

UNCG Human Resources Talent Solutions

Business Processes & SpartanTalent

User Guide

Part 1: Talent Solutions Business Processes

Part 2: ePosition (Position Management)

Part 3: eHire (Applicant Tracking System)

Table of Contents

Part I: Talent Solutions Business Processes	4
Talent Solutions Responsibilities	4
Position Management.....	4
Recruitment	5
Dual Career Job Search Assistance	8
Relocation Information and Services	8
OTHER Talent Solution Services	8
Job Analysis	8
Recruitment Consultations	8
Search Committee Orientation.....	8
Informational Interviews	9
Part 2: ePosition (Position Management).....	9
Creating New Positions for Posting.....	9
Draft a Job Description in ePosition.....	9
Initiate an Action Request.....	9
Recruit for a Vacant Position	10
Modifying Positions	10
Posting.....	10
Reclassification (SHRA)	10
Comp Level Change.....	10
Move position from SHRA to EHRA.....	10
Supervisor Change	10
Title Change (EHRA)	10
Salary Change.....	10
Abolish Position	10
Other (i.e. Interim Appointments).....	10
Temporary Hires	11
Part 3: eHire (Applicant Tracking System)	12
The Recruitment Process	12
Planning your Recruitment	12
Determine the Search Type	12
Determine the Recruitment Team.....	13

Required and Preferred Knowledge, Skills, Abilities, and Qualifications.....	13
Anticipated Hiring Range	14
Supplemental Questions.....	14
Advertising your Position	14
Candidate Evaluation and Interviews	14
Finalizing the Recruitment	19
Finalizing the Hiring Proposal and Posting.....	19
Notifying Candidates Not Selected	19

Part I: Talent Solutions Business Processes

Talent Solutions provides a consultative, solution-driven approach to talent alignment and acquisition by designing positions that fulfill organizational and university goals, recruiting top-tier talent to the University, and ensuring attractive, equitable, and competitive compensation to promote excellence in pursuit of UNCG's mission and goals. Talent Consultants partner with campus to design positions and recruit the best talent to their organizations while effectively administering the State of North Carolina and UNC system classification, employment, and compensation plans and policies.

We provide strategic human resources consultation and services in the following areas:

- Position Design and Organizational Analysis
- SHRA Position Creation, Modification, and Classification
- SHRA and EHRA Non-Faculty Recruitment, Selection, Compensation, and Retention
- Compensation Analysis and Strategy
- Salary Administration for Current Employees
- Dual Career (Spouse/Partner) Job Search Assistance, and
- Relocation Information and Services

Each department has been assigned a specific Talent Consultant (TC) for all your needs, please go [HERE](#) to find yours.

The following is a guide to actions TCs have responsibility for and the processes surrounding those actions. This is a working document and will be updated to reflect the most current processes as required.

Always consult with your Human Resources Business Partners and/or Talent Consultant before starting any action.

Talent Solutions Responsibilities

Position Management

TC's will consult with *Departments* to take action on SHRA and EHRA Non-Faculty (NF) positions through ePosition. This includes creation, modification, classification/compensation, and recruitment.

Posting Days: Posting will occur Wednesdays and Fridays. Requests to post must be in by Monday and Wednesday for respective posting days to allow time for review and action. If you have special posting requests (i.e. specific job boards), please put that information in the comments box.

Posting timelines: EHRA NF positions will be posted for a minimum of five (5) business days (beginning Wednesday or Friday). SHRA positions will be posted for a minimum of

five (5) business days. *UNCG Human Resources recommends a minimum of ten business (10) days to attract top talent.*

Recruitment

Employees may not begin working until a successfully completed background check and the hiring proposal process has been completed.

Classification & Compensation

TCs follow guidelines from the Department of Labor, North Carolina Office of State Human Resources (OSHR), the UNC System Office, UNCG-specific Policies, and UNCG Human Resources best practices and standard operating procedures. This includes compensation for temporary, full-time and part-time SHRA and EHRA Non-Faculty (NF) employees.

SHRA Salary Increase Guidelines

UNCG Human Resources has delegated authority for salary actions that fall within OSHR salary guidelines, and do not exceed a cumulative raise of 20% from the employee's base-salary rate on the previous June 30th, provided we have delegated authority for the career-banded title.

