



Hiring Process Guidelines for Staff  
Office of Human Resources  
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## Hiring Process Guidelines for Staff

**Purpose:** This guideline intends to help Hiring Managers navigate the hiring process. All forms related to the hiring process can be obtained from [Supervisor's Resources](#) on the OHR page. In addition, the [Morgan Employment Management System](#) is available online. Please access the forms online for the most updated versions. ***This guide doesn't substitute for Search Committee or Understanding the Hiring Process for Supervisors and Managers training.***

All Hiring Managers and Search Committee Members must attend Search Committee Training.

### Step 1: The Hiring Manager establishes the Position Description and identifies the Position Identification Number

#### **For an Existing Position or Replacement:**

- Confirm the availability with the Dean or Director.
- Contact the Total Rewards Manager for position and compensation analysis.
- Submit position description, organizational chart, and PIN via MEMS.  
(POC: Total Rewards Manager, [jobs@morgan.edu](mailto:jobs@morgan.edu), 443-885-3195)

#### **For a New Position**

- Complete the [New Position Justification Request Form](#) and submit it to OHR with a completed [Position Description](#). (POC: Director of Talent & Total Rewards, [jobs@morgan.edu](mailto:jobs@morgan.edu), 443-885-3195)
- Upon approval, meet with OHR to review salary/pay grade and new position title. (POC: Total Rewards Manager, [ohrcompclass@morgan.edu](mailto:ohrcompclass@morgan.edu), 443-885-3195).
- Once approved, the Hiring Manager (or designee) initiates the Job Posting in MEMS.

### Step 2: The Hiring Manager or designated Administrative Staff Initiates the Job Posting

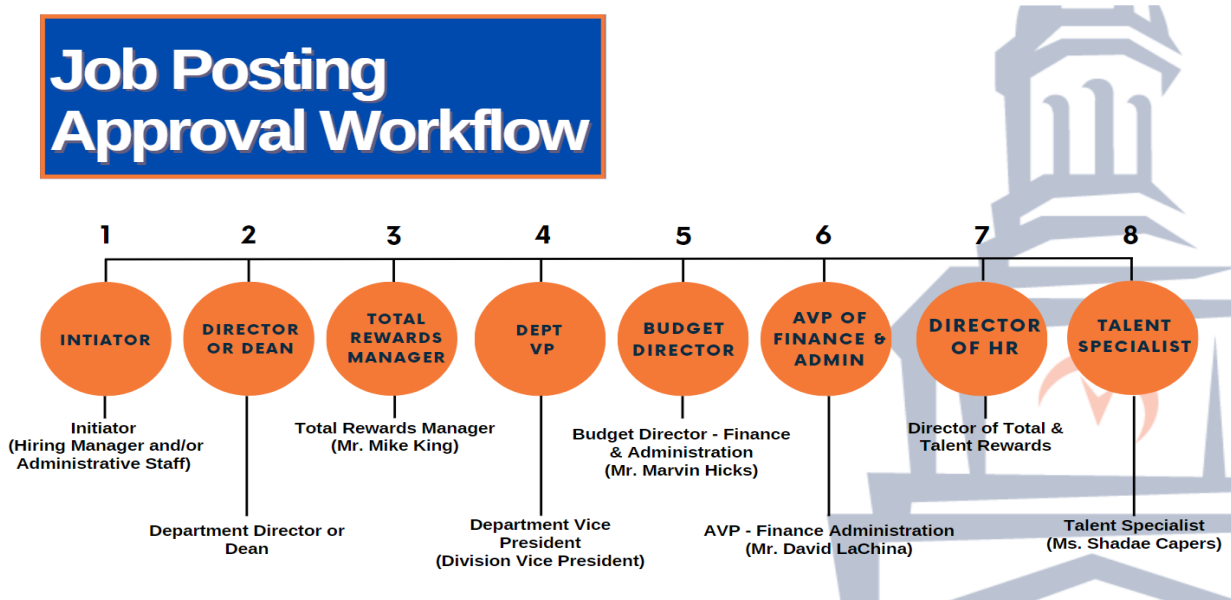
- New Internal MEMS users must complete a [MEMS Access Request Form](#) to obtain access to MEMS.
  - Check up to three categories (***Director, Initiator, and Applicant Reviewer***) to indicate the access levels needed/requested. Initiator and Applicant Reviewer access will allow the user to initiate job postings, create hiring proposals, and review/process online applications for vacant positions within the assigned department. The Director, Dean, or VP may designate another user to approve job postings and hiring proposals on their behalf.

