



TEXAS TECH UNIVERSITY HEALTH SCIENCES CENTER

Operating Policy and Procedure

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

PURPOSE: The purpose of this Health Sciences Center Operating Policy and Procedure (HSC OP) is to ensure communication, establish proper records retention, standardize effective internal practices, and maintain compliance with all laws and Texas Tech University System Regulations.

REVIEW: This HSC OP will be reviewed on August 1st of each even-numbered year (ENY) by the Vice President and Chief Human Resources Officer, with recommendations for revisions forwarded to the Executive Vice President and Operating Officer by August 15th.

POLICY/PROCEDURE:

1. Policy

a. Purpose

The mission of Texas Tech University Health Sciences Center (TTUHSC) is to enrich others' lives by educating students to become collaborative health care professionals, providing excellent patient care, and advancing knowledge through innovative research. In alignment with this mission, TTUHSC is committed to recruiting and retaining a high-performing and qualified workforce that exemplifies our Values-Based Culture.

All non-faculty hire actions should be completed as this policy outlines to ensure consistency, best practices, and compliance with state and federal laws, rules, regulations, and requirements. TTUHSC will not discriminate in employment actions against any employee or applicant for employment.

b. Objective

This policy aims to standardize processes and reinforce staff recruitment strategies to employ an outstanding workforce who live TTUHSC's values. To accomplish this objective, TTUHSC shall conduct thorough and timely searches with effective processes and practices that are mindful of the changing and evolving workforce demands while including the active recruitment of qualified people and protected veterans and former foster youth who may be eligible for a preference under Texas Government Code Chapters 657 and 672.

c. Non-discrimination in Employment Practices

All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, age, disability, genetic information or status as a protected veteran, in compliance with the laws and regulations of the State of Texas, Regents' Rules, Title VII of the Civil Rights Act of 1964, Texas Tech University System Regulation [10.03](#) and all other applicable federal laws.

2. **Definitions**

a. **Job Changes**

- (1) Promotion – The appointment of a current employee to a position in a higher pay grade than their current position, usually requiring higher qualifications and expanded responsibilities.
- (2) Transfer – The appointment of a current employee to a position in the same pay grade as their current position.
- (3) Demotion – The appointment of a current employee to a position in a lower pay grade than their current position.

b. **Hiring Manager**

The Hiring Manager establishes the overall plan for the search, articulates expectations to the hiring team, and has all final decision-making authority in a staff search process. The Hiring Manager leads the recruiting plan development, manages the search process, and is responsible for ensuring that all EEO and TTUHSC policies and procedures are followed and promoted throughout the search process.

c. **Reclassification**

A change in the classification of a position to another position classification. This may occur with a vacant or filled position after evaluation demonstrates a significant change in duties, responsibilities, functions, departmental requirements or to correct a discrepancy.

d. **Staff Search**

The recruiting process and all activities used to hire staff, including the position advertisement, applicant screening, interviewing, selection, and hiring.

e. **Search Coordinator**

The Search Coordinator serves as administrative support to the Hiring Manager. The Coordinator ensures all processes are followed in accordance with TTUHSC policies and practices, manages required documentation and record retention, and facilitates communication and document submission to Human Resources. The Search Coordinator does not score applicants or hold voting rights on candidate decisions unless they are a formal member of the interviewing team and actively participating in all interviews.

3. **General Employment Information**

a. **Conditions of Employment**

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

b. **Types of Positions for Appointment**

- (1) Regular positions include positions involving an appointment for four (4) and one-half months or more.

