

[New OP (content separated from OP 70.11)–initial posting 10/21/13]
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TEXAS TECH UNIVERSITY™

Operating Policy and Procedure

OP 70.03: Staff Recruitment

DATE: October 21, 2013

PURPOSE: The purpose of this Operating Policy/Procedure (OP) is to assure complete communications, necessary records, and the employment of well-qualified individuals as employees, to provide proper controls on staffing, and to ensure compliance with applicable laws and Texas Tech’s operating policies and procedures.

REVIEW: This OP will be reviewed in September of odd-numbered years by the managing director of Human Resources with substantive revisions forwarded to the chief of staff for the president.

POLICY/PROCEDURE

Good hiring practices can eliminate many legal risks, reduce costs, increase productivity, and improve morale. Making an ill-advised hiring decision, on the other hand, can result in turnover, duplicative training, missed opportunities, and departmental complaints.

Texas Tech University will not discriminate in employment actions against any employee or applicant for employment because of race, color, religion, sex, age, disability, national origin, Vietnam Era or Special Disabled Veteran status, genetic information, or an individual’s refusal to submit to a genetic test, and in keeping with the state and federal laws and the *Regents’ Rules* for Texas Tech University. While sexual orientation is not a protected category under state or federal law, it is Texas Tech University’s policy not to discriminate in employment decisions on this basis. Please refer to OP 40.04, Sexual Orientation and Gender Identity Non-discrimination Policy.

All new hires and departmental transfers should be hired in compliance with the guidelines outlined by this policy. Adherence to these guidelines will ensure that Texas Tech University’s recruitment procedures are being applied uniformly and that the university is in compliance with federal and state laws and regulations.

1. Definitions

- a. Applications for employment: For staff positions, only applications submitted online for a specific position through the university’s employment website are considered applications for employment.
- b. Applicant: Any job seeker who submits an application online through the university’s employment website and meets the required qualifications of the position as determined by the university’s pay plan.

- c. Hiring Manager: Departmental manager or other employee with the authority to make a hiring decision or facilitate the hiring process for the department.

2. Job Posting

The university requires staff position vacancies to be posted on the official Texas Tech employment website for a minimum of ten business days.

- a. Human Resources should be notified of a vacancy as soon as possible in order to provide adequate time to recruit qualified applicants. To recruit for a vacant position, the department must update the position description in order to create a job requisition on the employment website and then electronically route the job requisition through administrative channels for approval.
- b. All position vacancies posted for recruitment on the Texas Tech employment website will automatically be listed with the Texas Workforce Commission on the WorkInTexas.com website in an effort to develop a qualified applicant pool. Hiring managers must implement a good faith effort to develop a recruitment strategy focused on the university's affirmative action goals to include the recruitment of women, minorities, and qualified veterans.
- c. Any exception to the posting requirement will be considered in accordance with the following:
 - (1) In accordance with OP 70.23, Reduction in Force Policy, special consideration for reemployment will be given to employees separated due to a reduction in force. If the employee is qualified for a vacancy, a hiring department that has the vacant position may consider that employee without recruiting for the position and/or interviewing other applicants. The employee must have been separated under the reduction in force policy within the preceding six months to utilize these re-hiring procedures. An administrator who is considering hiring an employee who has been separated because of a reduction in force within the preceding six months must notify and receive approval from Human Resources prior to any employment action.
 - (2) The appropriate senior vice president/vice president, the PSVP, the president, or the chancellor may approve an exception to the posting policy if the qualifications for a position are so specialized that posting is unwarranted. Only the following grant-funded positions may be deemed to require qualifications specialized enough to warrant an exception to the posting policy:
 - Technician I
 - Technician II
 - Technician III
 - Technician IV
 - Research Associate
 - Senior Research Associate
 - Research Aide
 - Post-Doctoral Research Associate
 - (3) Temporary positions listed below are not required to be posted:

Outside Sales
Temporary Worker
Distance Learning Instructor
Temporary Game Worker
Any position requiring student status as a condition of employment

3. Advertising

External advertising for open positions occurs only at the request of the hiring manager and must be coordinated through Human Resources. This includes, but is not limited to, advertising on websites, targeted recruitment sites, newspapers, professional organizations, trade journals, and the Texas Workforce Commission. The hiring department is responsible for the external advertising cost. Failure to follow proper procedures may result in non-payment of the advertisement.

