



Recruitment and Employment (6.33)

PURPOSE

The purpose of this policy is to ensure compliance with Tennessee Board of Regents (TBR) General Personnel Policy No. 5:01:00:00 and Tennessee Board of Regents Guideline No. P-010 as they relate to procedures for personnel appointments and transactions. This procedure applies to all personnel appointments, regardless of EEO classification, although some specific provisions within these procedures do distinguish among the EEO classifications. EEO classifications are:

EEO-1 Executive/Administrative/Managerial

EEO-2 Faculty

EEO-3 Professional (Non Faculty)

EEO-4 Clerical/Support

EEO-5 Technical/Paraprofessional

EEO-6 Skilled Crafts

EEO-7 Service Maintenance

POLICY

It shall be the policy of Tennessee State University that all personnel recruitment and employment procedures are uniformly and consistently applied.

PROCEDURE

I. General Information

The President is the final hiring authority at the University, and no offer of employment may be made until the hiring recommendation has been approved by the President and the President has signed the appropriate forms. As described below, certain appointments must also be approved by the Chancellor.

A. Appointments Requiring Approval by the Chancellor

No offer of employment can be made for a position requiring the Chancellor's approval until written or verbal approval has been given by the Chancellor or his/her designee.

Tennessee State University must submit the following appointments and terminations to the Chancellor for approval:

1. Pursuant to Section A. of TBR Policy No. 5:01:00:00, appointments, promotions, and transfers to positions with salaries in excess of \$75,000 per year regardless of the position;
2. Vice Presidents, including all interim appointments; and
3. Academic deans, academic department and/or division heads, Directors of the Center of Excellence, and those who, with varying titles, have line responsibility for administration of academic faculty or staff at the academic disciplinary unit level, including interim appointments.

B. Appointments Not Requiring Approval by the Chancellor

All appointments not listed in I. A. above may be approved by the President, but the same hiring procedures outlined in the following sections will be followed with the records being maintained at TSU.

1. The President is responsible for assuring compliance with Board policy and guidelines.
2. The Director of Equal Opportunity & Affirmative Action is responsible for monitoring the recruiting and employment process to assure compliance with the guideline (Tennessee Board of Regents Guideline No. P-010) and the institution's Affirmative Action program and objectives.
3. For affirmative action purposes, institutional records will be reviewed periodically by the Affirmative Action Officer.

C. Types of Appointments

1. Interim appointments - The department or person directing a hire may appoint a person to fill a vacant EEO 1-3 position on an interim basis. Interim appointments are filled with internal candidates and normally continue for a period no longer than six months. The person/department recommending approval for the interim appointment must initiate a University Position Requisition and a University Recruitment Plan within one month from the

beginning of the interim appointment. A written request seeking the extension of the interim appointment must include a rationale as to why a search for a regular appointment cannot be made during the six-month period. This request must be approved by the appropriate Vice President and the Affirmative Action Officer. During the interim period, a stipend will be added to the appointee's salary.

2. Regular appointments - The department or person directing a hire may make a recommendation to fill a vacant position. Regular appointments are filled with internal or external candidates. Regular appointments must follow the process outlined in Section II.
3. Temporary appointments - The department or person directing a hire may appoint a person who meets the minimum qualifications of a position to fill a vacant position on a temporary basis. Temporary appointments may be filled with internal or external candidates. Temporary appointments may be made for a maximum of six months. There must be a one day break in service between each six month appointment period. The person or department recommending approval for the temporary appointment must initiate a University Position Requisition which contains the Recruitment Plan within one month from the beginning of the temporary appointment. A written request seeking the extension of the temporary appointment must include a rationale as to why a search for a regular appointment cannot be made during the six-month period. Requests for reappointment must be reviewed by the Human Resources Director, who will make a recommendation to the area vice president regarding whether the circumstances warrant reappointment.

