RECRUITMENT AND SELECTION OF ADMINISTRATIVE AND SERVICES PERSONNEL

Recruitment Process

It begins when there is a vacant post in any department in the institution, or with the creation of a new post. Notification must be sent in writing to the Department of Human Resources through a personnel application for the desired department. The process ends when basic information of prospects who can ocupy the vacant post becomes available, that is job applications or resumes.

❖ Steps for the **Recruitment Process:**

1. Reception of the application of personnel from the vacant post´s department. (personnel application format)
2. Search for possible candidates in internal sources:
   a) Check the data base for possible candidates.
   b) Publish the vacant post in internal means to gather the information on the interested people who may be future candidates; such publication can be in:
   - Bulletin board
   - E-mail
   - Internal job center
3. Gather information of prospects to obtain a list of possible candidates. In case they cannot be obtained, the recruitment is followed up through external sources.
4. Search for prospects in external sources.
   • Professional agencies (Canacintra, Canaco, Coparmex, Professional Colleges).
   • Printed means (La Voz and La Crónica newspapers).
   • Electronic means. Links from the CETYS web page
   • Other education institutions (Employment offices)
   • Electronic job centers
5. Gather information from the prospects and obtain listings.

❖ **Selection Process**

Once a group of suitable applicants is formed through recruitment, the selection process begins. The selection process consists of a series of specific steps that are used to decide which applicants should be hired. The process starts at the moment that a person applies for a job and ends when the decision for hiring one of the applicants is made.

❖ **Steps for the Selection Process**

1. Gather information from the candidates
   a) Job application
   b) Resume
   c) If the applicant is internal, the file must be checked, along with the results of the performance assessment, as long as the applicant has gone through a selection process.

External Selection:

Selection begins with an appointment between the candidate and the Human Resources Department or by requesting a job application personally.

1. **Candidates´ information application**
   a) Job application
   b) Resume
   c) If the candidate is internal, the file must be checked, along with the results of the performance assessment, as long as the applicant has gone through a selection process.

2. **Preliminary Selection interview (Department of Human Resources)**

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During the preliminary interview the process for gathering the candidates´ information must begin. The preliminary selection interview consists of a formal and deep talk about the candidate, in order to assess if the applicant is suitable for the post. The interviewer must answer two general questions:

- Can the candidate perform the job?
- Is the candidate interested in forming part of the CETYS family?

Interview Process:

1) Preparing the interview:
   The interviewer must be prepared before beginning an interview. This preparation requires that specific questions be developed. The answers for these questions will indicate if the candidate is suitable. At the same time, the interviewer must consider the questions that the applicant will probably make.
   One of the interviewer´s goals is to convince the suitable candidates to accept the company´s offers.

2) Creating a trusting environment.
   It is the interviewer´s job for creating a mutual acceptance environment. He must represent the Institution and set a nice, human, and friendly image.
   Recommendations for the interviewer:
   - Begin with simple questions.
   - Avoid interruptions.
   - Keep away documents that are not part of the interview
   - It is important that the attitude does not show approval or rejection.

3) Exchange of information.
   It is based on a conversation. Some interviewers begin the process by asking the candidates if they have questions, thus establishing a two-way communication that lets the interviewer begin assessing the candidate based on the questions asked.

   The interviewer inquires in a way that permits as much information as possible. It is advisable to avoid vague, open questions. A guide with specific possible questions is included, which an imaginative interviewer can increase in a considerable way. (Interview guide format)

4) Conclusion.
   When the interviewer considers that list of questions is completed and the time planned for the interview is over, it is time to end the session. It is not convenient to indicate the applicant the possibilities to obtain the job. The following candidates can cause a better or worse impression, and the rest of the selection process steps can completely modify the candidate´s global assessment.

5) Assessment.
   Immediately after the interviewer´s assessment ends, specific answers and general impressions on the candidate must be recorded. Attached is the preliminary post interview assessment format used for the interviewer´s assessment. Considerable information can be obtained from a brief interview.

NOTE:
Interviewers' mistakes.
An interview is weak when there is no trusting environment; key questions are omitted.
There is another source of errors, those originated in the acceptance or rejection of the candidate by external factors free from potential performance. An interview with errors can result in the rejection of suitable people or (likewise serious) in the hiring of people inadequate for the post.
The five most common errors made by interviewers are: trying distracting techniques, excessive talking, boasting about past accomplishments, not listening and not being well prepared for the interview.

As a result of the interview, certain amount of candidates will be eliminated, selecting only those detected till then, as suitable for the job; those people will continue to the next stage of the process.

3. **Data and reference verification**
   The following selection steps consist greatly in verifying the data included in the application, as well as those gathered during the interview. (Data and reference verification format)

4. **Suitability tests**
   Suitability tests are instruments to assess compatibility among the candidates and the post´s requirements.

   Which tests are applied?
   - Knowledge
   - Performance
   - Psychological
   - It is the interviewer´s choice to apply any other test according to the required post.