- (2) Temporary positions include all positions involving an appointment for less than four (4) and one-half months, which are non-recurring.

c. **Student Status**

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

4. **Job Change Opportunities – Promotion, Transfer, Demotion**

- a. TTUHSC employees seeking a job change (promotion, transfer, demotion) through a competitive process must submit a completed online application to the job posting for consideration. The employee must have worked in their current position for a minimum of six (6) months before the start date of the new role. Any exception requires the approval of the Vice President of Human Resources (VPHR).
- b. Employees are not required to notify their supervisor when seeking job opportunities. Supervisors may permit employees to interview for TTUHSC opportunities during regular work hours without charging leave accruals.
- c. Employees who express interest in other job opportunities may do so without jeopardizing current or future appointments.
- d. Employees who have been issued corrective actions within six (6) months from the date of application are ineligible for promotion or transfer opportunities. Non-faculty employee corrective action procedures are governed by Texas Tech University System Regulation 07.07.
- e. The background check and credit check (if applicable) apply to all promotions and transfers in the recruitment process.
- f. The effective date of a job change should follow recommended notice periods of two (2) weeks for non-management positions and four (4) weeks for management positions. Exceptions to this time frame shall be agreed to by the employee, the transferring department manager, and the gaining manager. Human Resources shall determine the start date if one cannot be agreed upon.

5. **Salary Increases**

- a. An increase in an employee's salary may occur upon job changes in accordance with HSC OP [70.04 Compensation](#) and Human Resources' procedures. Salary adjustments shall be assessed using the market index of the proposed salary, TTUHSC hiring guidelines, the impact on internal equity or compression within the department, external market competitiveness, and other factors as considered relevant by Human Resources.
- b. Adjustments to any employee's salary rate or total compensation must comply with *Regents' Rules* [07.04](#), Budget Rules and Procedures, HSC OP [70.04](#), and all other applicable policies and procedures.

6. Position Reclassification

- a. Classification changes for any vacant position must occur before the job is posted.
- b. If the reclassification occurs with a position held by an existing employee, that employee must meet all the minimum qualifications for the new position no later than the effective date of the reclassification. In lateral or promotional job changes, the employee must have no corrective actions issued within the past six (6) months of the request for reclassification.
- c. An application and background check are not required for the existing employee in the position being reclassified. All background checks for employee job changes will be in accordance with HSC OP [70.20 Employment Background Screening Policy](#).

7. Prior to Initiating the Search

- a. All hiring managers must complete the *New Hiring Manager – Mastering the Hiring Workflow* training prior to receiving system access. New managers will not be granted access to the Applicant Tracking System (ATS) until the training has been completed.
- b. Vacant positions that are to be backfilled without changes to the original position class require an approved requisition. The hiring department submits this through the Applicant Tracking System (ATS). The requisition and position description will be reviewed and adjusted, as needed, prior to approval by Human Resources for posting.
- c. The position description will be used to establish scoring criteria to determine which applicants are interviewed using the required [Applicant Scoring Matrix](#). Application screening criteria must be objective and measurable and should be based on the position's required and preferred qualifications, which can be evaluated from the job application or resume, as well as the needed responsibilities and functions of the job.
 - (1) Preferred qualifications that cannot be scored objectively through application materials may be removed from the job posting and cannot be included on the Application Scoring Matrix.
- d. If the position is new or a vacant position needs to undergo reclassification to a different position class, the hiring department must submit the necessary request in the Position and Salary System (PASS) prior to any other action. Once the request has been fully approved, a new job requisition must be entered and approved in the ATS for the position to be posted.

8. Position Requisition, Posting, and Advertisements

- a. The following procedures shall be followed for non-faculty positions described in this policy.
 - (1) Texas Government Code §656.024 requires all job vacancies to be posted for **at least ten (10) working days**. This requirement applies to all departments, divisions, and offices of TTUHSC.
 - (2) Requests for deviations to the posting timeframe requirement are permitted in two specific situations, outlined below. Written approval from the VPHR is required prior to proceeding with either exception to ensure compliance with applicable state law and institutional policy:
 - (a) The position will be offered to a qualified employee who received a Reduction in Force (RIF) letter within six (6) months of the opening of the vacant position. Refer to the Reduction in Force policy [HSC OP 70.23](#) for details of the RIF procedures.

