



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER EL PASO

Operating Policy and Procedure

HSCEP OP: 70.11, **Appointments to Non-Faculty Positions**

PURPOSE: The purpose of this Texas Tech University Health Sciences Center El Paso (TTUHSC El Paso) Operating Policy and Procedure (HSCEP OP) is to establish responsibility and policy regarding the appointment of all staff employees. This does not include the appointments of Postdoctoral Fellow.

REVIEW: This HSCEP OP will be reviewed on March 1 of each odd-numbered year (ONY) by the assistant vice president for human resources, with recommendations for revisions submitted to the president by March 15.

POLICY/PROCEDURE:

I. Policy.

A. Purpose

The mission of TTUHSC El Paso is to provide excellence in the education of health care professionals to serve the West Texas region, the state of Texas, and the nation through innovations in technology, research, and patient care. To realize these goals, it is the policy of TTUHSC El Paso to identify, recruit, and select highly qualified and diverse staff.

B Objective

The objective of this policy is to standardize and enforce staff recruitment processes in order to employ an outstanding and diverse workforce. To accomplish this objective, TTUHSC El Paso shall conduct thorough searches that include the active recruitment of qualified women, minorities, protected veterans and former foster youth who may be eligible for a preference under Texas Government Code Chapters 657 and 672, and individuals with disabilities. The specific information for hiring postdoctoral fellows, student employees and faculty can be found in the following policies: postdoctoral fellows HCSEP 70.29, appointment of student employees [HSCEP OP 70.27](#), and faculty recruitment procedures [HSCEP OP 60.09](#).

C. Legal Basis

The task of building a truly diverse community requires a comprehensive Affirmative Action Program (AAP), as do federal mandates. TTUHSC El Paso has developed an AAP that meets the requirements of Executive Order 11246 and Department of Labor's Office of Federal Contract Compliance Program ("OFCCP") Title 41 C.F.R. § 60. As a federal contractor and recipient of federal funds, TTUHSC El Paso is subject to the requirements for federal contractors under Executive Order 11246 and OFCCP implementing regulations.

All appointments shall be on the basis of qualifications and suitability without regard to race, color, religion, sex, age, genetic information, national origin, or status as a protected veteran or individuals with disabilities and in keeping with the laws and regulations of the State of Texas and Texas Tech University (TTU) System Board of Regents *Regents' Rules*, Section 03.01.09, [Equal Employment Opportunity and all federal laws](#).

II. Definitions.

A. Diversity

The term diversity includes the traditional categories of race, color, gender, individuals with disabilities, and other non-traditional categories.

B. Underrepresented Minority

Underrepresented minority (URM) means those groups that are insufficiently or inadequately represented at TTUHSC El Paso relative to their numbers in the general population.

C. Equal Employment Opportunity (EEO)

In compliance with state and federal law, TTUHSC El Paso will not discriminate against any applicant for employment because of race, ethnicity, color, religion, sex, national origin, age, disabilities, genetic information, sexual orientation, gender identity or status as a protected veteran.

D. Affirmative Action

As a federal contractor, the TTU System and its covered components are mandated to eliminate discrimination in its selection and hiring practices. As such, TTUHSC El Paso has adopted this goal and through its comprehensive AAP. TTUHSC El Paso has standardized and enforced its steadfast commitment to a staff recruitment and hiring process that ensures the richness and diversity that characterize the demography of our state. However, TTUHSC El Paso will not accomplish this goal by using "quotas" or adopting any process or practice that contradicts or violates the spirit of its equal employment opportunity (EEO) policies. As an EEO/Affirmative Action institution, TTUHSC El Paso instead will meet its goals by using all reasonable efforts to increase the number of qualified URM or otherwise diverse applicants in its hiring pools.

E. Staff Search

The search process includes all activities used to hire staff at TTUHSC El Paso; including advertisement of the position, applicant screening, selection and hire.

F. Hiring Manager

The hiring manager acts as the committee's facilitator and official spokesperson. The hiring manager establishes the overall plan for the search and articulates expectations to the hiring team. The hiring manager leads the development of the recruiting plan, manages the search process, and is responsible for ensuring the search follows EEO and TTUHSC El Paso policies and procedures.

G. Search Coordinator

The coordinator serves as the administrative support to the search committee and hiring manager. In coordination with the hiring manager, the coordinator ensures all processes are followed in accordance with TTUHSC El Paso administrative guidelines; completes all paperwork associated with the search and manages record retention. The coordinator takes the minutes of all search committee meetings and advises the committee about recruiting sources and serves as the Human Resources (HR) Department's point of contact. The coordinator has no voting rights on candidate decisions.