D. Minimum Requirements for All Appointments

The following actions or procedures are mandatory and are reflected in the procedures that follow:

1. Establish an Affirmative Action Plan, which sets goals for all categories of employment;
2. Develop appropriate recruitment and selection procedures to ensure fairness in employment;
3. Determine in a discussion with the Affirmative Action Officer whether the University has met the affirmative action goal for the area or department (job group in which the vacant position occurs). Even if the University has met the overall institutional goal in an employment category, (i.e., executive/administrative/managerial; faculty; professional non-faculty; secretarial/clerical; technical and paraprofessional; skilled crafts; service/maintenance), there may be a goal for the area or department (job group) in which the vacant position is located which has not been met.
4. All appointees must meet the minimum qualifications for a position.

E. Additional Efforts Required by Institutions Covered by the 2001 Geier Consent

The Geier Consent Decree requires compliance with employment goals set in the institutional Affirmative Action Plan. Certain additional efforts to recruit and hire other-race individuals must be demonstrated. Other-race is defined as White at Tennessee State University.

In order to recruit and hire other-race individuals, TSU will follow the minimum requirements outlined above in Section D plus make these additional efforts:

1. Solicit nominations from institutions, discipline-related groups, organizations devoted to leadership training in the field and/or individuals likely to generate other-race applicants;
2. Provide documented evidence that direct contacts (telephone conversations, electronic messages, facsimile messages, meetings, correspondence, etc. with potential applicants) have been made with qualified other-race individuals to encourage their application for the vacancy;
3. Provide assurance by the Affirmative Action Officer that an approved process has been followed and that qualified other-race applicants have been contacted and fully considered is mandatory.

F. Searches

External Searches

External searches may be conducted on a national, regional, or local scope and the appropriate level of recruitment depends upon the level of the position being advertised. Procedures for external searches provide the standard method for the advertisement and recruitment of applicants. Position vacancies for external searches in EEO categories 1, 2, and 3 need only be advertised for 14 calendar days. Position vacancies for external searches in EEO categories 4, 5, 6, and 7 need only be advertised for 10 calendar days. The external search process is outlined in Section II.

Any exceptions to the search procedures will be granted by the Affirmative Action Officer only in limited circumstances on a case-by-case basis. A written request for exception must be submitted by the hiring department or person to the Affirmative Action Officer.

Searches for Coaches

Requirements to fill coaching vacancies will generally follow the requirements as set forth in section II. Due to the unique nature of coaching positions and because vacancies may occur suddenly and require immediate action, an expedited search process may be necessary. The Athletics Director will consult with the Affirmative Action Officer to determine the process to be followed in lieu of the standard search process. The Athletics Director must submit a written request justifying the deviation from the standard search process.

II. Procedures for Recruitment and Appointment

A. University Position Requisition Form

The purpose of this form is to ensure that funds for a regular (i.e. non-temporary) position to be filled has been allocated and funded. It serves as an approval to proceed with recruitment to fill the position. The form is approved and signed, in order, by the following: budgetary head, dean or director, area vice president, grants officer (if applicable), budget director, Human Resources, EO/AA.

B. Recruitment Plan

1. The University Position Requisition contains the Recruitment Plan for the position. The Recruitment Plan has to be approved prior to taking any recruitment action, the person directing the hire or the search committee must submit a written Recruitment Plan to the Affirmative Action Officer for approval. There is a standardized plan for EEO categories 4, 5, 6, and 7. There may be a need for occasional modification of this standard plan, depending on the nature of the position and the availability data. The Recruitment Plan includes, but is not limited to, the following:
 - a. The proposed job description, which has been reviewed by the Affirmative Action Officer. The job description establishes the criteria for advertising and screening of the candidates. Experience requirements should indicate whether student or graduate level work is applicable.
 - b. Method of directing the hire (i.e., individual supervisor, search committee, etc.)
 - c. Composition of the search committee and responsibilities of the members (i.e., direct contacts, references, interviews, etc.)
 - d. An advertising plan which provides the following:
 - i. Advertisement of the position on bulletin boards and/or in appropriate publications, and/or newspapers, and/or professional discipline-specific journals, and/or professional discipline-specific Internet sites, and the Tennessee Employment Security Office. For all advertising sources requiring payment, a purchase requisition and advertising copy appropriate for the publication must be attached. The minimum posting period for EEO 1, 2, and 3 positions is 14 calendar days; for EEO 4-7, 10 calendar days.;
 - ii. Requests for nominations from professional organizations, discipline-related groups, and organizations devoted to leadership training (e.g., the ACE Office for Leadership Development) if applicable for the position;

