



Policy Title: Staff Recruitment and Employment

Policy Number: BU-PP 120

Date Issued: Updated April 30, 2009

**Responsible Executive: Vice President & Chief
Human Resources Officer**

Date Last Revised: August 8, 2022

Responsible Office: Human Resources

Staff Recruitment and Employment BU-PP 120

Policy Statement

Baylor University (the “University”) is an Affirmative Action/Equal Opportunity employer. Under the religious exemption of Title VII of the Civil Rights Act of 1964, Baylor University is lawfully permitted to consider an applicant’s religion as a selection criterion in staff recruitment. In order to identify, recruit, and hire the most qualified candidates, foster diversity and inclusion, and to ensure compliance with all legal requirements and obligations for hiring, Baylor University requires:

1. Competitive searches
2. Background checks
3. Compliance with employment procedures
4. Accurate recordkeeping

Reason for the Policy

The Staff Recruitment and Employment policy ensures compliance with employment laws and regulations and promotes and ensures fairness in Baylor’s employee selection process by providing guidance for the University in identifying, recruiting, hiring, and promoting the most qualified candidates.

Individuals/Entities Affected by this Policy

This policy applies to all departments and employees engaged in the recruitment, selection, and hiring of staff and temporary staff employees.

Exclusions

This policy does not apply to student employment or the selection and hiring of University faculty.

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Related Documents and Forms

University Policies and Documents

[Standards of Personal Conduct](#)

[Nepotism](#)

[Benefits Eligibility Classifications](#)

[Conflict of Interest Policy](#)

[Staff Performance Appraisal and Planning Process](#)

[Staff Disciplinary Actions](#)

Other Documents

Memorandum of Understanding

Drug-Free Workplace Form

IRS Form W-4

Form I-9 Employment Eligibility Verification, in accordance with the Federal Immigration Reform and Control Act of 1986

Forms and Tools

Reference Check Form

Hiring Manager Guide

Definitions

These definitions apply to terms as they are used in this policy.

Competitive Search	A competitive search is an open, fair, and consistent process whereby a job announcement is publicly posted allowing all interested and qualified candidates an opportunity to express their interest in the position. It consists of a minimum of three substantive interviews with viable and qualified candidates, the successful completion of a background check, the verification of a recommended minimum of two professional references, and a competitive offer conforming to both budgetary and University guidelines and best practices.
Transfer	A change of position is considered a <i>lateral transfer</i> when the vacant position requires a similar level of skill and knowledge, is in the same pay band, and requires a similar level of autonomy to execute the duties of the position as the employee's current position. The transfer may be either inter-departmental or intra-departmental. A transfer may be initiated by an employee by submitting an application for an open position, or by a department as part of a reorganization or reassignment of job duties.
Promotion	A change of position is considered a <i>promotion</i> when the new position requires a greater level of skill or knowledge, is typically in a higher pay band, may require a higher level of education, and has a greater level of autonomy to execute the duties of the position than the employee's current position. The promotion may be either inter-departmental or intra-departmental.
Natural Career Progression	Natural career progression occurs when an employee progresses to the next natural or logical step in their career ladder requiring a greater level of responsibility.

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Inter-Departmental	The movement or transfer of employees between administrative units. Administrative Units of Baylor University include Colleges, Schools, and Divisions under the leadership of a Chief level executive, Vice President, or Dean.
Intra-Departmental	The movement or transfer of employees within an administrative unit.

Contacts

Subject	Contact	Telephone	Office email/web site
Policy Questions	Human Resources	254-710-2000	https://www.baylor.edu/hr/askHR@baylor.edu

Responsibilities

Human Resources	The Baylor University Human Resources department, under the direction of the Vice President & Chief Human Resources Officer, will be responsible for the maintenance and implementation of this policy.
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I. Competitive Search

A competitive search helps ensure an equitable process under Federal and State employment laws and regulations and helps increase the breadth and depth of the talent pool at Baylor. Open positions may also be filled through the promotion process without a competitive search as outlined below in Section II (C) of this policy.