   SUITABILITY TESTS

PERSONNEL TYPE	KNOWLEDGE	PERFORMANCE	PSYCHOLOGICAL	ENGLISH	OTHER
Maintenance/Security			J		
Secretaries	J Spelling and writing	JSoftware	J		
Administrative assistant	J Spelling and writing	JSoftware	J		
Technical	J Specific		J		
Coordinator/Department Director			J	J English Language Center	
Area director			J	J	
Other					

*Psychological tests´ results (different factors assessed)
**Including anti-doping

5. **Selection interview (headperson of the vacant post)**
   The selection interview consists of a formal and deep talk, carried on by the headperson of the vacant post. The interviewer will answer two specific questions: Is the candidate suitable to for the job? How is he compared with the other people who have applied for the job?
   The interview must be achieved with the five stages previously mentioned:
   1) Interviewer Preparation (The interviewer should have revised the applicant´s information and the preliminary assessment made by the Department of Human Resources)

2) Create a trusting environment.
3) Exchange information (The interviewer will focus on the post´s specific details and deepen in the technical or specialized training of the candidate required for the post, and in detail describe the post).
4) Ending
5) Assessment (the assessment of the candidate must be turned in writing to the Department of Human Resources or by e-mail).

6. Anti-doping test.
It will be done by CETYS specialized personnel, in the facilities´ of each Campus. The results will be turned in in a sealed envelope to the Department of Human Resources.
In case the result is POSITIVE, the possibility for hiring the applicant will be discarded.

7. Results and feedback.
The final result of the selection process is to hire new personnel. If the previous elements were considered carefully, and the selection steps were carried on in an adequate way, likely, the new candidate will be suitable for the new post and he will perform productively. A good employee is the best proof that the selection process was carried on adequately.

When the decision from the Department of Human Resources, together with the headperson of the vacant post is made, the hiring process will immediately begin.

HIRING PROCESS

This process has the purpose of fulfilling with all the formal and legal requirements since the beginning of the working relationship with IENAC and the selected candidate. It begins when the decision for hiring this person was made and ends with both parties signing the contract.

Policies:
1. The post must be offered to the internal personnel, before offering it to the external market.
2. No person should be hired, if they haven´t gone through the selection process with the Department of Human Resources.
3. No person previously fired by the CETYS University System will be hired.
4. A person who previously worked for the institution, and that voluntarily quit, could be hired for a second time, with the approval of the Campus Director, and a recommendation from the last headperson.
5. No person directly related to any active employee with tenure or adjunct contract will be hired in the same working area. Relatives are considered to be hired as long as they don´t work in the same area or department, and they should´nt have any working relation, as well as having different schedules, if possible.
6. At least, two candidates for the selection interview will be sent by the Department of Human Resources to the vacant post´s headperson, and 5 people maximum.

Once the hiring decision is made, together with the headperson, the Department of Human Resources will do the following activities:

1. Reception of the notification contract by the headperson of the chosen candidate, showing the date of hiring and duration of contract. (hiring application format)
2. Document request and revision, such as:
    a. Job application
    b. Resume

3. 1 Photograph
4. Birth certificate
5. Proof of residence
6. Proof of studies
7. Picture id
8. Copy of CURP (Population Record id)
9. Copy of RFC (Federal Register of Taxpayers)
10. Professional credentials (when applicable)
11. Registration to IMSS (Mexican Social Security Institute)
12. Birth certificate of dependants (in tenure contracts)
13. Marriage certificate (when applicable)
14. Two letters of recommendation (non-relative letters)
15. Letter of no criminal record (maintenance and administrative personnel)
16. Assignment of employee number and registration in the Human Resources system (data base, payroll, etc).
17. Administrative, services and security personnel, fingerprint taking for the time clock system.
18. Assignment of salary based on the tabulators updated at the moment.
19. Description of the salary and its distribution (savings fund, social security, loan for use agreement) and acceptance from the employee for the way the payment will be made (salary distribution format)
20. Description of benefits (workers´ scholarships, Medical Insurance, retirement fund, life insurance) (formats required by GNP, Insurance Company)
21. Elaboration and signing of contract.
22. Regulations (Social Security Plan, punctuality and attendance, uniforms, facilities and use of parking, performance assessment)
23. Picture taking and delivery of id, as well as parking pass.
24. Assignment of e-mail and access codes to the corresponding internal systems.
25. Registration at IMSS
26. Revision of the file contents.
    a. Documentation pointed out in step 2
    b. Results of the tests applied in the selection process
    c. Results of the anti-doping exam
    d. Interviewer´s report and data verification
    e. Memo to the department headperson requiring the hiring, authorized by Human Resources (Hiring application format)
    f. Assigned salary format
    g. Social Security Plan entrance application
    h. Retirement fund entrance application
    i. IENAC employees´ Savings Fund format
    j. Contract for loan for use agreement, when applicable, and vehicle data
    k. Registration to life insurance, and designation of beneficiaries, when applicable
    l. Registration to medical insurance and dependents, when applicable
    m. Format of the employee´s registration to payroll

INDUCTION PROCESS

This process begins once the new employee has been hired and ends when the new team member knows the basic information of the institution and the work field.