Salary increases in any amount for a career-banded title for which UNCG does not have delegated authority (or which results in an exemption from OSHR policy) must go to UNC System Office (SO) Human Resources for approval. UNC-SO approval is required for any permanent base-salary increase that exceeds a cumulative increase of 20% over the most recent June 30th base salary. Temporary salary increases are not included in this calculation. UNC-GA approval is also required for any temporary salary adjustment when the cumulative amount of current temporary adjustments exceeds 20% of the most recent June 30th base salary, or exceeds 12 months duration. In addition, as of July 2017, Board of Governors review and consultation is required for any salary adjustment 5% or greater that would result in annual compensation greater than \$100,000. *

*Please note that these guidelines may change at any time and without notice.

Qualified Salary Increase Reasons

Salary increases may be permitted for the following reasons:

Additional job duties, when there is a substantive increase in the scope and/or complexity of the job. This includes temporary adjustments with a defined start and stop date. ***Please note:** Such an increase may not be justified solely on the basis of increased work volume.*

Position reclassification, where application of the career banding pay factors will determine the base salary.

Competitive-hiring events, where application of the career banding pay factors will determine the base salary.

Equity, when employees in the same position/branch/role/competency are performing very similar work with a similar level of competence to those who have a higher pay rate and the pay discrepancy has no apparent justification.

Labor Market, when an employee's salary is less than the position's assigned market rate. Managers may request a salary increase up to, but not exceeding, the assigned market rate.

Increase in SHRA employee competencies, when there is a documented change in component competency ratings or overall ratings between two Employee Competency Assessment (ECA) reviews.

Change in FTE due to a schedule change, when there has been no change in annualized compensation.

Requesting a Salary Adjustment

Salary adjustments can be made throughout an employee's career at UNCG. All salary adjustments are associated with an action in ePosition.

Pay Factors

When evaluating compensation, TCs utilize the four pay factors. These factors are financial resources (budget availability), required competencies, market position, and internal pay alignment (equity).

Financial Resources: This information is typically provided by the Department. It is the amount of funding that a manager has available when making pay decisions. Financial resources are allocated for salaries according to the organization's business need.

Required Competencies: Required competencies refers to the functional competencies and associated levels required of an employee to meet an organizational business need. This pay factor accounts for the knowledge, skills, abilities, duties, and responsibilities documented in position descriptions. It may also take into account any relevant training, certification, or licensure.

Market: This pay factor represents the market rate applicable to the functional competencies demonstrated by the employee. It includes the current market dynamics for the occupation, geographic area, and industry. Market reference rates are assessed and determined by the Office of State Human Resources (OSHR), and up-to-date list of [current reference rates](#) for career bands commonly used at UNCG is available on our website.

Internal Pay Alignment: Internal pay alignment, or internal equity, refers to the consistent alignment of salaries among employees who demonstrate similar required competencies within the same career band. This pay factor includes a comprehensive assessment of employees' salaries relative to each other based on career band, competency level, criticality of the job to the mission of the unit, and other organizational factors.

Job Offers

TC's will make all final SHRA and EHRA NF job offers at the request of the Departments.

SHRA

The Departments have the option to extend the official verbal offer to the selected candidate. The offer should not be extended until a successful background check and the hiring proposal has completely been approved by all approvers. The verbal offer will be

followed by a confirmation in writing, in the form of an offer letter, copied to the department.

Accepted Offers

If the candidate accepts the offer, the Talent Consultant will update the hiring proposal, approve the hiring proposal and the posting can be finalized.

Declined Offers

If the offer is declined, you should update the Hiring Proposal to a status of “Offer Declined” and update the applicant status in the posting to “Offer Declined.” If it has been fewer than 60 days since the recruitment closed, the Initiator may submit a Hiring Proposal for another candidate, conduct additional interviews from the original applicant pool, or repost the vacancy. Your Talent Consultant can help you with any of these actions.

Start Dates

All new hires will start on Mondays, with their first day or second week attending New Employee Orientation (NEO). Exceptions can be made with the approval of the Talent Solutions Director.

IMPORTANT: For Departments extending their own offers of employment, please be aware of approval, hiring and HR on-boarding process that still needs to take place before a new hire can start employment. We ask that you use caution and negotiate a reasonable start date with your new hire. If you are not sure what date to negotiate, reach out to your Talent Consultant before extending the offer.