III. General Employment Information.

A. Conditions of Employment.

- 1) Continuation of employment at TTUHSC El Paso is at the discretion and will of the institution. In this employment-at-will relationship, the employee or TTUHSC El Paso may sever the relationship at any time at either's discretion.
- 2) All appointments are made relative to the needs of the institution upon completion of a criminal background check and, if required, a credit check.
- 3) A faculty member's tenure status is not affected by appointment to a staff position, but is not applicable to staff positions.

B. Types of Positions for Purpose of Appointment.

- 1) Regular positions include positions involving an appointment for a period of four and one-half months or more.
- 2) Temporary positions include all positions involving an appointment for less than four and one-half months which are of a non-recurring nature.

C. Student Status

Student status positions include all positions which require an employee to be enrolled as a student as a condition of employment in that classification or category. For further information, see [HSCEP OP 70.27](#).

IV. Job Change Opportunities.

- A. An employee of TTUHSC El Paso has the opportunity for advancement by applying for an available position within TTUHSC El Paso. The application must be made through the online careers website as an internal candidate. (<http://www.texastech.edu/careers/>) The applicant must meet the minimum qualifications to be considered for the opportunity.
- B. Staff employees seeking a job change must complete an online application to be considered. To be eligible, the employee must have worked in their current position for a minimum of six (6) months. However, if there is an opportunity for an employee to apply for a different position within the same department, the employee may apply without having fulfilled the six-month requirement. Any exception to the six months rule must be approved by the executive director of HR.
- C. For an internal applicant to be eligible for a job change within TTUHSC El Paso, a current performance evaluation must be on file with a minimum section and overall rating of "4".
- D. An interview scheduled during regular work hours must be approved by the immediate supervisor. The supervisor may require leave time be used for an interview outside the department.
- E. Employees with disciplinary action within the past six months are ineligible for a job change.
- F. The background check and credit check (if applicable) applies to all job changes. Refer to [HSCEP OP 70.20](#).

V. Reclassification of a Vacant Position.

Any vacant position reclassification must occur prior to a job being posted on the careers website and extending an offer of employment.

VI. Minimum Appointment Age.

In accordance with the child labor provisions of the Fair Labor Standards Act:

- A. A minor below 14 years of age cannot be employed.
- B. A 14 or 15 year old minor may be employed in any occupation except those declared particularly hazardous by the Secretary of Labor, but may not be employed:
 - 1) During school hours;
 - 2) Between 7:00 p.m. and 7:00 a.m.;
 - 3) More than 3 hours a day - on school days, including Fridays; More than 18 hours a week - in school weeks;
 - 4) More than 8 hours a day - on non-school days; or
 - 5) More than 40 hours a week - in non-school weeks.
- C. If a minor is home schooled, attends private school, or no school, a "school day" or "school week" is any day or week when the public school where the minor lives is in session. There are some exceptions to the hours standards for 14 and 15-year-olds if a minor has graduated from high school, is excused from compulsory school attendance, or enrolled in an approved Work Experience or Career Exploration Program or Work-Study Program.
- D. A 16 or 17 year old minor may be employed during school hours for any number of hours and during any period of time, except in occupations which have been declared particularly hazardous by the Secretary of Labor. Contact the HR Department for information concerning these occupations.
- E. Prior to employing a minor, please contact the HR Department to ensure the appropriate consent forms are completed to satisfy TTUHSC El Paso's pre-employment requirements.

VII. Prior to Initiating Search.

All hiring managers must complete institutional recruitment and selection process training conducted by the HR Department in order to receive system access. This training can be completed either in a one-on-one session with the HR Department staff or through class instruction. New managers will not be granted access to the online recruitment system until the process and systems training has been completed.

- A. Position descriptions are prepared or revised with detailed essential functions and departmental qualifications and any advertising reviewed by the hiring authority and the HR Department.

As a federal contractor, TTUHSC El Paso is charged to monitor and analyze employment activity regarding its affirmative action plans and programs. The Careers at Texas Tech

website is designed to collect the necessary data. Reports are maintained by the HR Department.

- B. If the position already exists, then a requisition for posting the position is submitted via the Applicant Tracking System.

If the position is a new position or a reclassification of a position, a Request for Approval and Review of New Position/Reclassification form is to be completed and submitted to HSCCOMP-EI. [HSCEP OP 70.24](#) prescribes the procedure to be followed in establishing a new position and making appointments to such positions.

- C. Once all approvals have been received, a requisition is submitted via the Careers at Texas Tech.

VIII. Advertising, Recruiting, and Employee Selection Procedures.

- A. To fill a vacant staff position, the following recruitment and selection procedure shall be followed.

