

HEALTH SCIENCE CENTER HANDBOOK OF OPERATING PROCEDURES

Chapter 4	General Personnel Policies	Effective:	November 2000
Section 4.3	Recruitment, Selection and Appointment	Revised:	December 2004
Policy 4.3.2	Recruitment and Selection of Classified Employees	Responsibility:	Vice President for Human Resources

RECRUITMENT AND SELECTION OF CLASSIFIED EMPLOYEES

Policy

It is the policy of the Health Science Center that all classified positions must follow the recruitment and selection procedures as outlined herein. It is also the policy of the Health Science Center that all recruitment and selection procedures, including this policy, comply with applicable federal and state employment laws, statutes and regulations. These include federal anti-discrimination laws, State of Texas *Labor Code* and the *Texas Government Code*.

An individual is appointed to a classified position and is considered a classified employee when the title of the position is contained in the *Classified Employee Pay Plan & Job Descriptions* of the Health Science Center (located at <http://www.uthscsa.edu/hr/payplan/payplan.html>).

The Health Science Center prohibits discrimination in all aspects of employment actions on the basis of race, color, religion, sex, national origin, age, sexual orientation, disability, or veteran status. The Health Science Center is committed to comply with all federal and state government regulations and requirements to ensure nondiscrimination.

Applicability

This policy applies to hiring departments recruiting for classified positions and to newly hired classified employees of the Health Science Center.

For additional important information on appointment policies, refer to the following sections in the *Handbook of Operating Procedures* (HOP): [Section 4.3.4](#), "Minors"; [Section 4.4](#) "Background Information Checks"; [Section 4.5.1](#), "Beginning Dates for Appointments"; [Section 4.5.11](#), "New Employee Processing"; and, [Section 4.5.15](#), "Appointment of Relatives (Nepotism)".

Appointment Categories

Classified employees hold one of two appointment categories:

1. Non-Regular Employee: an employee who is appointed and whose position is intended to work for less than four and one-half (4½) months or less than twenty (20) hours per week (less

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than 50% time). Non-regular employees are not eligible for benefits or leave entitlements.

2. Regular Employee: an employee who is appointed and whose position is intended to work for at least four and one-half (4½) months and at least twenty (20) hours per week (50% time or more). Regular employees are eligible for benefits and leave entitlements.

Internal and Open Recruitment

All regular and non-regular, full-time and part-time classified position vacancies are filled by either internal or open recruitment.

1. A department uses internal recruitment when all candidates to be considered for the vacant position are presently employees of the Health Science Center regardless of the department in which they work.
2. Internal recruitment may be used only in instances in which a position vacancy exists. Internal recruitment may not be used in lieu of reclassifying an occupied position.
3. A department uses open recruitment when both internal and external (non-Health Science Center) applicants are to be considered for the vacant position.

Recruitment and Selection Procedures

The recruitment and selection process consists of ten (10) steps:

1. Preparation of the position description and development of the selection criteria
2. Preparation and submission of the online personnel requisition
3. Posting or advertising the job
4. Review of job applications
5. Interviewing job applicants
6. Evaluating job candidates
7. Reference checking
8. Making the preliminary selection of the job candidate
9. Background checks
10. Job offer and hire

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Each step is described below:

1. The department should prepare or review a position description that specifically describes the position to be filled. The position description should include the essential and incidental duties of the job as well as the required education, experience, knowledge, skills and abilities. In addition, the physical and mental requirements must be stated as well as the physical working conditions of the job.

Selection criteria must be developed that will be used to identify and select the best qualified applicant. The selection criteria are based on the position description and must be job related; based on expected job performance or job behaviors; must be lawful and non-discriminatory; and, must be measurable to some degree.

2. The online personnel requisition must be prepared and submitted. Information about the job must be taken from the position description prepared by the department.
3. Once the personnel requisition is completed and submitted, Human Resources will review and approve the requisition for posting on the Human Resources employment Web site. The vacant position will be publicly posted on the Human Resources website for a minimum of five (5) working days. For internal recruiting, a statement will be included in the job posting that the position is for internal candidates only.

Recruitment of classified employees is the responsibility of Human Resources. In order to coordinate recruiting activities and to assure that job advertisements are in compliance with Health Science Center policies, all departments will channel requests for advertising in newspapers and other publications through Human Resources.

Job advertisements will be charged to the hiring department. Contacts with public and private employment agencies, placement services, colleges, universities, trade schools,

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minority organizations, and other recruitment sources will be made by Human Resources.