NOTE: New employees starting on or before the 16th of the month, will receive their first paycheck in the same month. New employees starting on or after the 17th of the month, will receive their first paycheck the following month.

Background and Reference Checks

The University is committed to providing a safe and secure environment for its students, faculty, staff, visitors, and other constituents; and to protecting its funds, property, and other assets. Well-informed hiring decisions contribute to this effort. To facilitate this effort, UNCG Human Resources conducts background checks on persons hired for initial employment at the University, as well as current employees who change jobs (transfer) or otherwise become subject to background checks due to changes in their current positions.

Reference checks should be completed before a candidate is recommended for hire in the SpartanTalent system. This step in the recruitment process should be used as a tool to aid in the selection of the final candidate. Here is a link to the reference check form. A good safe hiring practice calls for at least three good professional references be completed before making a final decision. Here is the link to the [reference check form](#). These can be completed and uploaded to the hiring proposal, if the candidate is selected and Department wishes to move forward with the hire.

The Onboarding Specialist manages the onboarding process for all employees. Background Checks are outsourced to a third-party vendor. The departments will be notified when background are completed. Additional information can be found [HERE](#).

Retention of Paperwork

A personnel file will be created for your selected candidate. This file will include the new hire's application materials, including the application, resume, and any other submitted materials. This file will remain active for the entirety of the applicant's employment at UNCG, and must be maintained for three years after the employee separates.

A search folder that contains interview questions, notes from all interviews, references, copies of external advertisements, and any other documentation pertinent to the search will be maintained for three years from the last date of activity.

Additional Recruitment Information

Additional information can be found on our recruitment [webpage](#).

Dual Career Job Search Assistance

UNCG Human Resources offers a Dual Career Assistance program designed to assist you in your relocation to North Carolina. This program aids your spouse/partner in transitioning their career to the greater Greensboro area by providing resume and application development expertise, job search assistance, and local resources for relocation, child education, and healthcare.

Relocation Information and Services

UNCG offers relocation information and services via our online assistance tool: <https://uncg.smartmove.com/>

OTHER Talent Solution Services

Job Analysis

Whether creating new positions or updating existing ones, your TC can work with you to develop positions that meet the needs of your organization.

Recruitment Consultations

TCs work with hiring officials across the University to plan and execute successful SHRA and EHRA recruitments. Your TC can work with you to develop effective job descriptions, write supplemental questions, screen applicant pools, develop interview questions and even participate in onsite interviews.

Search Committee Orientation

TCs can provide training and guidance to search committees as they prepare for and carry out recruitments. Training includes effective recruitment strategies, requirements and legal considerations, and best practices to attract and hire the best possible talent.

Informational Interviews

TCs will work with current and prospective employees to provide guidance and best practices on resume writing, interviewing skills, resources to look for the right jobs. Please contact a Talent Consultant for more information.

Part 2: ePosition (Position Management)

ePosition Management (ePosition) is the online position management tool in SpartanTalent for managing all position actions. Departments will coordinate and manage their talent solutions through this tool. Initiators will be able to take advantage of the convenience and efficiencies of online forms and electronic workflows to perform a variety of tasks explained below.

NOTE: All position actions may be subject to guidelines from the UNC System Office. Current guidelines may be found [here](#).

Creating New Positions for Posting

Verify you are in ePosition (POSITIONS) (banner on screen should be orange)

Draft a Job Description in ePosition

Effective job descriptions describe the general nature of the work to be performed, they include specific responsibilities and essential duties as well as required and preferred knowledge, skills, abilities, and qualifications. A well-constructed job description provides a clear picture of the expectations for an employee or candidate. Most of the position information that is provided and approved in the position description will automatically populate in a posting in eHIRE (HIRE) that is created by a particular position description.

a. Review the SHRA Career Bands and Levels

Each career band has a competency profile that describes the general purpose of the career band, as well as the competencies required of each level within the career band. More information about commonly used career bands at UNCG can be found on the [Career Banding page](#).

b. Review EHRA Non-Faculty Analysis Tool

EHRA Non-faculty classifications are complex and differ based on several factors. Your Talent Consultant will work with you to find the best solution for your needs. More information can be found on the [Career Banding page](#)

Initiate an Action Request

Once you've developed a job description, and considered an appropriate position type, you can initiate an action request in ePosition. Resources are available to guide you through this process on the UNCG Human Resources [SpartanTalent ePosition](#) page. With All new position requests, an organizational chart is required for job analysis. For any actions requesting to create a new position within the organization and requesting a position number, a PAF is required and must be uploaded with the position description in the Documents section. This is required by the Budget/Contracts and Grants business

offices. The position description will not be approved until all required documents have been supplied.

