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MEMORANDUM

To: Human Resource Liaisons, Supervisors, Managers, Department Head, Deans
AVP and Deputy Provost Greg Fant
Dr. Gena Jones

From: Laura Castille, OIE Executive Director

Date: November 18, 2019

Subject: Procedures for Underutilized Positions – Compliance with NMSU’s Affirmative Action Plan

OIE has been working diligently to formalize NMSU’s internal and external procedures and processes for approving underutilized positions. Our goal is to make the process of reviewing hiring documents for underutilized positions transparent and manageable, while at the same time making progress towards meeting our Affirmative Action Plan (“AAP”) goals. NMSU has one AAP for the entire system.

As a system, we met 14 of our 44 goals in 2018. Our 2019 AAP contains 78 goals. Underutilized positions are those where NMSU has employed fewer females or minorities than are available nationally. In other words, if there are no women or minorities available to fill that position, it is not an underutilized position.

In an effort to work towards meeting our AAP goals, reduce delay, and ensure efficiency and consistency of the approval process for underutilized positions, the following standardized procedures will be followed for all underutilized positions (unless specifically exempted in this memo):
STAFF & FACULTY JOB POSTINGS:

1. All underutilized position postings must be advertised externally beyond the NMSU and Indeed.com websites. A minimum of two (2) additional advertising sources, targeted to the job posting, are required. Social media sites, i.e. Facebook, LinkedIn, etc. should/can be utilized, but they will not count as an “external advertising source” under this procedures. Any posting received that does not include the necessary advertising sources will be automatically denied by OIE and returned to HRS for return to the department.

2. All underutilized positions must be posted for a minimum of twenty-eight (28) days. Postings must reflect the accurate posting period. Postings not reflecting the accurate posting period will be automatically edited by OIE and returned to HRS.

3. All postings for underutilized positions must include an approved EEO statement, and the actual external job advertisement must be attached to the posting for review by HRS, prior to the posting being sent to OIE. Any posting received that does not include the job advertisement, with the approved EEO statement, will be automatically denied by OIE and returned to HRS to be returned to the department.

4. To ensure efficiency and avoid further delay in hiring action, the posting details in PeopleAdmin may be edited by OIE to include:
   a. The appropriate posting period, and
   b. Additional advertisement sources required (beyond the two external sources required).
   c. If edited, the posting will be returned to HRS with approval of edits to reflect the appropriate posting period of 28 days/additional advertising sources.

STAFF HIRING PROPOSALS:

1. All hiring proposals for underutilized staff positions must include a justification memo to support the candidate recommended for hire.
   a. The justification memo must include a summary with basis for the applicant recommended for hire and an explanation as to why the other applicants, who were interviewed, were not selected.
      i. Please note: Justification memos are required for all hires.
   b. Merely including the recommended candidate’s transcripts or a paragraph that the individual “was great” is inadequate. Justification must connect the candidate’s skills, education and experience to the job posting and explain why the selected candidate better meets the needs of the department.

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1 Currently, the only exceptions to this requirement are Administrative Assistant and Emergency Dispatch positions. Those may be advertised for a minimum of 14 days. When a department requests an exception, OIE will look at recent applicant pools for that position to determine if an adequate pool of qualified applicants will likely be obtained through a shorter posting period. Positions will be added to the list of exceptions as OIE monitors the quantity/quality of applicants received for various positions.
2. All hiring proposals for underutilized positions must include the following supporting documentation:
   a. matrix for screening applicants selected for interview,
      i. Matrix must include criteria taken from the job posting. Criteria not
         included in the job posting may not be included at this stage of the process, and
   b. interview questions with responses and notes written by committee members, along
      with a rankings of candidates, and
   c. rubric with analysis of candidates’ strengths and weaknesses after interviews
      conducted, and
   d. Proof of posting the approved advertisement on the required sites for the required
      amount of time must be submitted with all finalists/draft offer of employment.

3. Any hiring proposals received by OIE, which do not have the documents listed above
   attached to them, are incomplete. OIE will deny all incomplete hiring proposals and return
   them to the department for correction.

4. If all documents are attached and the job posting/hiring proposal is complete, OIE will
   review the documents and contact departments directly with any additional questions. If
   the job posting/hiring proposal is complete and OIE has no further concerns or questions,
   OIE will approve the proposal.

5. In OIE’s review of the candidates, Team HRS may be asked to provide a qualification
   calculation regarding a specific candidate(s), depending on the selection of the committee
   and accompanying documents. OIE will only accept qualification calculations from HRS.

6. If all documents are provided and OIE has no further concerns or questions, the proposal
   will be approved.

7. Please note: Positions may be posted upon acceptance of an individual’s resignation or
   pending retirement. There is no need to wait until a job is vacated to post a position.

FACULTY HIRING PROPOSALS:\(^2\)

1. After an underutilized posting is closed, the Hiring Committee shall provide to OIE, at
   equity@nmsu.edu, the list of candidates considered for phone/ITV/Skype interviews.
   a. This email must include the name of the department, contact person for the position
      and the position number.
   b. The initial screening/criteria tool/matrix utilized to select candidates for interview
      must be attached.
   c. OIE will review the list and respond, generally within 48 hours, approving the list
      or requesting justification regarding the candidate selection. All underutilized
      positions must have OIE approval before proceeding to interviews.

\(^2\) https://equity.nmsu.edu/affirmative-action/faculty-hiring-procedure/
2. After the phone/ITV/Skype interviews, the Hiring Committee shall provide to OIE at equity@nmsu.edu, the list of candidates selected for on-campus interviews.
   a. This email must include a chart or matrix assessing all of the candidate’s initial interviews.
   b. OIE will review the list and respond, generally within 48 hours, approving the list or requesting justification regarding the candidate selection.
   c. Any potential issues identified by OIE must be addressed prior to proceeding with on-campus interviews.

3. All OIE’s approvals must be attached to the final hiring proposal/imbedded in PeopleAdmin.

Thank you for working with OIE to meet NMSU’s Affirmative Action goals. Please let us know if you have any questions or concerns regarding these procedures.