Advertising guidelines are as follows:

- a. The hiring manager completes and submits the *Advertisement Request Form* to Human Resources at hres.recruiting@ttu.edu.
- b. Human Resources obtains advertisement quotes and submits back to the hiring manager. After approval has been received from the hiring manager, Human Resources will place the advertisements in the selected sources.
- c. Due to publication deadlines, advertising requests should be submitted to allow time for advertisement development, obtaining quotes, hiring manager approval, processing, and submission of the advertisement.

4. Screening

Individuals must express interest in a position(s) posted on the employment website by submitting an application(s) and required documents online. Individuals who need accommodations or have difficulty using the university's website to apply for employment, may contact Human Resources at 806-742-3851 for assistance.

- a. During the screening process, the hiring manager must carefully review departmental procedures to ensure that all applicants receive fair consideration. All potential applicants must have an active application within the Texas Tech employment website submitted to the specific job posting to be considered. Human Resources will notify hiring managers regarding applicants who meet requirements for certain preferences, such as a veteran's preference or former foster youth preference.
- b. Before screening begins, the hiring manager should construct a matrix or similar tool to use to compare each applicant's qualifications to the required and preferred qualifications advertised in the job posting. Each of the stipulated qualifications should be represented and a quantified rating system established. Each applicant should be rated on each qualification. All qualifications being evaluated must be job related, quantifiable, and correlate to the advertised essential functions of the job.
- c. During the applicant review process, each application should be moved to the appropriate status within the employment website. After the initial review, each applicant no longer under

consideration should be moved from the “Referred to Department: to the “Not Interviewed – Not_Selected” status indicating the reason why through the available drop down menu. The remaining applications should be moved from “Referred to Department” to the “Application Review”_status.

- d. Current employees of Texas Tech University may apply online and be considered for vacant positions if they meet the following requirements:
 - Meet the minimum qualifications for the job;
 - Been employed in their current position for a minimum period of six consecutive months (employees may apply for a promotion, demotion, or lateral job change prior to completing six months of employment in their current position, provided they have the approval of their administrator); and
 - Have a satisfactory record of performance.

5. Interviewing

- a. Hiring managers should interview qualified applicants utilizing well-constructed interview questions. Interviews should consist of job-related, quantifiable questions based on the essential functions detailed from the position description and job posting. All applicants interviewed should be asked the same core questions. Open-ended situational questions may be utilized during the interview to determine how an applicant may respond in different situations.
- b. Hiring managers should arrange for interviews with applicants. It is not acceptable to make a selection for hire after interviewing only one applicant. Taking the number of applicants into consideration, the hiring manager must interview three to five applicants for each position.
- c. Within the employment website, all applicants invited for an interview should be moved from the “Application Review” to the “Interview” status. Hiring managers should only interview applicants who meet the minimum qualifications of the job and have an active application attached to the specific job.

6. Selection

The hiring manager is responsible for selecting a qualified applicant. Prior to extending an offer, the hiring manager must verify the following information on the applicant.

- a. Verify at least three employment history references from the application or resume. This can be documented on the *Employment History Verification* form. If there is no employment history, the *Professional/Personal Reference Check* form may be used. References should be checked and documented prior to an employment offer being extended.
- b. If the applicant is a current employee of Texas Tech University, Texas Tech University System, or Texas Tech Health Sciences Center, hiring managers should contact at least two references and speak with the current supervisor. In addition, the hiring manager should contact Human Resources to review the applicant’s performance evaluations prior to an employment offer being extended.