Your TC will review the action, and approve the appropriate classification, level, and corresponding pay range. Talent Solutions will also create a position number and entry into Banner for the new position. You will receive email notification when your action is approved.

SPECIAL CONSIDERATIONS:

Effective July 1, 2017: Any new position where the associated salary budget or the proposed salary for the selected candidate is \$70,000 or greater must be submitted to UNC System Office for review by the Chair of the Board of Governors and the Chair of the Committee on Personnel and Tenure on the 1st and 15th of the month. “New Position” is defined as a position that did not previously exist or a position that existed, but without previously attached funding. This applies to permanent, time-limited, and temporary positions for SHRA, EHRA non-faculty, and EHRA faculty positions, including employees and Post Docs. Position actions that fall under this provision will require thorough analysis and consultation prior to submission to UNC System Office by UNCG Human Resources.

Recruit for a Vacant Position

Once a new position has been approved in ePosition, the recruitment process can begin by the Department creating a posting in eHire. For more information and resources on the recruitment process, visit our [Recruitment page](#).

Modifying Positions

Verify you are in ePosition Management (banner on screen should be orange)

Multiple actions may be selected at the same time. Click one or more of the following actions:

Posting

Reclassification (SHRA)

Comp Level Change

Move position from SHRA to EHRA

Supervisor Change

Title Change (EHRA)

Salary Change

Permanent: You must provide written justification for change (i.e. duties change, org restructure, market rate, etc)

Temporary: Enter end date in “Enter end date if it is a temporary increase”

Abolish Position

Other (i.e. Interim Appointments)

In ePosition:

Select appropriate position type (SHRA/EHRA NF)

Select appropriate position by clicking on position

If you do not see your position, please contact your TC.

Select modify existing position and edit all sections as necessary (if there are no changes to a section, you can select next and continue to next section)

Ensure updated organizational chart is attached for all actions.

Save and select next action on position (position will then be routed through the approval queue)

After system generated email notification of final approval, take action as necessary.

EPAF's are required for the following actions:

Comp level change

SHRA to EHRA

Title Change (EHRA)

Salary Change

PAF's are required for the following actions:

Establishing a new position

Abolishing a positions

Temporary Hires

Can go through Applicant Tracking System – eHire) for posting

Verify you are in eHire (banner on screen should be blue). Go [here](#) for further information. For answers to any questions about this process, please reach out to Kathy Watford, HR Talent Consultant, Temp Hire Consultant.

Part 3: eHire (Applicant Tracking System)

eHire is the online applicant tracking system in SpartanTalent for managing all recruitment actions. Departments will coordinate and manage their talent solutions recruitment through this tool. Initiators will be able to take advantage of the convenience and efficiencies of online forms and electronic workflows to perform a variety of tasks explained below.

Verify you are in eHire (banner on screen should be blue).

The Recruitment Process

Planning your Recruitment

Timeline of Events

When determining a projected timeline of events, it often helps to start at the end of the process and work backwards. When do you need to have the position filled by? Based on that date, when do you need to start interviewing? Are there any major events that may interrupt the timeline? Remember, different types of positions have different requirements for posting length and background checks. More information on job posting and background check requirements can be [found here](#).

Determine the Search Type

External Search: External searches are the most common type of search at UNCG. They are open to both internal and external candidates.

Internal Search: Internal searches are open to current, permanent UNCG employees only. They exclude temporary and student employees, as well as candidates from other UNC institutions. Internal searches are not available for all positions. Please contact your TC if you are interested in posting your position internally.