- (b) Texas Government Code §657.003 allows state agencies to directly appoint an entitled veteran to a vacant position without posting the position, provided all state eligibility requirements are met. The veteran must be identified through the Texas Workforce Commission's labor exchange system, among other requirements. Please work with your local Human Resources office if you have interest in initiating this process to seek a qualified veteran for a job vacancy.

(3) **The Hiring Manager shall:**

- (a) Prepare a job description that appropriately reflects the needs of the position and submit it through the appropriate channels as outlined in the *Prior to Initiating Search* section. The job description is subject to Human Resources review and approval prior to posting.
- (b) Receive approval from Human Resources before any external job advertisements are placed on job boards, websites, journals, social media, or any other method of advertising the TTUHSC position.

(4) **Human Resources shall:**

- (a) Review for approval the job description, preferred qualifications, required supplemental attachments, and requested additional questions to ensure appropriateness, compliance, and impact on the applicant experience.
- (b) Communicate with the Hiring Manager if any changes regarding the job description, requisition, posting, advertisements, etc., are needed.
- (c) Ensure that the required applicant questions used for scoring reflect the minimum qualifications of the position for initial screening purposes only.
- (d) Attachments, letters, supplemental questions, or other recruitment items are subject to approval by Human Resources. These items may be removed or revised to ensure legal compliance and policy adherence and to facilitate a better applicant experience as part of TTUHSC's recruitment strategy.
- (e) Have positions posted on the HSC career website within 48 hours of approval and confirmation with the hiring department, excluding weekends and holidays.
- (f) At no expense to individual departments, Human Resources will promote jobs through advertisements across select national platforms to assist with attracting an exceptional and highly qualified applicant pool. Additional advertisement and recruitment efforts beyond these efforts will be at the hiring department's expense.

9. **Conducting the Search**

a. **Screening and Interview Process**

During the screening and interview process, the hiring team must prudently ensure that all applicants receive fair consideration. All potential candidates must have an active application submitted to the relevant job posting prior to being considered for an interview.

(1) **The Hiring Manager shall:**

- (a) Complete the required Hiring Manager training prior to participating in scoring or interviews. Determine which applicants will move to interview using the *Applicant Scoring Matrix* located on the [Hiring Resources & Recruitment](#) website to numerically score all applicants using the position description's minimum, preferred, and position-specific qualifications. Other scoring categories may be added to the template. Each of the stipulated qualifications should be listed.
 - 1. All criteria being scored and evaluated must be job-related and correlate to the posted position.
- (b) Applicant screening and scoring will comply with the Protected Veteran's Employment Preference (Texas Government Code Chapter 657), Former Foster Youth preferences (Texas Government Code Chapter 672), and employees who have been separated due to a RIF.
 - 1. Protected Veteran's Employment Preference: An eligible veteran, surviving spouse of a veteran, or 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.
 - a. *State entities are required to interview at least one (1) veteran if six (6) or fewer interviews are conducted; if more than six (6) interviews are conducted, 20% of the interviews must be with veterans. If there are no veterans in the pool, this requirement does not apply.*
 - 2. 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.
 - 3. Reduction in Force Separation: Special consideration for re-employment will be given to employees separated due to a RIF. For additional information, please reference TTUHSC Reduction in Force (RIF) policy. Refer to [HSC OP 70.23](#).
- (c) After a minimum of ten (10) working days of the position being posted, notify Human Resources that interviews will be scheduled. The [Applicant Scoring Matrix](#) shall be uploaded to the requisition for Human Resources review. All applicants categorized under "manager review" must be scored, and justifications must be provided if the top three (3) scoring applicants are not interviewed.
- (d) The job posting may be closed for applications pending the outcome of the interview process.
- (e) Interview consideration should be given to all qualified applicants.