- c. Obtain copies of official transcripts if the completion of a degree is a required qualification or selection factor. Verification procedures should be followed if education is a trade-off for experience.
- d. Obtain copies of professional certifications and/or affiliations if this is a required qualification or selection factor.
- e. The hiring manager should send formal rejection letters to all interviewed applicants. In addition, the hiring manager must thoroughly document the recruitment and selection processes used to fill the position. The recruitment and selection procedure documentation must be retained in the department for three years from the date the position is filled.
- f. All completed forms used during the selection process must be submitted to the Human Resources with the initial appointment *Electronic Personnel Action Form* (ePAF).

7. **Employment Offers**

- a. Following departmental procedures for hiring approval from the appropriate vice president, dean, or department head, offers of employment must be confirmed in writing. Offer letters serve the purpose of confirming a new employee's start date, beginning monthly salary or hourly rate, and beginning job title. The *Offer Letter* template is available on the Human Resources website.
- b. Offer letters do not constitute a contractual agreement regarding employment, expressed or implied. No contracts for employment are authorized, nor will such contracts be binding upon the university unless the president, the chancellor, and Board of Regents give prior written approval.
- c. Within the employment website, the applicant being offered the position should be moved from the "Interview" status to the "Offer Pending" status. After the offer has been accepted, the hiring manager should move remaining applicants to the appropriate status in the drop down menu.
- d. Exceptions to Texas Tech University policy must have the appropriate written justification and approval prior to the extension of any offers of employment, whether verbal or in writing.

8. **Employment Contingencies**

- a. Pursuant to the provisions of OP 70.20, Employment for Security-sensitive Positions, applicants for positions that have been designated security sensitive are subject to a background check and may be subject to pre-employment and post-hire drug and alcohol testing. Employment with the university is contingent upon the receipt, review, and acceptability of the background information.
- b. Employees required to operate university-owned vehicles must hold, at their own expense, an appropriate valid driver license for the type of vehicle operated and must be insurable on the university automobile liability insurance policy. Failure to maintain a valid driver license or safe driving record for insurability purposes may be cause for termination from positions that require operating a university-owned vehicle.

- c. Employment is conditional upon satisfaction of the requirements of the Immigration Reform and Control Act of 1986 (IRCA). All new employees must complete and sign a Form I-9 *Employment Eligibility Verification*, and provide appropriate documentation. The employee section of the Form I-9 must be completed on or before the employee's first day of work for pay, and the employee's eligibility to work in the United States must be verified by the hiring manager on or before the employee's third business day of employment. Continued employment of nonimmigrant employees will require periodic re-verification of employment eligibility. Nonimmigrant employees who fail to maintain valid status and employment authorization will be placed on a leave without pay (LWOP) until valid status can be regained and employment authorization verified. Termination may occur if employment authorization and valid status are unable to be verified.
- d. Prior to being hired by the university, all males between the ages of 18 and 25 must provide proof either that they have registered with the Selective Service System or that they are exempt from such registration. Acceptable "proof of registration or exemption" is a copy of the registration acknowledgement card that is mailed to the individual after they have submitted a completed *Selective Service System Registration Form* or a copy of the on-line verification screen from the Selective Service System's web page at www.sss.gov. A copy of the proof of registration must be attached to the initial appointment ePAF.

9. Assistance

Human Resources is available to offer assistance with the procedures outlined in this policy. More information can be obtained by visiting, <http://www.depts.ttu.edu/hr/ManagersSupervisors/TalentAcq.php>

10. Authoritative References

Texas Government Code, Sections 656, 651, 672
Immigration Reform and Control Act of 1986

All related forms are available on the Human Resources website:
<http://www.depts.ttu.edu/hr/forms.asp>

11. Right to Change Policy

Texas Tech University reserves the right to interpret, change, modify, amend, or rescind this policy, in whole or in part, at any time without the consent of the employees.