A. When conducting a search:

1. Human Resources will post the position on the University's designated job boards. If a department chooses to post advertisements on their own, the department must notify Human Resources of all recruitment efforts including the name of the sites or publications where the position was posted.

All ads and job postings must include Baylor's Affirmative Action/Equal Opportunity statement. Baylor's current Affirmative Action/Equal Opportunity statement may be viewed under our employment notices on our [careers page](#).

2. Persons wishing to be considered for a staff position at the University are required to complete and submit the required online application and all other required documents through the University's applicant tracking system. Submissions or inquiries submitted outside the University's applicant tracking system will not be considered an official application for employment purposes at Baylor. NOTE:

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Baylor only accepts applications for open and posted positions. Applications and resumes are not collected or retained for general employment inquiries.

3. A minimum of three qualified candidates will be interviewed. All interview notes must be forwarded to Human Resources once the selection process is complete and prior to Human Resources extending the official offer.
 - a. Any exception to the requirement to interview three viable candidates will be reviewed by Human Resources on a case-by-case basis. Exceptions should be limited to instances where a position has been posted a significant amount of time, was widely advertised on external job boards, and the position requires a specialized or unique skill set.
4. Human Resources will review proposed salaries and budget availability and provide guidance as necessary to ensure equity in compensation. To ensure consistent compensation practices, and to minimize potentially sensitive salary negotiations, job offers will be extended by Human Resources. No offer of employment or salary consideration is official until it has been extended by or in conjunction with Human Resources.
5. All competitive positions must be posted a minimum of one week (seven consecutive days).
6. All competitive positions must be posted externally on at least one (1) public job board and one (1) diversity recruitment job board.
7. All requirements outlined in Sections I and IV of this policy must be met prior to Human Resources extending an official job offer.

II. Internal Job Seekers

Selections for internal promotions and transfers should be based on job-related factors to include, but not limited to, relevant work experience, performance history, applicable education and/or training, and required skills, knowledge, and abilities. Employees may seek new internal employment opportunities for open and posted positions. An employee must complete six months of service in their current position before they are eligible to be considered for another employment opportunity.

A. Inter-Department Transfers

All inter-department lateral transfers must be filled through the competitive search process as outlined above in Section I: Competitive Search.

B. Intra-Department Transfers

A competitive process should be used when no current staff who meet the stated requirements of the vacancy express interest in the position, or when there are multiple current staff that meet the requirements and are interested. In this latter instance, a department may restrict the competitive process to only candidates within their current department or administrative unit. Such a process should be conducted using the University's applicant tracking system.

Intra-department transfers may be completed without using the competitive search process if the following criteria are met:

1. The transfer is in response to changing business or industry needs;
2. The transfer is a result of a College, School, or Divisional reassignment of job duties;
3. The employee to be transferred meets all the criteria set forth above in this section.
4. The hiring College, School, or Division has consulted and received approval from Human Resources.

Regardless of how an intra-department transfer is initiated, the employee selected:

1. Must meet the stated requirements for the job in terms of education, skills, and relevant experience
2. Cannot currently be on a formal disciplinary action plan
3. Must not currently be prohibited from transferring under any other Personnel Policy or written agreement

Employee Notification Responsibility

Baylor does not require internal job seekers to seek approval from their current supervisor or department to apply for new opportunities. Internal job seekers are encouraged to notify their current supervisor of their candidacy for a position at the earliest possible time. **Once an internal job seeker has been selected for a final interview, they are required to notify their current supervisor before proceeding in the process.** If an internal job seeker is concerned about notifying their current supervisor, they should contact Human Resources for assistance in facilitating the conversation.

C. Promotions

All inter-departmental promotions are considered inter-departmental transfers and will be filled through the competitive search process as set forth in this policy. To be considered for an intra-department promotion, an employee must meet the same four criteria listed above in subsection B.