- (f) Interviews shall consist of job-related questions that are scored based on the essential functions detailed in the job posting. All candidates interviewed will be asked the same core questions, their responses will be scored, and the candidates will be ranked according to the cumulative score of their responses. A completed summary matrix of the final interview scores and ranking of those interviewed shall be uploaded to the requisition, and Human Resources notified.
 - 1. The "Interview Assessment Score" tab on the [Applicant Scoring Matrix](#) is recommended for this process.
- (g) Any applicant who withdraws from consideration or is not interviewed after not responding to a minimum of two (2) attempts of contact, using two (2) different methods, on two (2) separate days should be documented on the summary matrix. Human Resources should be notified for timely dispositioning in the ATS.
- (h) Taking the number of applicants into consideration, a minimum of two (2) candidates who meet the qualifications should be interviewed prior to making a job offer.
- (i) It is recommended that the hiring manager complete at least two (2) professional references via phone call, email, or receipt of recommendation letter(s) before a job offer is extended to any external candidates.
- (j) Complete and route the *Offer Outline* form in the ATS and receive full approval prior to any offer, verbal or otherwise, being extended.
- (k) Ensure that the applicant hired meets the minimum qualifications for the posted position.
- (l) Notify Human Resources if, at any point, the decision is made not to fill a position.
- (m) Comply with record retention requirements: preserve all applications, resumes, transcripts, evaluations, interview notes, scoring materials, reference letters, and any documentation supporting the selection and interview process for a minimum of two (2) years for candidates not hired and five (5) years after termination for the successful candidate.

(2) **Human Resources shall:**

- (a) Conduct reviews of job postings to ensure accuracy, clarity, and alignment with position requirements, facilitating an optimal applicant experience and ensuring the effective and efficient use of recruitment resources
- (b) Communicate with hiring managers regarding recruitment timeframes, ensuring realistic expectations for the hiring process and supporting timely decision-making.
- (c) Assist hiring managers in identifying potential recruitment options and candidate sources.
- (d) Evaluate the appropriateness of preferred qualifications to ensure they are job-related and aligned with institutional needs.

- (e) Advise on job posting options, including open competitive postings and internal-only recruitment. Human Resources will ensure postings align with institutional goals and hiring needs, balancing the need for a broad applicant pool with opportunities for internal career growth where appropriate.
 - 1. Staff job postings should generally remain open for no less than ten (10) business days and should not exceed sixty (60) continuous calendar days to prevent postings from becoming inactive due to inaction. If a hiring manager has not taken meaningful steps in the recruitment process within this timeframe, Human Resources may follow up to assess the need for continued posting.
 - 2. Extensions beyond sixty (60) calendar days may be considered in specific circumstances, such as when a highly specialized role requires a longer recruitment period, when adjustments are needed to the job posting criteria, or when strategic hiring needs dictate an extended search.
 - 3. If no candidate is selected following interviews or if no applications meeting the posted qualifications are received, Human Resources will assist in determining the next steps, which may include but are not limited to refining preferred qualifications, adjusting recruitment strategies, or evaluating the position classification.
 - 4. Human Resources may recommend or support an internal-only job posting. Considerations may include career progression opportunities, workforce planning needs, or strategic internal promotions. Human Resources will ensure internal postings comply with institutional policies and do not create unnecessary barriers to external recruitment when a broader applicant pool is beneficial.
- (f) Upon receiving the [Applicant Scoring Matrix](#), review the final scoring and candidates selected for interview to ensure policy and government code compliance.
- (g) Move each application to the appropriate disposition status and subsequently close the posting for new applications until interviews are completed.
 - 1. Exceptions may be made on a case-by-case basis for positions known to be difficult to fill due to specialization or for positions with a high likelihood of not receiving new qualified applicants in a timely manner.
- (h) Review all Offer Outline forms for accuracy and consistent adherence to policies, procedures, and best practices. All Offer Outline forms will be reviewed promptly for approval. Offer Outline forms will not be approved for positions that are still posted to accept applications. The job posting must be closed as outlined in section 9(a)(1) above before an Offer Outline form may be submitted.