Once completed, forward the signed form to OHR. (POC: HRIS & Records Management, [hris@morgan.edu](mailto:hris@morgan.edu)). Upon receipt, the user will be granted access and may register for the MEMS Training [Upcoming Events & Workshops](#)

- Refer to the “ [MEMS User Guide](#)” for instructions on creating and approving a job posting.
- Submit supplemental questions to be reviewed in the “Supplemental Questions” section.
  - Supplemental Questions are used to screen applicants for minimum and preferred qualifications.
  - There should be a supplemental question for each minimum qualification. These questions should be marked as disqualifiers.
  - Supplemental questions can also be used to identify preferred qualifications. These questions should **not** be marked as disqualifiers.
  - Before adding a new supplemental question into MEMS, please select from the existing questions in the system. To search for existing questions, please use the keyword feature provided.
- OHR provides the following advertisements for all job postings:
  - *Inside Higher Ed (coming soon), The Chronicle of Higher Education, Diverse Issues in Higher Education, Insight into Diversity, Higher Ed Jobs, Mid-Atlantic HERC, and Google for Jobs*, at no cost to the department.

If additional advertising is desired, the requesting department will incur the cost. Any specialized advertising should be specified in the “Other Requested Publications” section.

- Submit a job posting for approval in MEMS. Approval routing in MEMS includes the following:



- A hiring manager may request to have a job posting extended beyond the original closing date if the applicant pool is insufficient. The job posting will be extended for a minimum of one week.
- Once all approvals are obtained, the Office of Human Resources will establish the job posting and initiate the recruitment.
- The Initiator/Hiring Manager will be able to log into MEMS to check the status of any active job postings. Please follow this link: <https://morgan.peopleadmin.com/hr>.

### Step 3: The Hiring Manager establishes the Search Committee/Chair

- Provide the following information regarding the committee to OHR for review and approval: ***Search Committee Member's Name, Job Title, Department/School, and Employment Category (Staff, Faculty, Contractual)***.
- The Hiring Manager may serve on the search committee. All Search Committees are required to be diverse in composition (ex. race/ethnicity, gender, and experience). There should be at least three members on each search committee.

**Please Note:** All Search Committee Members must complete Search Committee Training. The training schedule can be found on OHR's Homepage under events and workshops category [Upcoming Events & Workshops](#)

[List of trained Search Committee Members:](#)

## Step 4: Coordinating Initial Search Committee Meeting

- The Hiring Manager must meet with the search committee to set expectations, provide guidelines, and establish how to proceed with candidates and evaluations.
- A member of the Talent Team will be present at the initial Search Committee meeting.
- During the initial Search Committee meeting, under the guidance of the Search Committee Chair, the search committee will establish evaluative criteria, phone screen questions if applicable, and interview questions.
- The Search Committee Chair must submit evaluative criteria, phone screen questions, and interview questions to the appropriate talent acquisition professional before screening applications. The Search Committee Chair should send all evaluative criteria and rating scales to the Talent Team for review and approval before the committee begins screening applications.

### **The following are the required forms:**

- Confidentiality Terms & Conditions must be shared with each search committee member
- Candidate Evaluation Form with cumulative scores for all applicants

## Step 5: The Search Committee develops interview questions

The Search Committee Chair and Search Committee Members develop the interview questions and the evaluative criteria. Once complete, the Search Committee Chair will submit their evaluative criteria and interview questions to OHR for review and approval.

## Step 6: Job Advertising

- The Talent Team will advertise a department's job posting on Morgan's Career Website after the position has gone through the approval workflow in MEMS for job posting.
- **All external positions are posted for a minimum of two weeks. All internal positions are posted for a minimum of one week.** If a position needs to be extended, please contact the Talent Team at [jobs@morgan.edu](mailto:jobs@morgan.edu).

## Step 7: The Search Committee screens applications for minimum qualifications

### **Search Committee Chair**

- The Search Committee Chair should send all evaluative criteria and rating scales to OHR for review and approval before the committee begins screening applications.

- The Search Committee Chair completes the telephone screening.

[Phone Screening Script](#)

### **Search Committee Members**

- Review all applications for the minimum requirements of the position.
- The Search Committee screens applications against the evaluative criteria. All applicants being evaluated must meet the minimum qualifications.
- All Search Committee members must complete the evaluative criteria for each applicant. Applicants are selected for an interview based on the evaluative criteria used by the Search Committee.

