

Sam Houston State University
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Finance & Operations Human Resources Policy E-1
Staffing

SUBJECT: Policy Statement and Procedures for Staffing of Non-Faculty Positions.

PURPOSE: To establish a standard process and set the tone of commitment for staffing and promoting to assure compliance with the affirmative action plan, equal employment opportunity, and enhance diversity in accordance with guidelines established by the Texas State University System; Texas Higher Education Coordinating Board; Texas Workforce Commission, Civil Rights Division; Texas Educational Opportunity Plan; and State and Federal Laws and Regulations.

POLICY: It is the policy of Sam Houston State University to fill every position with the best suited person available without regard to race, creed, ancestry, marital status, citizenship, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or gender identity. The University believes that it is an institution for all and that access and inclusion improve the educational environment and, in a multicultural society, advance legitimate employment needs and objectives. Accordingly, all persons responsible for hiring shall make vigorous efforts to adhere to principles of equal employment opportunity; strive for fairness and inclusion of all sectors of society; and seek to develop a labor force that reflects the face of Texas. Personnel actions are reviewed to ensure Equal Employment Opportunity (EEO) compliance.

This policy assists hiring managers in their efforts to attract and hire qualified staff who provide services to the University. A fundamental objective of this process is to correctly match staff to the job, the department, and the University for mutual long-term success.

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1. Hiring Procedures

The following steps will be followed when hiring staff employees:

a. Job Description Verification:

Prior to the posting of a vacancy, the hiring manager will examine the job description to confirm it accurately reflects the position's primary responsibilities, essential functions, and the educational and experience requirements. If the existing job description requires changes, the hiring manager will work with Human Resources to update the job description as described in the Sam Houston State University Human Resources Hiring Manager's Guide.

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b. Announcement of Vacancy and Posting Requirements

To assure equal employment opportunity Sam Houston State University will make public all job openings for which external applicants will be considered. Vacancies will be posted for all regular staff nonexempt positions for a minimum of five (5) calendar days and staff exempt positions (professional and administrative) for a minimum of ten (10) calendar days on the SHSU [Human Resources Department](#) website, the [Texas Workforce Commission](#) (TWC) website, and other applicable medium before a job offer can be made.

If the hiring manager desires a shorter posting period than ten (10) days as prescribed above for an exempt position, a written waiver request must be submitted to the AVP of Human Resources. If the waiver is granted, the required posting period is reduced from ten (10) to five (5) calendar days before a job offer can be made.

Waiver requests to reduce the posting period must convey at least one of the following elements:

- an overwhelming critical business need
- the position is mission critical
- the position is associated with an urgent project

Waiver request decisions by the AVP of Human Resources may be appealed to the Vice President for Finance and Operations.

- (1) The hiring department will initiate an electronic posting action in the position management system and forward the request through the automated workflow channels for approval.
- (2) Human Resources Department staff will finalize and post the position on the SHSU employment website.
- (3) A link to the posting will be emailed to the contact person assigned to the posting to confirm the job opening is official.

c. Recruitment of Applicants

The Human Resources Department staff will coordinate and assist the hiring manager with all recruitment activities unless approved in advance by the AVP of Human Resources. All recruitment activities will be based on the criteria stated in the position posting and will remain consistent with all hiring procedures stated in this policy.

- (1) Routine open recruitment efforts include posting on the SHSU Human Resources employment website, the Texas Workforce Commission (TWC) site, and other employment sites.
- (2) Recruitment efforts such as out-of-town advertisements, recruitment trips, and Job Fairs should be used when the availability of qualified applicants is insufficient, or to facilitate attainment of Affirmative Action Plan goals. Advertisements will be approved in advance by Human Resources.
- (3) University-wide recruiting may be utilized to consider current University employees for posted positions. The hiring department will indicate on the electronic posting action in the position management system the preference for 'internal applicants only', will include a justification for university-wide recruitment, and will forward the request through the

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automated workflow channels for approval. Routine recruitment efforts for university-wide recruiting include posting on the SHSU Human Resources employment website.

- (4) Newly hired, transferred, and promoted employees must complete a performance review period of one hundred and eighty (180) calendar days with no disciplinary action beyond a verbal warning in order to be eligible for transfer or promotion. Establishment of the performance review period allows the supervisor to observe and evaluate employee performance in the new position and ensures the employee selected meets minimum performance standards of the job. This restriction from being considered for other positions within the University while satisfying the performance review period may be waived at the discretion of the University under the following circumstances:

- i When the employee's assignment is due to end prior to completion of the performance review period;
- ii When the outcome of a department reorganization and/or job reclassification creates change in resulting duties, pay, work schedule, and/or reporting structure;
- iii When the employee is in a temporary position and a full-time job opportunity becomes available;
- iv When the employee's supervisor and the AVP for Human Resources and Risk Management deem the employee to have demonstrated exceptional job performance that warrants promotion or transfer to another position for the benefit of the University.

d. Veteran's Preference

If six or fewer applicants are chosen for an interview, a qualified veteran's preference applicant from the pool must be interviewed. If more than six are interviewed, 20% of the number interviewed that are qualified veteran's preference applicants must be interviewed. If there are no veteran's preference applicants in the qualified applicant pool, this guideline does not apply. If the pool does not have any applicants who self-identify as eligible for Veteran's Preference, this interview requirement does not apply to the hiring process for that vacancy.

e. Selection

Only individuals who have completed an online application will be considered.