10. **Offer of Employment**

- a. No employment offer or commitment, verbal or written, shall be made until all requirements outlined in this policy have been satisfied and the Offer Outline form has been approved.
- b. After the offer has been verbally extended, the Contingent Offer Letter will be sent to the candidate through the ATS system by the hiring department or Human Resources. The contingencies in the offer letter will include the successful completion of a background check and:
 - Verification of the highest level of collegiate education completed
 - Credit check (if applicable)
 - License verification (if applicable)
 - If male, proof of compliance with selective service requirements
 - Completion of the Immigration and Naturalization Service Employment Eligibility verification
 - Form I-9 on or before the first day of employment.
 - Ability to provide documentation to verify identity and employment eligibility by the end of the third workday.
- c. The candidate must accept the offer through the ATS system before Human Resources can initiate the background check.
- d. Upon completion of the background check, the hiring manager shall contact Human Resources to confirm the anticipated start date. Human Resources will complete the Final Offer form within the system and move the candidate's HR status to "Ready to Hire."

11. **Appointment Authority**

- a. The Hiring Department, or Human Resources, at departmental request, initiates appointments by submitting an electronic personnel action form (ePAF). The ePAF must be fully approved for hire actions to occur and should be initiated prior to the new team member's start date.
- b. Appointments to vacant positions that exceed authorized rates or budgeted funds require additional approvals from the Budget Office, Human Resources, and the appropriate Dean, Vice President, or equivalent. The ePAF will be processed after the new request is fully approved.

12. **Minimum Appointment Age**

TTUHSC will appoint employees 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-year-old 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:
 - During school hours,
 - Between 7:00 p.m. and 7:00 a.m.,
 - More than three (3) hours a day - on school days, including Fridays,

- or more than eighteen (18) hours a week - in school weeks,
 - More than eight (8) hours a day - on non-school days,
 - or more than forty (40) hours a week - in non-school weeks.
- c. If a minor is homeschooled, attends private school, or has 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-year-olds and 15-year-olds if a minor has graduated from high school, is excused from compulsory school attendance, or has enrolled in an approved Work Experience or Career Exploration Program or Work-Study Program.
- d. A 16-year-old 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 that have been declared particularly hazardous by the Secretary of Labor. Contact Human Resources for information concerning these occupations.
- e. Prior to employing a minor, contact Human Resources to ensure the appropriate consent forms are completed to satisfy TTUHSC's pre-employment requirements.

13. Effective Dates for Appointment

- a. The effective date of an employee's appointment shall be the day the employee reports to work, which is recommended to be the beginning of a pay period.
- b. If the initial period is less than a full month, the initial payment to a monthly salaried employee shall be calculated based on the number of work days to be paid as related to the total number of workdays in the month.
- c. For employees paid an hourly wage, payment shall be calculated on the actual hours worked during the pay period. The hiring manager must process the manual check request paperwork if an employee starts after the payroll deadline.

14. New Team Member Orientation

All new and rehired team members at TTUHSC are mandated to complete the *New Team Member Orientation* (NTMO) through our internal learning management system, ACME. This requirement must be fulfilled within five (5) business days of their start date. In cases where previously employed team members are rehired, the same five (5) day completion condition applies. Exceptions require written Human Resources approval.

15. Appointment after Retirement

- a. An employee receiving a retirement annuity from the Teacher Retirement System 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 Teacher Retirement System. Longevity pay and vacation accrual may be affected for a Return-to-Work retiree.
- b. There must be at least a one (1) month break of employment between an employee's effective date of retirement and re-appointment after retirement, in accordance with Teacher Retirement System Laws and Rules, T.A.C. Title 34, Part 3, Chapter 31.

16. Compliance with Policy

The Human Resources Division will conduct random audits to ensure compliance with this policy. All findings will be communicated to the Hiring Manager, the Divisional Leader, the Vice President for Human Resources, and the Office of Employment Opportunity, as necessary.

Failure to comply with this policy in whole or in part may result in the revocation of the hiring manager's access to the TTUHSC system or the suspension of the ability to conduct business as a Hiring Manager. Employees are expected to understand and conduct work in accordance with established rules, procedures, policies, and Regulations. Violation may result in coaching, corrective action, and/or termination.

17. **Right to Change Policy**

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