4. Job applications are submitted online by prospective job candidates. Human Resources reviews the job applications to ensure that minimum qualifications are met and subsequently forwarded to the hiring department for review and to schedule job interviews.
5. Job interview questions are an important part of the screening process that requires careful preparation and execution. As in the selection criteria, interview questions should be based on the job position description, and the knowledge, skills and abilities required to perform the work. They must be objective, lawful and nondiscriminatory.

Additional guidelines to preparing interview questions include the following:

- Ask all job candidates the same basic questions
- All interviews should be conducted in the same environment
- Interviews should be conducted by the same interviewer or interviewers
- Questions should cover objective job related criteria
- Most questions should focus on the essential functions of the job

Pre-employment tests are not required or administered for any classified positions. Departments are prohibited from developing and administering any pre-employment test because of risk exposure under federal employment regulations. Any questions regarding pre-employment testing should be addressed to Human Resources.

6. Evaluating job candidates should be done by means of an objective and methodical process that includes the selection

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criteria and the responses made to the interview questions and information in the job application. Recommended evaluation tools could be a checklist, matrix or chart that ranks or scores the job candidates. A single tool with the same selection criteria should be used for all job candidates for a particular job. The evaluation tool must be objective, documented, and nondiscriminatory.

7. Reference checking should be done at a point when a job candidate finalist or finalists have been identified. At a minimum, confirmation of the applicant's dates of employment and position should be made. Additional information about past performance and disciplinary records is appropriate. Educational reference checking is appropriate by calling the school's registrar office. As in all screening methods, reference questions must be job related, objective, lawful and nondiscriminatory.
8. Upon completion of the reference checks, the hiring department can make the preliminary selection of the job candidate. At this stage, a job offer cannot be made nor can any salary negotiations or commitments be made or honored. The hiring department must indicate the primary job candidate choice by completing and submitting the online selection of candidate form to Human Resources. In addition, the department must change the status of the applicant in the online employment system to "finalist" and change the status of the personnel requisition to "HR finalist review". Any specific instructions for the hiring of the job candidate, such as employment date, salary exception, etc. must also be submitted to Human Resources for review and approval.

In accordance with HOP, [Section 4.6.7](#), "Compensation Administration for Classified Employees", new hired employees will be paid at the minimum pay rate of the position. However, departments have the discretion to pay up to 15% above the minimum rate depending on the job candidate's qualifications. Any appointments that may require a pay rate above the 15% limit will require a justification letter and request for approval to the Vice President for Human Resources.

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Along with the selection of candidate, the [Authorization for Security Background and Sanction Check](#) form must be submitted to Human Resources.

9. The Health Science Center is required to conduct various background checks depending on the position or job candidate. These background checks include: security background check (criminal history); sanction check; selective service check; and, driving record check. The security and sanction background checks are required of all job candidates before a job offer can be made.

More information about background checks is provided under [Section 4.4](#), of the HOP, "Background Information Checks".

10. Departments are prohibited from extending the final job offer. A Human Resources representative will extend the final job offer, including the job title, salary, and beginning date of employment once all necessary background checks have been satisfactorily completed.

Once the job offer is made, confirmation of acceptance or rejection by the job candidate is given to the hiring department immediately by telephone or electronic mail. If the offer is declined, the department may submit alternate candidates or request additional applications. Upon receipt of the confirmation, the hiring department must enter the hire transaction in the Human Resources PeopleSoft system.

Human Resources will instruct the newly hired job candidate to visit Human Resources on the first day of employment in order to complete required employment benefits (if eligible), and the employment eligibility verification form (I-9 form). For more information on new employee processing, see the HOP, [Section 4.5.11](#), "New Employee Processing".

NOTE: Failure to satisfactorily complete the I-9 process in accordance with the federal law, *Immigration Reform and Control Act of 1986*, will result in termination of the new hired employee's employment with the Health Science Center.

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Additional resource information and guidelines for hiring employees are available on the Human Resources Online Employment System Web site through the Health Science Center portal or at http://www.uthscsa.edu/hr/online_employment.asp.

Training classes on hiring are also available through the Human Resources Employee Development and Training Office.

Monitoring

To ensure nondiscrimination practices, the Office of Human Resources will be responsible and reserves the right to periodically audit or request any documentation of job candidate selection procedures including, but not limited to, interview questions asked of candidates, selection criteria, evaluation methods such as checklists or matrices, or requests for salary exceptions. Findings from the audit will be provided by the Vice President for Human Resources to the respective department head and executive committee member.