### **Applicant Reviewer (Add link to the Application Review document)**

[Application Review & Process - MEMS Quick Review Guide - Google Docs](#)

<https://docs.google.com/document/d/1HBqcYadCPFtpbx9HDcUxG-WavB7Ebv12YPpnPNAgvC4/edit>

- Update the status of applicants who do not meet minimum qualifications in the “Take Action” drop-down by selecting “Not Interviewed, Not Selected”, “Interviewed, Not Selected”, and “Does Not Meet Min Quals”.
- Select the reason from the following: “Not enough experience, Not enough education, Does not meet other qualifications”, or “Other”. This action will send an email notification to applicants who do not meet the minimum qualifications of the posting.
- Please refer to **Appendix A** regarding processing applications for classified positions.

## **Step 8: The Search Committee conducts interviews**

1. The Search Committee Chair or designee arranges for interviews (the scheduling of interviews, notifying candidates, date, location, time, etc.)
2. The Search Committee conducts interviews, documents candidate responses, and scores the interviews.
3. Each committee member evaluates candidates' responses on the Interview Questionnaire Form individually.
4. During the initial interview process, Search Committee members must interview a minimum of three (3) qualified candidates.

**Please Note:** Exceptions may be made if less than three (3) candidates apply. Please document the reason for interviewing less than three candidates and move forward with the interview process.

### **Interview Scoring Guidelines**

1. Each search committee member should independently review his or her notes immediately after the interview and rate the candidates.

#### **Interview Questionnaire Form:**

- a. At this stage, each committee member is forming an independent evaluation without discussing it with other members.
  - b. **Ratings should be specific, legally defensible, and supported by specific examples.** Interviewers should document actual responses given and explanations of how these responses are relevant to the competency being rated.
2. After committee members have independently rated all candidates, the committee should assemble and compare notes, ratings, and supporting observations.
    - a. Committee members should thoroughly explore the basis for discrepancies in their ratings and then reach a consensus on each candidate.
    - b. Statements made by the candidate should be documented to support specific ratings.
  3. Committee members should document their post-discussion rating for each candidate on the **Interview Questionnaire Form**.
    - a. After the last candidate has been rated, committee members should review the group's ratings given to all candidates.
    - b. This exchange will ensure the performance of each candidate has been considered thoroughly and objectively. This also ensures the final ratings represent the collective judgment of the committee members.
  4. After all ratings have been meticulously reviewed, they should be declared final and each member should attest to the final ratings.
    - a. The Search Chair (or designee) completes the **Candidate Evaluation Summary Form** with scores for all candidates [Interview Summary Sheet \(Search Chair Only\) - FINAL - Google Sheets](#).

### **Top Scorers on the Interview are recommended by the Search Committee**

1. The Search Chair/ Hiring Manager completes the **Strengths & Weaknesses Form** [Strengths & Weaknesses Form - FINAL - Google Docs](#) and submits it (with recommendations) to the hiring manager and OHR with all supporting documentation, including all interview notes, for review.

- a. All evaluative criteria, phone screen questions, and list of candidates invited for interview.
  - b. Interview Questionnaires and interview notes from all committee members.
  - c. Interview Records (Interview Questionnaire Form from each committee member for each candidate and the Strengths & Weaknesses Summary completed by the Search Chair).
2. The Search Chair/Hiring Manager notifies any internal candidates who are not advancing to the next level interview.
  - a. This notification should **not** be in the form of a letter or e-mail. This should be a verbal or in-person conversation.

### **Step 9: Final Interview Conducted by Hiring Manager and/or Department Head**

- The Hiring Manager, Dean, Senior Director, and/or VP of the department conducts a final interview with top candidates and the Hiring Manager selects the final candidate.
- The Hiring Manager, Dean, Senior Director, and/or VP (or designee "Applicant Reviewer") changes the disposition of all other candidates that were not selected to the appropriate applicant status:
  - "Not Interviewed, Not Selected"
  - "Interviewed, Not Selected"

### **Step 10: Recommend for Hire & Initiate Background Check**

- The Hiring Manager, Dean, Senior Director, and/or VP (or designated "Applicant Reviewer") recommends the candidate for hire in MEMS to initiate the background check process.
- OHR initiates comprehensive background checks on the finalist(s) (Motor Vehicle, Criminal, Educational History Verification, and Sex Offender Registry, etc.) as appropriate.
  - Reference Checks:
    - The Hiring Manager or designee must confirm the references listed on the application. If no supervisory/professional references provided are not sufficient, the Hiring Manager may ask for additional references or they may contact current or previous employers listed within the application (with the consent of the finalist.)
  - Background Checks:

- Background Checks must be completed before the new hire begins work.
- Fingerprints must be obtained for University Police & Public Safety hires and for all hires who will be working with designated youth programs.
- Degree Verification - if position requires a degree.
- Motor Vehicle records are checked if driving is a requirement for the position.
- Pre-employment physicals are conducted for all Police and Public Safety positions.
  - The Police & Public Safety department schedules candidates for pre-employment physicals as required for the position.

