

**Sam Houston State University**  
**A Member of The Texas State University System**

**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.
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1. Hiring Procedures
  2. Definition of Promotions and Reclassifications
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  7. New Employee Benefits Orientation

**1. Hiring Procedures**

The following steps will be followed when hiring staff employees:

a. **Announcement of Vacancy and Posting Requirements**

To assure equal employment opportunity Sam Houston State University will make public all job openings for which 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 Associate Vice President for Human Resources and Risk Management. 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.

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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 Associate Vice President for Human Resources and Risk Management 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) The Human Resources Department staff will finalize the posting and post it on the website and bulletin board.
- (3) A link to the posting will be emailed to the contact person assigned to the posting to confirm the job opening is official.

b. Recruitment of Applicants

The Human Resources Department staff will coordinate and assist the hiring supervisor with all recruitment activities unless approved in advance by the Associate Vice President for Human Resources and Risk Management. 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 recruitment efforts include posting on the Human Resources Department bulletin board, the Human Resources employment website, and the Texas Workforce Commission (TWC).
- (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 the Associate Director of Human Resources.

c. Selection

Only individuals who have completed an online application will be considered and screened by the Human Resources Department staff.

- (1) The Human Resources Specialist 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 Human Resources Specialist will electronically refer all of the applicants meeting the minimum requirements to the hiring supervisor. The hiring supervisor will decide the group of applicants who will be interviewed. The hiring supervisor will use the screening tools available in the online employment system or a screening tool or matrix, to evaluate the 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. 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.

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- (3) The hiring supervisor and Human Resources Specialist 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. The Human Resources Specialist will provide hiring supervisors 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 supervisor will use the job related screening criteria to rate the applicants interviewed. From the group interviewed, and in counsel with the Human Resources Specialist, the hiring supervisor will select the applicant to which the job offer will be extended. The selected applicant's start date should be effective at the beginning of the pay period or on a date that best meets department/college needs. If the selected applicant is an internal applicant bidding on the job, the Human Resources Specialist will then arrange the transfer with the Dean or Program Director. The transfer should be effective at the beginning of one of the next two pay periods that is nearest in time to ten (10) work days to allow for an orderly employee transition to his/her new SHSU position or on a date that best meets the 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.

d. Job Offer

The hiring department supervisor may make the job offer only after confirming with the Human Resources Specialist that the following pre-offer procedures have been satisfied:

- (1) The applicant has completed an online application.
- (2) The Electronic Payroll Action Form and any required attachments are forwarded through administrative approval channels to the Human Resources Department.
- (3) The security clearance has been completed for all successful candidates who are new hires. Security clearances may also be requested by the hiring supervisor for successful candidates who are current employees.
- (4) The EEO/AAP review is complete and approved by the Associate Vice President for Human Resources and Risk Management.
- (5) The job offer is approved by the appropriate Vice President or his/her designated representative.

**2. Definition of Promotions and Reclassifications**

A promotion occurs when a current employee is selected as the successful candidate of a posted vacancy that is at a higher grade than the employee's previous position. Internal promotions to vacant positions will follow the preceding hiring procedure. 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.

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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 Associate Vice President for Human Resources and Risk Management or a designated representative serves as a contact for policy and procedural clarification. The search committee will use the criteria stated in the position's posting and will follow all hiring procedures stated in this policy.

**4. Temporary and Emergency Appointments**

Temporary emergency appointments may be granted when there is an overwhelming or legitimate business emergency. The hiring supervisor will provide the reason requesting the emergency hire and must obtain prior approval through the President and the Associate Vice President for Human Resources and Risk Management. 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.

**5. 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.

**6. Faculty Appointments**

See Academic Policy Statement 800114, Academic Instructional Staffing.

**7. New Employee Benefits Orientation**

All benefits eligible employees should attend a New Employee Benefits Orientation group session on or before their first active duty date to be properly placed on the 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-03/10/2014  
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