Intra-departmental promotions may be given without using the competitive search process if the following criteria are met:

1. The promotion opportunity is considered a logical next step in the employee's career (natural career progression).
2. No other employee within the department meets the stated qualifications for the position, or other qualified applicants in the department have declined to be considered for promotion.
3. The employee to be transferred meets all the criteria set forth above in subsection B.
4. Human Resources reviewed and approved the proposed personnel change.

A competitive process must be used when more than one staff member in the department meets the qualifications for the promotion position, or when all qualified current employees in the department have declined to be considered for promotion. A department may restrict the competitive process to only candidates within their current department when more than one qualified staff member in the department meets the qualifications for the promotion position. Such a process must be conducted using the University's applicant tracking system.

III. Temporary Employees

Baylor fills temporary and supplemental staffing needs with both temporary funded Baylor staff positions as well as through the University's supplemental personnel vendor. Typically, positions that are expected to last less than 90 days are filled through Baylor's supplemental personnel vendor. Staff on assignment through Baylor's supplemental personnel vendor are not Baylor employees and are not eligible to participate in Baylor's benefits plan. Hiring departments should consult with Human Resources on the best option to use to fill these staffing needs.

Baylor does not allow a "temp to hire" arrangement for supplemental employees provided through a personnel vendor. The supplemental temporary employee must be hired through a competitive selection process as outlined in Section I of this policy.

If a Baylor employee is in a temporary funded full-time status for a minimum of 90 days, the employee will be benefits eligible. (See [BU-PP 400 for Benefit Eligibility Classifications](#).)

IV. Reference and Background Checks

1. **Reference Checks:** It is strongly encouraged for the hiring manager or the person supervising the position to complete at least two professional reference checks on their top candidate. Baylor only accepts professional references and references may be completed using one of two methods: a hiring manager may solicit letters
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of professional reference for a candidate or use Baylor's standardized Reference Check Form. To avoid interference with a candidate's current employment outside of Baylor, Human Resources encourages departments to not contact references other than those provided by a candidate. All reference letters received and/or completed reference forms must be returned to HR as part of the search documentation.

When a department identifies an internal applicant as their top candidate, Human Resources provides the following guidance:

- a. The hiring manager **must** obtain a professional reference from the current supervisor. Information gathered during this process should be held in confidence. Additional professional references are strongly recommended.
 - b. If the selected candidate is an internal or former Baylor employee, the hiring manager is recommended to review the candidate's previous job performance reviews. Previous performance reviews may be viewed in the Human Resources office.
2. **Background checks:** A Background check is required on all final candidates. Human Resources uses a third-party vendor to verify employment dates, education, and criminal history. The employee will not be eligible to begin employment until the background check is complete and has been approved by Human Resources.

V. Employment

Employment by the University requires the successful completion of the following items, to be verified by Human Resources:

1. Form I-9 Employment Eligibility and Verification, with required forms of identification
2. All employment paperwork required by HR at the time employment commences. Required forms and documents may change over time due to evolving business needs or statutory changes.
3. Testing, as required
4. New driver information, as required
5. Attendance to the New Hire Orientation regardless of prior employment status

VI. Accurate Recordkeeping

It is Baylor's legal obligation to maintain accurate employment records, so documentation of the selection process is required. This includes, but is not limited to:

- All searches at Baylor University must be documented by the hiring manager and search committee. Each interviewer is required to take notes for each interview

conducted. All interview notes must be turned into the Search Chair who in turn must turn in all interview notes, reference letters and reference checks, and any related search materials including but not limited to interview questionnaires, decision matrices (if applicable), and any writing samples or requested candidate materials such as samples of media (video, audio, graphic art, print design, etc.) to HR at the conclusion of the search.

- Accurate dispositioning of applicants within the applicant tracking system.

VII. Exceptions

Exceptions to this policy will be considered on a case-by-case basis and must be approved by Human Resources. All exceptions must be documented in the position file.