### **Step 11: The Hiring Manager extends a verbal offer and initiates the Hiring Proposal**

- Once OHR has approved the hire and the background check is complete, the hiring manager may extend a verbal job offer to the selected candidate. **The Hiring Manager should advise the candidate not to leave their current position until they receive a signed Offer Letter from the President or AVP of Human Resources/CHRO.**
- The Hiring Manager discusses the salary and desired start date with the finalist. (For assistance with salary negotiation, please contact the Total Rewards Manager.)
  - The hiring manager should not promise a start date or salary without OHR's approval.
  - Start dates must align with the beginning of a pay period ([REG PAY CALENDAR](#).)
- Initiate a Hiring Proposal in MEMS.
  - **The Hiring Manager must provide the following details:**
    - The Candidate's desired start date
    - The final salary approved by OHR
    - The Supervisor's contact information (full name, job title, email, and phone number)
    - Reason for selection - provide job-related justification for why this candidate is selected for hire. (From Strengths & Weaknesses Form).
    - Hiring Proposal documents - position description form, org chart, etc.
    - Hiring managers should negotiate a start date, with the selected candidate, that aligns with the beginning of the pay period.

- Hiring managers should advise the selected candidate **NOT** to resign their current position until they have received and returned a signed offer letter.
- Approval Routing for Hiring Proposal: ***Initiator/Hiring Manager → Director/Dean → Department VP → Director of Total Rewards → Talent Specialist.***

## **Step 12: OHR initiates the onboarding process**

### **Assigned recruiter:**

- After the hiring proposal is fully executed, the Talent Specialist generates the offer letter for signature and forwards it to the appropriate signatory authority.
- Upon the return of the signed offer letter, OHR sends the signed copy to the new hire.

### **Hiring Manager or designee:**

- The hiring manager or designee changes the disposition (process applications) in MEMS for **all** candidates not selected.
  - *Interviewed, not selected*
  - *Not interviewed, not selected*
  - *Doesn't meet minimum qualifications*
  - *Other - provide a detailed reason*
- Notifications are automatically generated for all non-selected candidates. Once applications have been processed by the assigned "Applicant Reviewer", only the final selected candidate should (and second choice if there is one) appear in the MEMS queue.

Hiring Manager Onboarding Checklist: [MSU Supervisor Onboarding Checklist.pdf](#)

END OF HIRING PROCESS GUIDE

## Appendix A - Internal Applicants and Hires

1. Internal applicants must meet the stated minimum qualifications for the position.
  - a. Internal applicants are evaluated using the same evaluative criteria as external candidates.
  - b. Courtesy interviews are not provided to internal applicants.
2. Applicant Notification of Reason for Rejection (Classified Positions Only)
  - a. Personnel Procedures for Classified Employees, Chapter 5 (Section A-3) states “The University shall notify in writing any applicant whose application is rejected under this provision, specifying the cause for the rejection of the application, and shall, upon the request of the applicant, give him an opportunity to show cause why his application should not be rejected.”
  - b. The designated “MEMS Applicant Reviewer” is responsible for updating Application Status in MEMS (Example: “Not Interviewed, Not Selected” or “Interviewed, Not Selected”. Please Note, Applicants will not receive an update regarding the status of their applications unless the Applicant Reviewer processes applications in MEMS. This action satisfies the requirement for notification of application status referenced in the aforementioned personnel procedures. Hiring Manager should not send separate email notifications to applicants.
3. An MSU employee that accepts a position in another department should not submit a resignation letter. He or she should submit a letter of intent, indicating acceptance of another position within the university. Submitting a resignation letter may result in termination in the State’s Central Payroll System and disruption of the employee’s health benefits and/or pay.
4. Hiring Managers who select an internal candidate, should consult with the current supervisor to agree upon a mutually acceptable start date, after the employee has accepted the official offer of employment.
5. Internal applicants must provide the same number of references that an external applicant provides. Internal applicants may list their current Morgan State University supervisor as a reference on their application.
6. Regular Morgan State Employees are allotted administrative leave to participate in employment interviews.