1) The Hiring Manager shall:

- (a) Prepare a position description (PD) for the vacant position. The PD is available online at www.ttuhs.edu/hr/compensation.aspx. The PD will determine the job title and the nature and level of work to be performed and must be completed.
- (b) Create the job posting online and enter all essential job functions, specify preferred qualifications and add supplemental questions that are job related. Supplemental questions related to any basic qualification will be a disqualifying question.
- (c) Route the posting through the appropriate approval process for the department. At the end of the approval process, the HR Department will review the posting and publish online. A posting may be returned to the department for correction or for additional information.
- (d) All positions will have a recruitment period of at least ten (10) business days. Open positions shall be posted internally as well as externally online and open for ten (10) business days. If the position is offered to a qualified employee who received a Reduction in Force (RIF) letter within six months of the opening of the vacant position, the ten business day requirement for posting the position can be waived. Refer to RIF policy ([HSCEP OP 70.23](#)) for details of the RIF procedures.
- (e) Any exception to the posting procedure will require written justification and advance approval by the executive director for HR or appropriate designee.

2) The Human Resources Department/Employment Services shall:

- (a) Review the essential functions, preferred qualifications and the proposed supplemental questions for compliance with recruiting procedures including EEO regulations.
- (b) Confer with the hiring manager for any changes made to the posting, including returning the posting to the hiring manager for changes or

additional information.

- (c) Open the job posting online.
- (d) Assist the departments in placing any advertising for positions. All job advertisements should receive approval from the HR Department prior to publishing.

IX. Conducting the Search.

A. Screening Process

During the screening process, the hiring team must carefully review its procedures to ensure that all applicants have received fair consideration. All potential applicants must have an active application tied to the specific job posting.

1) The Hiring Manager shall:

- (a) Before screening begins, the hiring manager should construct a matrix or similar tool to be used to compare each candidate's qualifications to the basic and preferred qualifications stated 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 and correlate to the advertised essential functions of the job.

A sample of the matrix and other information for assistance in completing a fair and effective search process is available on the HR Department website and will be presented in the hiring manager training.

- (b) During the application review process, each applicant should be moved through the appropriate HR status. After the initial review, each application that is no longer under consideration should have the disposition form added to the applicant's talent record -- and indicate the reason why -- through the available drop down menu.
- (c) Interview qualified applicants utilizing well-constructed interview questions. Give consideration to qualified minorities and women in job groups where under-represented. Interviews shall consist of job related quantifiable questions based on the essential functions detailed in the job posting which should directly correlate with the PD document. Anticipated responses shall be determined and a rating criteria set. All candidates interviewed will be asked the same core questions and ranked according to their responses. All applicants invited for an interview, should be moved to the "Scheduled 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.
- (d) Have responsibility for determining that affirmative action and EEO requirements have been met and the appropriate preferences have been given to applicants during the selection process. The HR Department will notify the hiring manager if an applicant has claimed preference.
 - i. Protected Veteran's employment preference: An eligible veteran, surviving spouse of a veteran or an orphan of a veteran is entitled to preference in the selection process over other

applicants who do not have greater qualifications. (Texas Government Code Chapter 657). Appropriate supporting documentation is required.

- ii. Former foster youth preference: A former foster youth who was in the permanent managing conservatorship of the Department of Family and Protective Services on the day preceding the individual's 18th birthday is entitled to preference in the selection process over other applicants who do not have greater qualifications (Texas Government Code Chapter 672). Appropriate supporting documentation is required.
- iii. Special consideration for re-employment will be given to employees separated due to a RIF.

For additional information, please reference TTUHSC El Paso RIF policy. Refer to [HSCEP OP 70.23](#).

- (e) Upon the completion of an interview, the applicant's status should be moved to the "Interview Completed" status and complete an interview feedback form.
- (f) Any applicant that withdraws from consideration or does not respond to a minimum of 2 attempts of contact, should have a disposition form added to their talent record with a reason code selected.
- (g) Once the interview documentation is compiled, the hiring manager should review the scores of each interviewee. These scores should also be reflected on the established matrix or other evaluation tool to assess the overall rankings of the interviewee.
- (h) The hiring manager is responsible for completing reference checks on the top candidate prior to continuing with the process. It is recommended to complete at least two professional references.
- (i) Complete and route the Offer Outline form through the appropriate approval levels as well as the HR Department's Compensation Section. Ensure that the most qualified applicant that meets the minimum qualifications and a majority of the preferred qualifications is the applicant hired for the position and all EEO policies have been followed. Refer to [HSCEP OP 70.37](#) for beginning salary rates for new employees.
- (j) Comply with the record retention requirements and keep all evaluation tools/documents, interview notes and any documentation supporting the selection and interview process for a minimum of five (5) years.

2) **Human Resources/Employment Services shall:**

- (a) Periodically review job postings for their area of responsibility to identify job postings with large applicant pools or postings that have exceeded the allowable post timeframe.
 - i. For all non-exempt job postings, the maximum amount of time the job should be open online to generate applicants is 90 days.
 - ii. For all staff exempt job postings, the maximum time the job

should be open online to generate applicants is 120 days. For more difficult staff exempt positions, the HR Department can grant an exception not to exceed 12 months from the initial job open date.

