MEMORANDUM

To: Human Resource Liaisons, Supervisors, Managers, Department Head, Deans, Business Managers, Community College Presidents AVP and Deputy Provost Greg Fant, Dr. Gena Jones Laura Castille, OIE Executive Director

From: December 12, 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 these procedures, unless the social media site specifically targets a certain recruitment group, i.e. LinkedIn page: National Association for Women in Physics, etc. Any posting received that does not include the necessary advertising sources will be returned to HRS for staff and EVPP for faculty. HRS will return the posting to the department.

2. Generally, underutilized positions will be posted for a minimum of twenty-eight (28) days. Postings should reflect the accurate posting period. Postings not reflecting an accurate posting period will be edited by OIE and approved with the correct posting period.

3. All external advertisements must include an approved EEO statement, and the actual external job advertisement must be attached to the posting. Any posting received that does not include the job advertisement, with the approved EEO statement, will be returned to HRS or EVPP to be returned to the department.

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 underutilized hires.
   b. The recommended candidate’s transcripts is not an adequate justification. Justifications 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.

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;

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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 is likely to 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. Requests for exceptions, based on previous applicant pools, must be attached to the posting.

2 Clear justification is particularly important when the top candidate is not selected for hire.
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 return all incomplete hiring proposals to HRS for the departments to correct.

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.

**FACULTY HIRING PROPOSALS:**

1. After an underutilized posting is closed, the Hiring Committee shall provide to OIE, at [equity@nmsu.edu](mailto: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, the position number and the candidates selected for interview.
   
   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. 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 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.

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3 [https://equity.nmsu.edu/affirmative-action/faculty-hiring-procedure/](https://equity.nmsu.edu/affirmative-action/faculty-hiring-procedure/)
3. All documents and 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. We are here to help you, so please let us know if you have any questions or concerns regarding these procedures.