- (1) The hiring manager will review the applications to determine which applicants meet the minimum requirements for the position. This review will consist of comparing each applicant's education, experience, and training, to the minimum requirements indicated on the position posting; and where applicable the combination of education, experience, and training as indicated in the posting.
- (2) The hiring manager will request applicants for interview. She/he will use screening tools available in the online employment system or a screening tool or matrix to evaluate applicants based on the required knowledge, skills, abilities, experience and education as outlined in the job posting. All qualified applicants will be considered. The screening criteria must be objective, job related, developed in advance, and consistently applied.

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The online employment system and any screening tool or matrix used is part of the record that will be maintained to indicate the disposition of each applicant at this step.

The hiring manager will provide Human Resources a list of applicants requested for interview. Human Resources will review the applications of those for interview to verify they meet minimum requirements as stated in the job posting. Effective January 2017, the Human Resources Diversity Coordinator will compare applicants for interview with the applicant pool for the job posting to ensure alignment with SHSU's Affirmative Action Plan goals. The Diversity Coordinator will work directly with hiring managers to promote diversity of interview pools.

Once minimum requirements are verified and availability of qualified veterans and minorities in the applicant pool is confirmed, the hiring department may proceed scheduling interviews.

- (3) The hiring manager and Human Resources will work together to develop interview questions that cover objective, job related criteria, and inquire about each applicant's knowledge and competencies to perform the job. The core interview questions should be the same for each applicant, strictly job related, and meet legal standards. Human Resources will provide hiring managers with examples of appropriate and inappropriate questions to be used as a guideline and training tool during the hiring process.
- (4) During the interview process, the hiring manager will use the job related screening criteria to rate the applicants interviewed. From the group interviewed, and in counsel with Human Resources, the hiring manager will select the applicant to which the job offer will be extended. The selected applicant's start date should be a date that best meets department/college needs. If the selected applicant is an internal applicant bidding on the job, the transfer should allow for an orderly employee transition to his/her new SHSU position and meet department/college needs.
- (5) Because the recruitment, screening, and interview processes are vital activities towards ensuring individuals that, in our professional judgment, best suit our needs are selected for employment, Sam Houston State University deploys a holistic approach to hiring. This means that multiple aspects of candidates' qualifications are assessed from various points of view to ensure that meaningful, relevant information is obtained during the hiring process.

f. Job Offer

The hiring department manager may make a contingent job offer (contingent on results of a criminal background check) after confirming with Human Resources that the following pre-offer procedures have been satisfied:

- (1) The applicant has completed an online application.
- (2) The EEO/AAP review is complete and approved by the AVP of Human Resources or designee.
- (3) Human Resources has reviewed and approved recommended compensation. (4) The job offer is approved by the appropriate administrator or his/her designated representative.

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2. Promotions and Reclassifications

A promotion occurs when a current employee is selected as the successful candidate of a vacancy that is at a higher grade than the employee's previous position. An internal promotion within a hiring department or division is permitted under certain circumstances. The request for an internal promotion is approved in advance by the divisional Vice President, AVP of Human Resources, and the hiring manager's supervisor. Included in the request, hiring managers must document the reasons why an internal promotion is requested, including detailing why the search must deviate from normal university posting policy and procedures, and the employee's unique qualifications, knowledge, skills, and abilities.

A reclassification occurs when the job duties and/or required qualifications of a position are re-evaluated and the position is assigned a new classification. The re-evaluation of job duties and/or qualifications should be sufficient enough to warrant a study by Human Resources and make a change to the essential functions of the position or required qualifications as compared to when it was originally established. A position that is re-evaluated may be assigned a new title and be classified at a lower or higher grade and salary range. Please refer to Human Resources Policy WS-1, Classification of Non-Faculty Jobs, for more information regarding classification changes.

3. Search Committees

A search committee may be used for Administrative and Professional staff positions. When a search committee is used, the AVP for Human Resources a designated representative serves as a contact for policy and procedural clarification. A diverse committee with differing points of view is encouraged. The search committee will use the criteria stated in the position's posting and will follow all hiring procedures stated in this policy.

4. Expedited Searches

An expedited search is permitted under certain circumstances. The request to conduct an expedited search is approved in advance by the President or divisional vice president, AVP for Human Resources, and the hiring manager's supervisor. Included in the request, hiring managers must document the reasons why an expedited search is needed, including detailing why the search must deviate from normal university posting policy and procedures.

5. Temporary and Emergency Appointments

Temporary emergency appointments may be granted when there is an overwhelming or legitimate business emergency. The hiring manager will provide the reason requesting the emergency hire and must obtain prior approval through the President and the AVP for Human Resources. Temporary emergency appointments must be 4.5 months or less. In order to convert a temporary position to a regular appointment, a new position must be approved and posted in accordance with existing job posting requirements.

6. Student Positions

Student employees must be here primarily for the purpose of going to school and hold a position which is classified as a student job. They must be currently enrolled at SHSU, and should carry at least six (6) semester hours during the fall and spring semesters. To be eligible to work during the summer if not enrolled, they must have been enrolled as described above during the preceding spring semester, or registered for the next fall semester. Enrollment in courses that are not eligible for financial aid does not qualify as eligible semester hours for student employment. Students who withdraw or fail to make satisfactory academic progress are immediately ineligible for student employment.

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7. Faculty Appointments

See Academic Policy Statement 800114, Academic Instructional Staffing.

8. New Employee Benefits Orientation

All benefits eligible employees should complete the online onboarding and/or attend a New Employee Benefits Orientation group session on or before their first active duty date to be properly placed on payroll and enrolled in insurance and retirement programs (see Human Resources Policy E-5, New Employee Benefits Orientation).

Reviewed by: David M. Hammonds, Associate VP for Human Resources & Risk Management-2/1/2018