

Staff Hiring Process At-A-Glance

Step 1: Hiring manager completes the online hiring process training. All parties participating in the hiring process should complete this training along with Implicit Bias training, both available on the HR website.

Step 2: Identify the search criteria that will be used for screening and evaluating candidates based on the qualifications and KSAs from the job description.

Step 3: Create a screening matrix using your search criteria to perform an initial screening of your applicants to eliminate those who do not meet minimum qualifications from the applicant pool and to determine who will advance to the next steps.

Step 4: Use your screening criteria to create interview questions (to be used in step 5 and 7).

Step 5: Create an interview evaluation to use for phone/video interviews using your search criteria to determine who will advance to the next steps.

Step 6: Complete internal reference forms for any applicant who is a current or former USM employee. Complete external reference forms (if done).

Step 7: Create an interview evaluation for on-site interviews using your search criteria to determine who will be chosen as the “best” candidate.

Step 8: Complete a selection documentation form when a hire is made.

Step 9: Create an official file for the search, either electronic or on paper, with only the documentation outlined in this document that is kept on file for 3 years. You may discard any other documentation, such as handwritten notes.

** Refer to the [Staff Hiring Toolkit](#) to learn more about posting requirements, search committees, how to use Cornerstone, international visa sponsorships, questions & topics to avoid, social media searches, talking salary, offer letters, the new hire process, and samples & templates of all forms.*

Step 1: Hiring manager completes the online hiring process training. All parties participating in the hiring process should complete this training along with Implicit Bias training, both available on the [HR website](#).

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Employment

The Southern Miss Employee Advantage

- Location
- Rewards and Benefits
- Points of Pride
- Diversity, Equity and Inclusion
- Quality of Life
- University Culture

Contact Us

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Hattiesburg Campus

Campus Map

Email hr@usm.edu

Phone 601.266.4050

+ Applicant Tracking System

- Hiring Manager Resources

[Staff Hiring Toolkit](#)

[Faculty Hiring Toolkit](#)

[Toolkit for H1-B Processing](#)

[Implicit Bias \(MP4\)](#) [Implicit Bias Notes \(PDF\)](#)

[Staff Hiring Process \(PPT\)](#) ← 3

Step 2: Identify the search criteria that will be used for screening and evaluating candidates based on the qualifications and KSAs from the job description.

What is Search Criteria?

- Criteria are the competencies and qualifications as listed in the minimum and preferred qualifications on the job description.
- Includes the required knowledge, skills and abilities (KSAs) from the job description.
- KSAs represent competencies needed to be able to perform the job, such as:
 - Experience with Microsoft Office
 - Ability to type 100 wpm
 - Demonstrated ability to adapt to changing priorities and to manage multiple tasks simultaneously
- You will utilize criteria to evaluate your candidates and select the best* qualified for the job, which is why it is important to establish criteria before you begin the screening process.

Qualifications on the job description = Search Criteria

ACCOUNTANT

Minimum Qualifications

5 years experience as an accountant. Bachelor's degree in accounting or related field

Preferred Qualifications

A CPA and experience in higher education

KSAs

Extensive experience and skills with all Microsoft Office programs

Experience interpreting and researching federal, state and local tax regulations

Ability to work independently with minimal supervision

Ability to effectively and efficiently problem solve

Ability to interpret an extensive variety of technical instructions and deal with several abstract and concrete variables.

These qualifications and KSAs will become your search criteria. Your entire search process will revolve around evaluating your candidates on the Search Criteria.

** Refer to the [Staff Hiring Toolkit](#) to learn more about the difference between “most qualified” and “best qualified.”*

Step 3: Create a [screening matrix](#) using your search criteria to perform an initial screening of your applicants to eliminate those who do not meet minimum qualifications from the applicant pool and to determine who will advance to the next steps.

What is a Screening Matrix?

- The screening matrix enables a bias-free evaluation of the candidates as well as documentation for why decisions were made.
- The matrix allows you to identify your criteria and rate applicants accordingly.
- At this stage of the process as you are just reviewing written materials provided (application, resume, cover letter), you will be somewhat limited in assessing all of the criteria. Applicable criteria at this stage would include education level, years/type of experience, and KSAs that can be determined from the application (such as communication skills or attention to detail)
- A rating system should be used to rank the candidates and to give weight to preferred qualifications.
- Then use your results to select top candidates to move on in the process.