Steps to the Induction Process
1. An INDUCTION COURSE is prepared for all new personnel
2. 4 yearly dates are set (2 per semester) to do this process

3. All new personnel are called in the determined date with a memo; the headperson is also notified.
4. The new personnel are received and they work in the Induction Course with the participation of the Institution´s directors. The following topics are discussed:
    a. Welcome
    b. Mission and Vision
    c. Values
    d. WASC
    e. Organizational Structure
    f. Academic Structure and educational offer
    g. Benefits
    h. Security and civil protection
    i. Administrative aspects
5. Once the course is concluded, a PARTICIPATION DIPLOMA is delivered; the personnel is sent to their working are to continue working on their daily activities.

ANNEX 1

SUITABILITY TESTS

PERSONNEL TYPE	KNOWLEDGE	PERFORMANCE	PSYCHOLOGICAL	ENGLISH	OTHER
Maintenance / Security			J Colors, Beta II-R		
Secretaries	J Spelling and writing	J Software	J P-IPG, Barsit		
Administrative assistant	J Spelling and writing	J Software	J Colors P-IPG, Barsit		
Technical	J Specific		J P-IPG, Accuracy and		

			opportunity		
Coordinator / Department director			J Colors P-IPG Keirsey Model	J English Language Center	
Area director			J P-IPG Keirsey Model	J	
Other			J ## WAIS		

*Psychological tests´ results (different factors assessed)
**Including anti-doping

Beta II-R: Non-verbal intelligence instrument (20 min)
P-IPG: Personality Inventory-Profile (15-20 min)
Colors Test: Objectives, Current Situation and "Current Problem" (10 min)
Barsit: Intellectual Skills (10 min)
Accuracy and Opportunity: Goals (10 min)
Keirsey Model: Personality Type (15-20 min)
WAIS: Intelligence Scale (IQ) (two 30 to 40 min. sessions)

ANNEX 2

Documentation for Hiring Adjunct Instructors

1. **File Contents**:
❖ Job application
❖ Resume
❖ Copy of Degree and professional id
❖ Copy of proof of graduate studies
❖ Copy of proof of other studies
❖ Working experience letter (at least, 3 years back)
❖ Teaching experience letter (accumulated throughout their teaching life)
❖ Copy of TOEFL test results (if applicable)
❖ Two letters of recommendation

- ❖ 1 picture (id size)
- ❖ Copy of IMSS registration sheet (if applicable)
- ❖ Copy of birth certificate
- ❖ Copy of proof of residence
- ❖ Copy of Picture id

Observations:_____

2. **Notification of Hiring of Adjunct Instructors and Instructor´s Categorization Sheet (FRH11 format, annexed)**

    The Colleges involved are committed to:

    RE-ENTRY Instructors:

    - ➢ This information is uploaded to the Instructors´ System, and it is printed and registered in the payroll by Human Resources.
    - ➢ A report is then delivered to each Dean of College for its revision and approval.
    - ➢ Ideally, this information must reach Human Resources a week before classes begin.

    NEW Instructors:

    - ➢ The Dean of College or Coordinator must integrate the file with all the requested information.
    - ➢ Request Human Resources a payroll assignation number for the instructor
    - ➢ Elaborate a FRH11 format through the Instructor´s System
    - ➢ Notify Human Resources to proceed with the printing and generation of contract, registration to IMSS and payroll.
    - ➢ At the end, an instructors' general report is integrated, for its revision and approval.
    - ➢ Ideally, this information must reach Human Resources a week before classes begin.

3. **Human Resources Hill make:**
    - • Contracts
    - • Registration to IMSS
    - • Registration to payroll system

When this department receives the before mentioned documentation, they will make the adjunct instructors´ contracts, in the first payroll of the period, signatures and FRH11 will be gathered by the instructor.

4. **Delivery of contracts signed by Adjunct Instructors**
    We now conclude the Hiring of Adjunct Instructors, with the contract signed and the file complete, as well as the corresponding registration to IMSS and the payroll the same day that classes begin.

R E F E R E N CES

Date: _____

Candidate´s Name: _____

Post proposed: _____

How is _____ considered?

Concept	EXELLENT	GOOD	AVERAGE	POOR
1.- Working quality				
2.- Responsibility				

3.- Initiative				
4.- Punctuality				
5.- Adaptability				

Name of work place: _____

Name of the person who gave references: _____

Posts performed: _____

Last salary earned: _____   Reason for separation: _____

Observations: _____

_____

_____

Recommendable?   YES (   )   NO (   )

Interviewed by (name and signature): _____