

Recruitment Process for Unclassified/Non-Unit Staff

The objective of the recruitment process is to hire the best candidate from a diverse pool of qualified applicants. The Unclassified staff recruitment process provides guidelines for Deans, Supervisors, Managers, Search Committee Chairs and search committees. Human Resources is available to provide assistance at any time during the process. Please contact us at extension 3079.

Process to Secure Approval to Recruit:

1. A Dean, Department Head, Director, Supervisor or Manager will initiate the recruitment process by completing a [Position Request Form](#) (PRF), obtaining the appropriate approvals (signatures) to fill the position, and forwarding the completed signed form to Human Resources. The PRF should be accompanied by a [job description](#), justification to fill the position, an advertisement for the position, and an organization chart.
 - The Job Description should reflect the duties and responsibilities of the position; should be consistent with the title for the position; and should indicate the level of education and experience necessary to perform the duties and responsibilities of the position.
 - If a new position or changes to the vacant position directly impacts other positions within the department, it may fall under the umbrella of a departmental reorganization. For guidelines on how to proceed through the departmental reorganization process, please click here ([Reorganization Process](#)).
 - The written justification should express the need for the position and indicate the following:
 - I. Is the position critical to achieving departmental goals and college initiatives;
 - II. Is the cost associated with the position within budget or providing a cost savings to the college;
 - III. Is the position legally mandated and a decision to not fill the position result in penalties to the college;
 - IV. Is it a new position, and if so, indicate what funding source/savings in existing budget will be used to cover costs; and
 - V. Your efforts to reconfigure remaining staff to do the work without replacing or creating the position, including consideration of sharing staff with complementary units and /or change in business process so fewer people are needed for the work.
 - The Advertisement should reflect the duties outlined in the job description. The Ad is not the same as the job description and should indicate the minimum and preferred qualifications. Please refer to the [Recruitment Guide](#) under the Managers Toolkit for tips on how to create a position advertisement. You may send an electronic copy of the advertisement to hr@tcnj.edu.
2. Human Resources will present the recommendation to fill the position to the Position Review Panel for approval. The Position Review Panel convenes periodically and may request additional information as needed. If the panel approves filling the position, the Vice President of Human Resources will present the position documents to the President for final approval.
3. Human Resources will inform the Dean, Department Head, Director, Supervisor or Manager once the position is approved.

Recruitment Process for Unclassified/Non-Unit Staff

How to conduct a search for Unclassified Staff:

1. The Dean, Department Head, Director, Supervisor or Manager is responsible for selecting the committee members and designating the Chairperson. This diversely composed team will eventually work with the new employee and should have a sense of what makes a good candidate. It is recommended that the search committee include at least 3 individuals, including a Chairperson. The Chair should understand the demands of the position as well as the tasks associated with it. The Chair will work closely with the Dean, Department Head, Director, Supervisor or Manager and/or designated person to formulate a charge, set target timelines and outline committee tasks. In searches for senior administrative positions, the Dean, Department Head, Director, Supervisor or Manager may chair the Search Committee ex-officio. An HR representative may act as an ex-officio member to any search upon request.
2. In the case of recruitment of college officers and senior administrators, a search firm may be used upon the approval of the President, Cabinet Member and Director of Equal Opportunity, Affirmation Action & Diversity.
3. The Dean, Department Head, Director, Supervisor or Manager will consult with Human Resources about the placement of the Advertisement for the position, the length of time for the posting, and how the resumes and applications will be handled. All career postings are placed on the Careers @TCNJ website, www.HigherEdJobs.com and www.HERC.org.
4. The Search Committee Chair will schedule a meeting with the Director of Equal Opportunity, Affirmative Action and Diversity to review related policies, procedures and processes. The Director will advise the Chair on search guidelines and procedures relative to the College's affirmative action goals and policies (See, [TCNJ Policy Prohibiting Discrimination in the Workplace](#)). The Search Committee Chair will serve as the Affirmative Action Representative.
5. The Director of Equal Opportunity, Affirmative Action & Diversity will advise the Search Committee Chair of his/her responsibilities to:
 - a) monitor the entire search process;
 - b) send out acknowledgement notifications to the applicants including the web link to the EEO self-disclosure form(https://tcnj.qualtrics.com//SE/?SID=SV_1MKJaev0pCzwT5i);
 - c) complete the [Applicant Summary Form](#) and [Applicant Matrix](#);
 - d) insure all applicants complete and sign an employment application; and
 - e) provide the search committee with the required evaluation tools prior to interviews.
6. As resumes are received, the Search Committee Chair is responsible to send acknowledgement notifications to each applicant, request the completion of the TCNJ employment application (<http://careers.pages.tcnj.edu/>), and request the applicant complete the voluntary EEO on-line self-disclosure form (https://tcnj.qualtrics.com//SE/?SID=SV_1MKJaev0pCzwT5i). Sample language to use in the acknowledgement notification is as follows:

Thank you for submitting your resume for the [position title] position with The College of New Jersey. This is to acknowledge that we have received your resume, but want to stress that your submission is not considered complete until we have also received your TCNJ Employment Application. Please complete the attached employment application and email it back to us. ([Employment Application](#))

In addition, attached is the link to our voluntary Affirmative Action Response Card, we ask for your cooperation in submitting this information. Submission of this information will not have any bearing on your application process. ([EEO Data Form](#))

You will be contacted only if selected for an interview. All applicants must complete an application prior to screening. We appreciate your interest in The College of New Jersey and encourage you to continue visiting our website for positions that are of interest to you. We wish you the best of luck in your job search.

Recruitment Process for Unclassified/Non-Unit Staff

7. The Search Committee Chair will convene the committee.
 8. The committee will establish a decision making process, e.g. will the committee vote, try to reach consensus, use negative voting, or provide majority and minority opinions, how many absences disqualify committee member from participating in the selection process, etc. The decision making process must be submitted to the Director of Equal Opportunity, Affirmative Action & Diversity for approval.
 9. The Search Committee will establish selection criteria directly related to the requirements of the position and based on the job description and position advertisement. Preferred qualifications beyond the minimum may also be established. The committee evaluates the applicant pool by screening resumes based on the selection criteria. As an option to the Search Committee or Dean, Department Head, Director, Supervisor or Manager, Human Resources will receive and pre-screen resumes and forward only qualified applicants to the Search Committee Chair. If you would like Human Resources to provide this service, the advertisement will indicate Human Resources as the contact and resumes will be submitted directly to Human Resources. If the Search Committee wishes to evaluate resumes, Human Resources is available to provide assistance in determining how the applicant pool should be evaluated, develop screening techniques and design questions for the interview process. The Search Committee Chair is responsible for completing the [Applicant Matrix](#) listing each applicant and indicating:
 - a) if they meet the minimum qualifications;
 - b) if they meet the minimum qualifications but do not meet the preferred criteria established by the committee (indicate which criteria is not met); and
 - c) if they meet the preferred criteria established and are offered an interview.
- For additional information on the screening process, please refer to the [Recruitment Guide](#) under the Manager's Toolkit.**
10. The Search Committee Chair will complete the Applicant Summary Form based on the Search Committee make-up, department demographics, and resume evaluation process.
 11. The Search Committee may, at its option, create a written selection test to be administered by Human Resources. The selection test will be reviewed by the Director of Equal Opportunity, Affirmative Action & Diversity as part of the EEO Review prior to administering.
 12. The Search Committee shall prepare interview questions. If the committee decides to use telephone interviews to screen candidates, two sets of questions must be developed; one for the telephone interviews; and another set for the in-person interviews. For more information on the interview process, refer to the [Recruitment Guide](#) under the Manager's Toolkit.
 13. Upon the screening of applications and the completion of the required forms, the Search Committee Chair will forward the following to the Director of Equal Opportunity, Affirmative Action & Diversity for EEO Review:
 - a) all applicant materials (resume and applications);
 - b) the evaluation criteria;
 - c) written selection test (if applicable);
 - d) interview questions (telephone and in-person);
 - e) [Applicant Summary Form](#); and
 - f) [Applicant Summary Matrix](#).
 14. The Director of Equal Opportunity, Affirmative Action & Diversity will return the applicant resumes to the Search Committee Chair after review. All final candidates approved by the Affirmative Action Officer should be offered an interview with the Search Committee.
 15. The Search Committee Chair will arrange to schedule candidates for interview.
 - a) Telephone Interviews: If the committee chooses to use the telephone interview as a screening process, they must schedule telephone interviews with all candidates.
 - b) In-person Interview: It is recommended that the candidate be scheduled to meet with the Dean, Department Head, Director, Supervisor or Manager after the committee. This saves the candidate from making two trips to the campus. It is useful to develop a schedule of meetings and provide the schedule to the candidate prior to arrival on campus.