Recruitment Waiver: A waiver of an EHRA non-faculty recruitment must be discussed with and approved by UNCG Human Resources EEO/AA prior to offering the position to a candidate. A waiver of an EHRA recruitment may be requested only for the following reasons:

- Avoid a reduction-in-force
- Affect a disciplinary transfer
- Achieve a mandatory reinstatement
- Transfer an employee to avoid the threat of bodily harm
- Prevent critical work stoppage or protect the public health, safety, or security
- Fill a position because of a redeployment arrangement

A waiver will not replace the need to have a competitive recruiting event. A competitive search will need to be completed within 12 months of the waiver being approved by the EEO/AA Director. If an extension is needed beyond the allowed 12 months, contact the Human Resources EEO/AA Director.

Determine the Recruitment Team

The hiring official or Search Committee Chair: The hiring official (typically the position's supervisor or a designated administrator appointed by the Dean) leads the recruitment process, including developing the job description, drafting the vacancy announcement, and chairing the search committee.

Search Committees: Search Committees are not required for SHRA positions but are allowed. A good safe hiring practice should always include the supervisor and at least one other individual that represents the organization.

The search committee is led by the hiring official and is responsible for developing a recruitment plan and strategy and establishing selection criteria and procedures for screening and interviewing candidates, which should all be established before the search begins. This includes identifying all Search Committee Members.

If any individuals involved in the search process appear to have a conflict of interest, please reach out to the EEO/AA Team to discuss. For example, if the Initiator of the posting is going to apply for the position, then that Initiator should not have access to the posting at all during the search process and should not be involved in any other discussions about the search.

Required and Preferred Knowledge, Skills, Abilities, and Qualifications

Each SHRA career band has minimum education and experience requirements that are determined by the Office of State Human Resources (OSHR). These minimum qualifications cannot be updated on our end. In addition to these standard minimums, hiring officials can create required and preferred qualifications directly related to their vacancy.

Required qualifications describe the knowledge, skills, and abilities (KSAs) that are necessary to perform the essential functions of a position. For SHRA positions, required qualifications cannot include additional education or specific years of experience beyond the standard OSHR guidelines. A candidate who does not possess the minimum or required qualifications for a position may not be considered or interviewed as he/she will not be eligible for hire into the position.

Preferred Qualifications should encompass the additional KSAs, education, experience, and credentials that would be beneficial in performing the role at an optimal level, but are not required to initially perform the essential duties. These are sometimes also referred to as "nice-to-haves" or a "wish list." Candidates do not need to meet every preferred qualification to be considered or interviewed for a position. Ideally, candidates would meet some or most of the preferred qualifications, but there is not a requirement to meet all of them. Preferred qualifications should not be used to screen candidates out of consideration, but rather to help narrow down a pool to the best-qualified candidates and aid with selection.

When required and preferred qualifications are well-written, they help candidates better understand how their qualifications align with those needed for the position. Preferred qualifications also provide clear criteria by which to evaluate candidates during resume review and interviewing.

Hiring departments are responsible for determining job-related qualifications required and preferred in addition to minimum standards. Talent Solutions can work with you to develop required and preferred qualifications.

Anticipated Hiring Range

By letting candidates know the anticipated hiring range, you are giving them the opportunity to decide if the position is the right fit, not only in job duties but also financially. This good practice can help weed out candidates seeking a higher compensation rate than is budgeted and could limit counter offers and declined offers.

A recruitment range is required for all SHRA postings. The UNC Greensboro compensation philosophy does not allow a maximum range over 100% of the market rate.

Supplemental Questions

Supplemental questions are a great preliminary screening tool that allow you to ask a combination of open ended and closed questions to all applicants. The answers to these questions can help you pre-screen the candidate pool. Supplemental questions can be required or optional and can be used as “knock-out” questions to eliminate candidates from the pool for EHRA Non-Faculty and Faculty positions, who do not meet minimum or required qualifications. Qualifying groups already exist for SHRA postings and are tied to each classification and are included in all SHRA Postings.

Advertising your Position

Postings will occur on Wednesday’s and Friday’s only – a posting must be submitted at least two days in advance. TCs coordinate approved advertisement copy, publications, and run dates with the hiring department. Common media resources include journals (online and print), professional organizations, online job sites, and social media outlets. To ensure compliance with state and federal laws, Talent Solutions must review and endorse external advertising prior to use. External advertising ads must be included in the SpartanTalent eHire ad that is submitted. Costs of advertisements are approved by and will be invoiced to the hiring department.

For vacancies targeted for Affirmative Action, advertisement in female- or minority-specific publications is encouraged and may be required in some cases.