Screening Matrix Example

Position: Accountant							
Posting Date: January 1, 2022		The column headers represent the established criteria as determined by the job description. At this state of screening- reviewing applications- the criteria should be limited to what can be determined by the application documents alone.					
	Required		Preferred				
Candidate	5 yrs exp as Accountant	Bachelor's in Accounting	CPA	Experience in Higher Ed	Total Points	Comments	
Oscar Martinez	1	1	1	0	3	Selected for phone screen	
Angela Martin	1	0	0	1	2	Selected for phone screen	
Kevin Malone	0	0	0	1	1	Selected for phone screen	
Dwight Schrute	DNMC	DNMC	0	0	DNMC	Not Hired	
Stanley Hudson	DNMC	0	0	1	DNMC	Not Hired	
Phyllis Vance	DNMC	DNMC	0	0	DNMC	Not Hired	
The first 2 columns are required minimum qualifications. Because Dwight, Stanley & Phyllis do not have the required experience, they do not meet criteria and should be eliminated from consideration. Oscar and Angela had significantly more experience than 5 years so they received a 1 for exceeding criteria; whereas, Kevin received a 0 for meeting the criteria per the legend. The next 2 columns are preferred qualifications so they are not required to be met. So if a person does not meet that criteria, they would score a 0 because it is not required; however, if a candidate met one of those criteria, they received a 1 as a "bonus" point.							
Legend:							
Does not meet criteria (DNMC)- Not Hired							
Meets Criteria- 0 points							
Exceeds Criteria- 1 point							
The legend can be changed							

* For more details as well a full explanation of how to create a screening matrix and a screening matrix template, refer to the [Staff Hiring Toolkit](#).

Step 4: Use your screening criteria to create interview questions.

Writing Questions

- Interview questions can help determine if a candidate is the right fit for the role, having more specific questions will make you more informed in your hiring decisions, and hopefully, more successful in hiring the best candidate.
- The staff hiring toolkit provides a list of example competencies with sample questions that can be used in the interview process. These can be found on pgs. 29-30.
- For example:

If the search criteria is

Example questions might be

2 years of experience

Describe the responsibilities of your former position. Were you responsible for travel vouchers and budget reconciliation? What computer system did you use?

Communication Skills

Tell me about a difficult customer. What made them difficult? How did you respond? What was the outcome?

Experience using Microsoft Excel

Describe your experience using Microsoft Excel. Can you create pivot tables? (consider using a Job Audition*)

** For more details on job auditions, how to turn criteria into questions, as well as example competencies with sample questions, refer to the [Staff Hiring toolkit](#).*

Step 5: Create an [interview evaluation](#) to use for phone/video interviews using your search criteria to determine who will advance to the next steps.

Phone/Video Screens

- Recommended as a step for every hiring process
- Allows you to narrow down your candidates without a time-consuming interview
- Verifies a candidate’s:
 - Education and experience
 - Interest (motivational fit*)
 - Needs (shift, location, pay, relocation, sponsorship, etc.)
- Allows for assessment of KSAs such as communication and professionalism
- Use your established criteria to formulate your questions and be mindful of topics to avoid*
- Use a phone screen evaluation to stay focused on the criteria, be consistent amongst candidates, and to document your decision making.

Phone Screen Evaluation Example

Phone Screen Evaluation

Candidate’s Name: Oscar Martinez Date: 2/1/22
 Position: Accountant Completed by: Michael Scott, Branch Manager

1. Why are you interested in this position? ← Motivational Fit
2. Confirm applicant’s interest in pay, schedule, and location. ← Include all possible deal breakers
3. Confirm applicant’s education and certifications.
4. Describe your ... experience. ←
5. What is your experience specific to... ←
6. Share overview of position and ask for questions and response. ← Makes the process a 2-way street and gauges person’s interest in the position

1- Does not meet criteria; 2- Meets criteria; 3- Exceeds criteria

Criteria	Rating	Comments
Motivational Fit		
Education/CPA		Criteria is determined by the qualifications and KSAs on the job description.
Overall Experience		
Problem Solving		
Microsoft Office programs		

7. Additional Comments:

* For more details regarding motivational fit, as well as an interview evaluation template, refer to the [Staff Hiring Toolkit](#). You will also get helpful hints such as when to talk salary.

Step 6: Complete [internal reference forms](#) for any applicant who is a current or former USM employee. Complete [external reference forms](#) (if done).