For more information about facilitating the interview process, please refer to the [Recruitment Guide](#) under the Manager's Toolkit.

Recruitment Process for Unclassified/Non-Unit Staff

16. The Search Committee Chair will forward an [Interview Evaluation Sheet](#) containing the search criteria and rating guidelines to each Search Committee member. Immediately after each interview, committee members are to rate the applicants while key impressions are clear and easily distinguishable. For more information on rating candidates, please refer to the [Recruitment Guide](#) under the Manager's Toolkit.
17. The Search Committee Chair will collect the [Interview Evaluation Sheets](#). The Chair will use the [Comparative Applicant Rating Sheet](#) to compile the information gathered and compare each candidate based upon the specific job-related criteria. For information on how to complete the Comparative Applicant Rating Sheet, refer to the [Recruitment Guide](#) under the Manager's Toolkit.
18. The Search Committee will recommend at least three candidates to the Dean, Department Head, Director, Supervisor or Manager listing the strengths and weaknesses of each candidate. The Search Committee Chair will forward a letter of recommendation, the applicant resumes, and the completed employment applications to the Dean, Department Head, Director, Supervisor or Manager for review and final selection. Fewer or more than three candidates will be considered upon request of the Dean, Department Head, Director, Supervisor or Manager and the Director of Equal Opportunity, Affirmative Action & Diversity.
19. Once the Dean, Department Head, Director, Supervisor or Manager has identified a final candidate, the Dean, Department Head, Director, Supervisor or Manager must complete three telephone reference checks (**from former supervisors**). For guidelines on the importance of and how to complete reference checks, reference the [Recruitment Guide](#) under the Manager's Toolkit.
20. The Search Committee Chair or Dean, Department Head, Director, Supervisor or Manager will forward the following documents to the Director of Equal Opportunity, Affirmative Action & Diversity for final EEO Review:
 - a) An updated Applicant Summary Form indicating the selected candidate;
 - b) A recommendation to hire indicating the applicant's qualifications;
 - c) The completed and signed employment application;
 - d) Three telephone reference checks (from former supervisors); and
 - e) The candidate's resume.
21. Human Resources will make an offer to the candidate and send the offer letter. All offers are contingent upon the satisfactory completion of a background check and receipt of verification of highest degree earned and proof of eligibility to work in the United States.
22. The Search Committee Chair or designee will send letters to unsuccessful candidates. For your convenience, Human Resources has provided sample letters for your use.
 - [Sample Rejection Letter to interviewed candidates](#) (External)
 - [Sample Rejection Letter to interviewed candidates](#) (Internals)
 - [Sample Rejection Letter to Non-interviewed applicants](#) (External)
 - [Sample Rejection Letter to Non-interviewed applicants](#) (Internals)