Candidate Evaluation and Interviews

The goal of the selection process is to find the best available candidate for the job, who possesses the knowledge, skills, abilities, and motivation to successfully fill the position. Candidates should be screened based on the requirements and preferences listed in the job description.

eHire should be updated throughout the review process to accurately reflect the appropriate status for each applicant. Internal workflow statuses may not align with the

external status that can be viewed by candidates. Candidates will only see the following application statuses; In Progress, Not Hired or Cancelled.

SHRA Hiring Priorities and Preferences

SHRA recruitments are subject to the North Carolina Human Resources Act, which includes provisions related to hiring priority for some groups of applicants. More information about the most common priorities and preferences is below. More detailed information, and information on other types of priority can be found in the Recruitment and Selection Guidelines and on OSHR's website.

Reduction in Force (RIF) Priority

Applicants may indicate that they are entitled to RIF priority if they have been impacted by Reduction in Force from UNCG or another State of North Carolina agency or university. Priority is dependent on several factors. If you identify an applicant claiming RIF Priority in your pool, contact your Talent Consultant for verification/confirmation of priority.

In the effort to assist RIF candidates and place them back within the University (or State Government), the RIF Priority candidate must be given thorough consideration. In most cases, an interview is recommended as the best opportunity to assess the candidate. If a RIF candidate is not determined to be the best-qualified applicant and the hiring department has selected a candidate without at least equal priority, a brief justification comparing the competencies, skills, abilities, and knowledge of the selected candidate and RIF candidate is required to be submitted to your TC for review. Once reviewed, the justification must be maintained in the recruitment file.

Promotional Priority

State Government employees with career status (at least 12 consecutive months of service) who are applying for a promotion have priority over applicants who are not employed by the State of NC. Like other priorities, this is first indicated by self-report by the applicant. If you identify an applicant claiming this priority, contact your Talent Consultant for verification/confirmation of priority.

Veteran's Preference

Veterans have preference over non-veteran applicants when the veteran's overall qualifications are substantially equal to those of the best-qualified non-veteran in the applicant pool. Veterans' preference is also extended to other employment events including transfers, promotions, and reassignments.

Interviewing

For SHRA positions, the posting will close, and the applicants will be released to a status of Under Review by the Department by your TC. The TC will identify any eligible employment priority candidates and update the status of the application to reflect the appropriate priority.

EHRA Non-Faculty and Faculty postings can begin selecting those for interview immediately. All applicants should be considered up until the application review begin date or best consideration date. This date must be listed in the posting.

Please note that you may only interview candidates that have applied to your position's posting in eHire. In addition, you must interview at least three people.

IMPORTANT: ALL APPLICANTS SELECTED FOR INTERVIEW MUST BE MOVED TO THE RECOMMEND FOR INTERVIEW APPLICATION STATUS, IN ORDER TO BE REVIEWED AND APPROVED BY THE EEO/AA TEAM. THE EEO/AA APPROVAL MUST OCCUR BEFORE INTERVIEWS TAKE PLACE. THE APPROVAL FOR INTERVIEW ONLY NEEDS TO OCCUR ONCE, EVEN IF SEVERAL INTERVIEW STAGES ARE PLANNED.

Before beginning interviews, you should create a list of questions that you would like to ask and use this list to guide you through all interviews. It is important that you ask the same questions of all candidates in your interview pool, and that your questions are legal and non-discriminatory.

The best interview questions are open-ended, and encourage candidates to share job related information and experiences. Learning and Organizational Development offers [behavioral interviewing classes](#), and Talent Solutions has developed [Sample Interview Questions](#) that cover a range of competencies.

Your TC can assist with developing interview questions, screening candidates, and conducting interviews as needed.