Reference Checks

- Contacting references provided by the candidate is optional and can be done at any stage of the process.
- As reference checks can be time consuming, it is recommended that they are not completed until the candidate pool has narrowed to a reasonable number of applicants.
- **If the candidate is currently or has been previously employed at the University, contacting their current or previous supervisor to conduct a reference check is required prior to extending an offer.**
- Inform applicant when reference checks are being initiated.

Sample Internal Reference Check

(Used for current or past USM supervisors if candidate is still employed at USM)

Candidate Name:	Position in Consideration:
Reference Name:	Date:

1. Can you describe the key duties and responsibilities of the position this candidate has/had in your department?
2. For the most recent performance evaluation, what was the candidate’s overall rating?
3. What competencies are documented as strengths?
4. What competencies are documented as areas in need of improvement or development?
5. Does the candidate have any current documented counselings on file? What are the issues being addressed?
6. What is the status of the documented counselings? Has the candidate resolved the issue(s)?

Reference Checked By:

Date:

** For more details regarding the requirements for internal references and sample reference check templates, refer to the [Staff Hiring Toolkit](#).*

Step 7: Create an [interview evaluation](#) for on-site interviews using your search criteria to determine who will be chosen as the “best” candidate.

Interview Evaluation

- The full search criteria should be evaluated at this stage.
- Ratings of the criteria should be included.
- List any major strengths or areas of concern relevant to the job.
- Avoid opinions in your notes.
- All participants in the interview process should complete an evaluation and submit to the committee chair or hiring manager for consideration in the hiring decision.

Interview Evaluation

Candidate Name: Click or tap here to enter text.
Interviewer: Click or tap here to enter text.

Position: Click or tap here to enter text.
Date: Click or tap here to enter text.

Each participant in the interview should complete an evaluation.

Scale can be changed

Criteria	Rating					Not Rated
	Does not meet- 1	Partially Meets- 2	Meets - 3	Exceeds- 4	Highly exceeds 5	
Experience/Education	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> NR
Microsoft Office	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> NR
Independent	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> NR
Problem Solving	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> NR
Interpret technical instructions/deal with variables	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> NR

Criteria should be established from the qualifications and KSAs of the job description. At this stage, the candidate has already been deemed to meet the minimum qualifications so focus should be given to all required competencies.

MAJOR STRENGTHS

AREAS OF CONCERN

List any concerns in regards to the criteria. For example, “the candidate struggled finding examples to demonstrate their experience” or “lacks experience with....”

** For more details on creating an interview evaluation, including a template, refer to the [Staff Hiring Toolkit](#). You will also get helpful hints such as considerations when bringing candidates on campus and a sample agenda to provide to the candidates.*

Step 8: Complete a [Selection Documentation Form](#) when a hire is made.

Selection Documentation Form

This form simply serves as a summary of the hiring decision- who was involved in the decision, what candidates were interviewed, and what was the outcome.

Sample Selection Documentation Form

General Information			
Job Title:		Department:	
Hiring Manager:		Date of Posting:	
Requisition Number:			
Scope of Candidates:	<input type="checkbox"/> USM Internal	<input type="checkbox"/> Department Internal	<input type="checkbox"/> External
<input type="checkbox"/> Search Committee Members <input type="checkbox"/> Interview Committee Members <input type="checkbox"/> No Committee			
1.			
2.			
3.			
4.			
5.			
6.			
7.			
Committee Chair:			
Results of On-site Interviews			
Candidate(s) Hired:	Reason(s)		
Candidate(s) Not Hired:	Reason(s)		
Additional Notes:			

Prepared by:

Date:

Step 9: Create an official file for the search, either electronic or on paper, with only the documentation outlined in this document that is kept on file for 3 years. You may discard any other documentation, such as handwritten notes.

Selection Documentation Checklist

Requisition: _____

Position Title: _____

Hiring Manager: _____

Department: _____

- Search committee training confirmations
- Screening matrix containing the criteria and ratings used to narrow the initial applicant pool and select candidates to interview.
- Phone/Zoom interview evaluation (if applicable) for all candidates interviewed (anyone contacted who declines an interview should be noted on the screening matrix).
- Interview evaluation for all candidates interviewed (anyone contacted who declines an interview should be noted on the screening matrix).
- Selection documentation form (anyone who declines an offer of employment should be noted on the screening matrix).
- Reference checks

** For more information about closing out the requisition, making offers, the new hire process, and more, refer to your [Staff Hiring Toolkit](#).*