact Baylor HR at 710-2000 or askHR@baylor.edu.