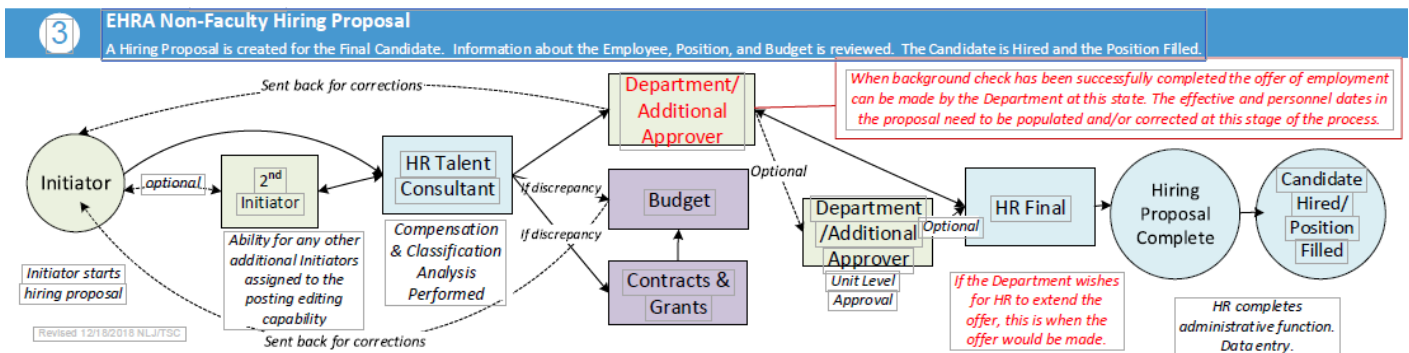
Making the Offer

When you have selected a candidate that you wish to hire, the next step will be to conduct the reference check. Reference checks can be done by phone or a request made via email. Here is a fillable form that can help with the reference check process; https://hrs.uncg.edu/wp-content/themes/uncgwp/Files/ePositionManagement/Reference_Check_Form.pdf

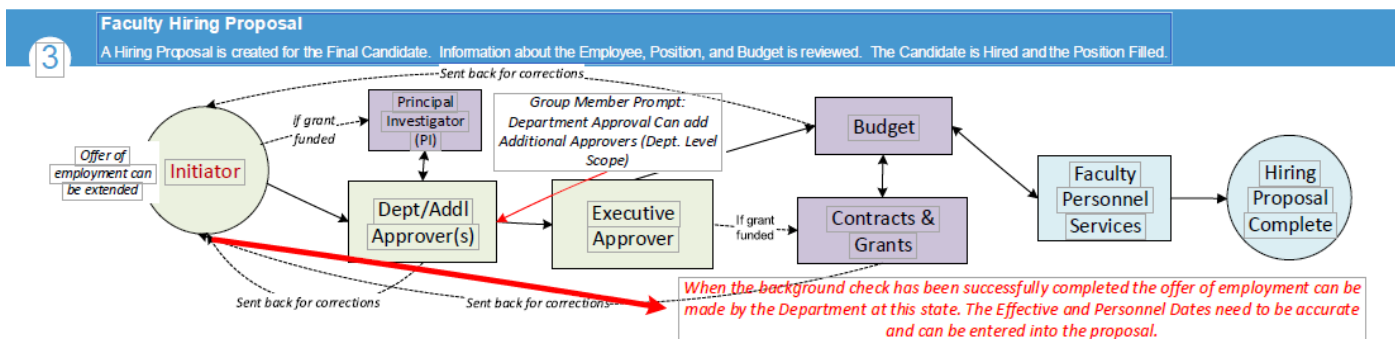
All reference checks should be uploaded with the hiring proposal in eHIRE, in the Documents section. Conducting at least three reference checks is a recommended safe hire practice. If the reference checks are favorable and you wish to continue with your selection, then you will need to determine the salary that you wish to offer, move the application of your candidate to the Recommend for Hire status and complete the hiring proposal within eHire. Please note: Once the application for a selected candidate has been moved to the recommended for hire status, the HR On-boarding Specialist will then initiate the Background Check eVite process.

When can I make the Offer?