- (b) Upon request, provide coaching and guidance to hiring managers regarding effective interviewing techniques, quantitative review of applicants and matrix creation.
- (c) Review all offer outline forms and approve in a timely manner. Making sure that the approval approvals levels are included.
- (d) Audit local requisitions to ensure the candidate of interest is moving through the required statuses (Prepare Offer, Extend Offer, Offer Accepted, etc.).

X. Offer of Employment.

- A. No employment commitment to any individual shall be made until the recruitment procedures have been satisfied.
- B. Contingent offers of employment should not be made until after the hiring manager has read [HSCEP OP 70.37](#), discussed the offer with the HR Department and the proposed salary is assessed to determine the impact on internal equity within the department and the institution and the Offer Outline form has received all required approvals.
- C. Once the status has moved to extend an offer, the HR Department will create the offer document and post to the candidate's portal. The contingencies attached to the offer should be:
 - 1) Successful completion of the background check, and if the position handles money or institutional assets a credit check is required.
 - 2) Receipt of transcript from higher education or high school (or the equivalent) verified against the minimum education requirements for the specific position for staff positions of director and above. All other staff positions require receipt of either transcript from higher education or high school (or equivalent) or certified proof of the degree conferred.
 - 3) License verification (if applicable).
 - 4) If male, proof of compliance with selective service requirements.
 - 5) Completion of the Immigration and Naturalization Service Employment Eligibility Verification Form (Form I-9) on or before the first day of Employment. Provide documentation to verify identity and employment eligibility by the end of the third work day.
- D. The candidate must accept the offer through the online recruitment system. Once the offer is accepted, the candidate's HR status will automatically update and the HR Department will initiate the background check. For questions regarding the employment background screening process, please reference [HSCEP OP 70.20](#).
- E. Upon completion of the background check, the HR Department will confirm the final start date and complete the Final Offer form within the system and move the candidate's HR status to Ready to Hire.

- F. The hiring manager must inform the HR Department if at any point within the recruitment process the decision is made to not fill a position.

XI. Appointment Authority.

- A. Appointments are initiated by the appointing administrator submitting an electronic personnel action form (ePAF) to the HR Department through the ePAF approval process. The form must be approved by the account manager or department head. Additional required approvals are according to the procedures of departments, schools or regional centers.
- B. Appointments to vacant positions which involve reclassification of the position or an increase in pay which exceeds either authorized rates or budgeted funds, require additional approvals before an appointment can be made or a person starts to work.

XII. Effective Dates for Appointment.

The effective date of an employee's appointment shall be the day that the employee reports to work. The effective date of an employee's appointment will have an impact on processing the employee's first paycheck due to payroll deadlines. It is recommended that appointments occur at the beginning of a pay period. If the initial period is less than a full month, the initial payment to a monthly salaried employee shall be calculated on the basis of the number work days to be paid as related to the total numbers of work days in the month. For employees paid an hourly wage, payment shall be calculated on the actual hours worked during a pay period. It is the hiring manager's responsibility to process the manual check request paperwork if employee starts after the payroll deadline.

XIII. New Employee Orientation.

Every newly appointed employee shall be required to attend new employee orientation at the first available opportunity on or after their first day of employment. The HR Department will schedule new employee orientation. During this orientation, the new employee reviews information regarding benefits (including insurance information and insurance enrollment application available to the employee). Each new employee should report to the HR Department on or before the first day of employment to ensure that all paperwork has been completed. Each new employee must also provide the necessary document(s) that establish(es) identity and employment authorization within three business days of the employee's first day of employment.

XIV. Appointment after Retirement.

- A. An employee receiving a retirement annuity from the Teacher Retirement System (TRS) or one of the Optional Retirement Programs, may be subject to additional employment restrictions imposed by the applicable retirement program or forfeiture of part or all of their retirement annuity. Optional Retirement Program participants are subject to the restrictions imposed by the TRS. Longevity pay and vacation accrual may be affected for a return-to-work retiree.
- B. For TRS retirees, there must be at least one month break in employment between an employee's actual retirement and re-appointment after retirement, in accordance with TRS Laws and Rules, T.A.C. Title 34, Part 3, Chapter 31.

XV. Compliance with Policy.

The HR Department will conduct random monthly audits to ensure compliance with this policy. All findings will be communicated to the hiring manager, department chair/division leader, the

assistant vice president for HR and additional leadership as determined by the audit results. Failure to comply with this policy in part or in whole will result in the termination of the hiring manager's access to Careers at Texas Tech Hiring Manager portal, thus eliminating the ability to hire anyone within the department until successful retraining on the recruitment and selection process policies and procedures.

XVI. Right to Change Policy.

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