

Recruitment Process for Classified Staff

The objective of the recruitment process is to hire the best candidate from a diverse pool of qualified applicants. Search procedures for classified, “Civil Service” staff are governed by the New Jersey Administrative Code 4A (Title 4A) through the Civil Service Commission. The College of New Jersey is required to follow the recruitment guidelines established in Title 4A.

For more information on the mission, objectives and responsibilities of the Civil Service Commission, click here (link to [Civil Service Commission](#)).

For more information on the New Jersey Administrative Code 4A, click here (link to [New Jersey Administrative Code 4A](#)).

Process to Secure Approval to Recruit:

1. A Dean, Department Head, Director, Supervisor or Manager will initiate the recruitment process completing a [Position Request Form](#) (PRF), obtaining the appropriate approvals (signatures) to fill the position and forwarding the complete, signed form to Human Resources. The PRF must be accompanied by a job description, justification to fill the position, and an organization chart.
 - The job description must be based on the established Civil Service job specifications. To view an alphabetical listing of the Civil Service job specifications click here: [Civil Service Job Specifications](#).
 - 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: [Department 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 would 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.
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 Classified Staff

Civil Service Search Procedures for Classified Staff:

1. Human Resources will verify the availability of a promotional list of permanent Civil Service TCNJ employees who have taken and passed a promotional exam for the vacant title.
2. If there are three or more permanent TCNJ employees on the promotional list and interested in the position, the supervisor/manager must arrange to interview each candidate. Upon the completion of the interview process, one of the applicants must be appointed permanently. For more information on facilitating the interview process, please refer to the [Recruitment Guide](#) under the Manager's Toolkit.
3. If there is no promotional list of permanent TCNJ employees for the vacant title, Human Resources will create a job announcement. The announcement will reflect the duties outlined in the job description as well as the requirements contained in the Civil Service description for the title.
4. Human Resources will post the position internally for 14 days. If three or more permanent TCNJ employees qualify and apply for the position, the supervisor/manager must interview each candidate. Prior to conducting the interviews, the supervisor/manager must provide HR with crafted interview questions. Upon completion of the interview process, one of the applicants must be appointed provisionally, pending a promotional examination. *(Please note: this provisional appointment is required even if the supervisor/manager does not want to appoint one of the internal candidates.)* TCNJ employees interested in a promotional opportunity on campus may refer to the Internal Promotions and Transfer process and the Internal Employment Application process ([Internal Employment Application & Process](#)).
5. If less than three internal permanent employees apply and are qualified for the position, Human Resources will determine if there is an open competitive list for the position title through Civil Service. The open competitive list consists of individuals who have taken and passed the Civil Service examination for the position title. If there is such a list, and three or more individuals are interested in the position the Dean, Department Head, Director, Supervisor or Manager must interview applicants from the list. Human Resources will review the list and advise on the interview and appointment requirements associated with the use of the open competitive list. Upon completion of the interview process, one of the applicants must be appointed to the position.
6. If there is no open competitive list, Human Resources will post the position on the Careers @ TCNJ website, www.HigherEdJobs.com and www.HERC.org.

How to Conduct an External Search for Classified Staff:

1. The Dean, Department Head, Director, or Supervisor/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 supervisor/manager and/or designated person to formulate a charge, set target timelines and outline committee tasks. An HR representative may act as an ex-officio member upon the request.
2. The Search Committee Chair will schedule a meeting with the Director of Equal Opportunity, Affirmative Action & 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 Affirmative Action Representative.

Recruitment Process for Classified Staff

3. 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 [Affirmative Action Online Self-Disclosure Form](#);
 - 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
4. 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](#) , and request the applicant complete the voluntary Affirmative Action on-line self-disclosure form. All applicants must complete an application prior to screening.

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.

[\(TCNJ Employment Application\)](#).

In addition, attached is the link to our voluntary EEO Data Form, 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. 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.

5. The Search Committee Chair will convene the committee.
6. 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 plan must be submitted to the Director of Equal Opportunity, Affirmative Action & Diversity for approval.
7. 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 Supervisor/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 brought in for an interview.

For additional information on the screening process, please refer to the [Recruitment Guide](#) under the Manager's Toolkit.

Recruitment Process for Classified Staff

8. The Search Committee Chair will complete the Applicant Summary Form based on the Search Committee make-up, department demographics and resume evaluation process.
9. 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.
10. The Search Committee shall prepare interview questions. If the committee decides to use telephone interviews, 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 Manager's Toolkit.
11. 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.
12. The Director of Equal Opportunity, Affirmative Action & Diversity will return the applicant resumes to the Search Committee Chair upon evaluation. All final candidates approved by the Affirmative Action Officer should be offered an interview with the Search Committee.
13. Upon EEO Review, 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 to schedule the candidate to meet with the supervisor/manager after the committee. This saves the candidate from making two trips on campus. It is useful to develop a schedule of meeting times and provide the schedule to the candidate prior to arrival on campus.

For additional information about facilitating the interview, please refer to the [Recruitment Guide](#) under the Manager's Toolkit.
14. The Search Committee Chair will forward an Interview Evaluation Sheet (link) 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.
15. The Search Committee Chair will collect the [Interview Evaluation Sheet](#). 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.
16. The Search Committee will recommend at least three candidates to the supervisor/manager listing 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 Supervisor/Manager for review and final selection. Fewer or more than three candidates will be considered upon request of the Supervisor/Manager and the Director of Equal Opportunity, Affirmative Action & Diversity.
17. Once the Supervisor/Manager has identified a final candidate, the Supervisor/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.

Recruitment Process for Classified Staff

18. The Search Committee Chair/Supervisor/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 applicants qualifications;
 - c) The completed and signed employment application;
 - d) Three telephone reference checks (from former supervisors); and
 - e) The candidate's resume.

19. Human Resources will make an offer to the candidate and send offer letter. All offers are contingent upon satisfactory completion of a background check and receipt of required licensures/certification/verification of highest degree earned, if applicable, and proof of eligibility to work in the United States.

20. The Search Committee Chair or designee will send letters to unsuccessful candidates. For your convenience, Human Resources has provided sample rejection letters for your use.
 - a) [Sample Rejection Letter to interviewed candidates](#) (*External*)
 - b) [Sample Rejection Letter to interviewed candidates](#) (*Internals*)
 - c) [Sample Rejection Letter to Non-interviewed applicants](#) (*External*)
 - d) [Sample Rejection Letter to Non-interviewed applicants](#) (*Internals*)