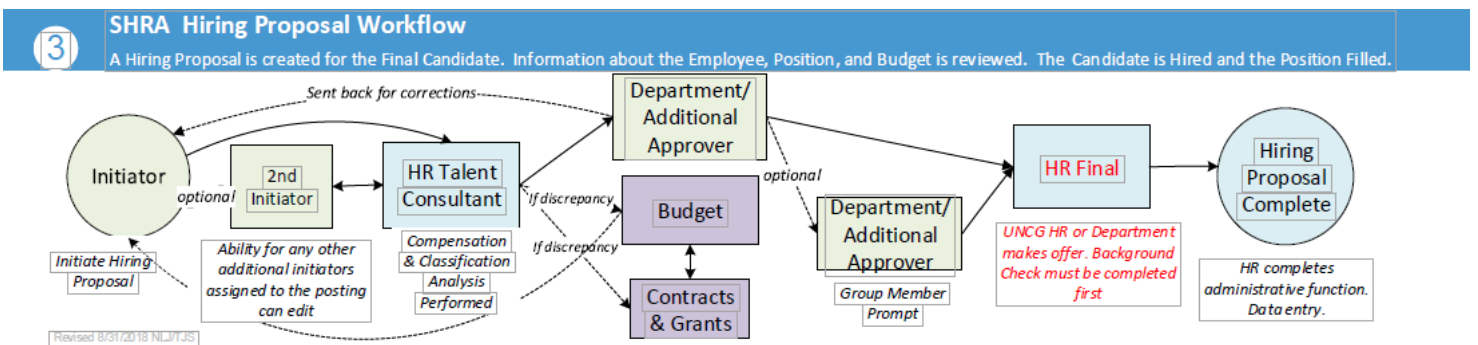
EHRA Non-Faculty; Official Offers can be extended by the Department, once the HR Compensation analysis and approval of the recommended salary has taken place (Dept./Additional Approver). If the Department wishes for HR to extend the official verbal offer, then the offer will occur when the hiring proposal has been approved by all approvers in the queue (HR Final). It is important that once the offer is extended and accepted, that the hiring proposal is completed and sent through the remaining approvals.



Faculty; Official offers can be extended by the Department/School after the reference checks have been completed and when the email notification that a successful background check was completed, is received by the Initiator. Once the offer is extended and accepted, the Initiator will then complete the hiring proposal in its entirety and move it through the workflow for approvals.



SHRA; Official offers are frequently extended by the HR Talent Consultant after the hiring proposal has been approved by all approvers in queue. Departments have the option to extend offers as well, but the notification to do so must be selected in the hiring proposal, and the offer must still occur after all the approvals have taken place. Also, a successful background check must be completed before the offer is extended. The Initiator will receive an email notification when a successful background check has been done. Please contact your Talent Consultant for guidance, if the Department has decided to extend the official offer. Certain required information needs to be communicated to the selected candidate before the offer is accepted.



Determining Pay

Compensation for SHRA positions is based on competency levels and labor market rates for each occupational area. These rates are set by the Office of State Human Resources (OSHR). Within each career band, departments should consider several factors, including budget and funding availability, market rates, competencies, and departmental equity when determining pay. In addition, offered salary cannot exceed the posted salary range for any recruitment.

- Budget and the availability of funding
- Market pay
- Competencies (such as minimum qualifications, related education, duties and responsibilities, and specialized training or certifications)
- Equity within your Department

Entering the Hiring Proposal

All new hires will start on Monday (or next work day if a holiday) and will attend New Employee Orientation (NEO) on the first available NEO date, which can be the first day of employment. The hiring proposal should be completed in its entirety. Once a hiring proposal has been approved by HR at the final status, no updates can be made to the proposal. It is important that the information provided in the proposal is 100% accurate.

This information eventually gets into BANNER. Once the proposal has been approved at the final stage, any remaining active applicants should be moved to their final status. More information on applicant statuses can be found in the [SpartanTalent Guide](#).

More information on how to create a Hiring Proposal can be found on the [SpartanTalent Guide](#). The Hiring Proposal must be approved by the initiator, approver, budget office, and human resources.

You will receive an e-mail confirming endorsement of your Hiring Proposal.

Finalizing the Recruitment

Finalizing the Hiring Proposal and Posting / Notifying Candidates Not Selected

Notification emails will be sent to all interviewed applicants through eHire.

Transition any remaining applicants to a “Not Selected” status (with appropriate reason). This step doesn’t have to be done at the end of the recruitment process. Applicants can be not selected at any time. The following three not selected options exist;

Not Selected – Email Now – Use caution when using this status, the not selected email is sent instantaneously.

Not Selected – Email Later – The not selected email is sent, after the hiring proposal has been finalized and the posting is filled by HR.

Not Selected – No Email – No email is ever sent by the system. This option is available for those candidates the Department wishes to contact personally, either by phone or email about not being selected.

Please note: All applicants should be contacted at some point about the position being filled.

After the Hiring Proposal has been finalized, and the entire applicant pool has been moved to a final status and reason, then HR will finalize the posting.