

**JUSTIFICATION MEMORANDUM**

To: NMSU Office of Equity, Inclusion and Diversity  
From:  
Subj:  
Date:

**Introduction/Background:**

Provide a brief introductory overview

Example: Submitting Hiring Proposal for Jennie Warren for the Library Specialist Position #197482, Pay Level 6 for the NMSU Library.

**External Advertising Resources:**

Include information of how your department/college has broaden recruitment efforts to attract a pool of qualified applicants in support of our NMSU Affirmative Action Plan. NMSU seeks to attract applications from qualified women, minorities (people of color), people with disabilities and veterans. Aside from the NMSU website, at a minimum, use two external advertising resources. It is highly encouraged to use more advertising resources. (refer to advertising resource list). List the external recruitment advertising resources used below.

Recruitment Source 1:	
Recruitment Source 2	
Recruitment Source 3:	
List additional sources, to include: social media, professional organizations, conferences or email list serves:	

**Applicant Review and Overview of the Selection Process:**

Include the number of applications received, how many of the applicants qualified for the position and any other relevant information from your matrix and information that you deemed important in the selection process.

Total Applications:	
Total Qualified Applicants:	
Total Number of Applicants Not Qualified:	
Total Number of Applicants Interviewed:	
List applicants invited for interview, but did not show:	
List applicants with unsuccessful contact attempts:	
Other relevant information (optional):	
List semi-finalists:	
List of finalists:	

**Applicants Selected for Interview but not Selected for Position:**

- List the applicants who were invited for an interview.
- Provide information on the strengths/weaknesses of the applicants who were interviewed, but not selected for position.
- What did you learn from the interviews?
- Applicants invited to interview, including those who declined/not reached (provide reason if given)

1. Applicant Name:	
Strengths:	
Weaknesses:	

2. Applicant Name:	
Strengths:	
Weaknesses:	

3. Applicant Name:	
Strengths:	
Weaknesses:	

4. Applicant Name:	
Strengths:	
Weaknesses:	

**Applicant Selected for the Position:**

- This section is the focal point of the justification memorandum:
- How did you deem this person to be the most qualified for your vacant position?
- Provide name of the person selected for position.
- Outline this person's strengths and weaknesses.
- How did selected person compare to other applicants who were interviewed.
- Include information on the person's work experience, education, training, interview or other information used in making the selection decision.

Selected Applicant Name:	
Strengths:	
Weaknesses:	
Qualifications	
Education:	
Work Experience:	

Work Experience:	
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Training:	
Interview Performance:	
Comparison to other finalists who were interviewed:	
Add'l Comments or Relevant Information:	

Other documentation that needs to be uploaded in the system (with hiring proposal):

- Matrix
- Proof of External Advertising Resources
- Interview Questions/Responses