- iii. Participation by other-race and/or minority members on all search, selection, or advisory committees, when practicable;
 - iv. Direct contacts to assure that qualified minorities are aware of the vacancy and are encouraged to apply.
 - v. All advertisements should duplicate the minimum qualifications stated in the job announcement, which accompanies the Recruitment Plan which is contained in the Position Requisition.
 - vi. The appointing authority or search committee shall maintain a contact log to indicate all direct contacts made (telephone, e-mails, letters, etc.)
2. Approval of the Recruitment Plan must be granted by the Affirmative Action Officer prior to the commencement of the recruitment process.
 - a. The Affirmative Action Officer will approve the Recruitment Plan for EEO categories 1, 2, and 3 using the electronic recruitment system.
 - b. The Position Requisition will be forwarded to the Human Resources Office for advertising. The Affirmative Action Officer will review revised job requirements when a position is re-advertised.
3. In the case of appointments of adjunct faculty, equal employment opportunity efforts must include advertisement to establish and build diverse pools from which adjunct employees are chosen. Thus, at least once each year, the Office of Academic Affairs will advertise the areas in which adjunct faculty are generally employed and/or in which specific needs for adjunct faculty have been identified.
4. Approval of the recruitment plan must be granted by the Affirmative Action Officer for EEO categories 1, 2, and 3. Recruitment plans for EEO categories 4, 5, 6, and 7 do not require the specific approval of the Affirmative Action Officer, if the recruitment will proceed as specified in the Standardized Recruitment Plan for EEO categories 4, 5, 6, and 7.
 - a. In such cases, the Human Resources Director shall work directly with the requesting department once the University Position Requisition Form has been approved.
 - b. Any variation or exception to the standardized plan as outlined must be approved in writing by the Affirmative Action Officer.
5. Recruitment plans for temporary appointment do not require the approval of the Affirmative Action Officer. The Human Resources Director shall work with the requesting department.
6. The Human Resources Office will publish open positions on the University's website.

Important: If TSU has met its affirmative action goals, equal employment opportunity is required. Race or sex cannot be used as a plus factor in hiring. However, affirmative action efforts are appropriate in the recruitment process to assure a representative pool. Discrimination on the basis of sex, race, religion, color, national origin, age, disability, veteran status, or other illegal basis is a violation of law and University policy.

III. Application Process

- A. An application consists of a resume, and cover letter, and/or application. A Tennessee State University Application for Employment form should be submitted to the Human Resources Office by each applicant for employment using the electronic recruitment system. Applicants for EEO categories 1, 2, and 3 may also be required to submit resumes/vitae, transcripts, or other documentation either at the time of application or at some other stage in the process.
- B. The Human Resources Office will maintain a log of applications received for each position. Upon expiration of the application deadline, the Human Resources Office will forward all applications to the person directing the hire. A log of applicants will be maintained in the electronic recruitment system for review by the Affirmative Action Officer. (In the case of an open application period, applicants will be forwarded as they are received, and the log will be forwarded as requested.)
- C. The applicant pool must generally reflect the availability data for the defined vacancy in the discipline or field as determined by the appropriate job group in the institutional affirmative action plan. Direct contacts will be required to assure the inclusion of persons from protected groups in the applicant pool.
- D. Screening and Interviewing
 - 1. All applications must be screened in compliance with the approved recruitment plan. The hiring authority/department or search committee will screen applicant pools for EEO categories 1-7 to ensure applicants interviewed for the position meet the requirements as posted in the University job announcement. The Office of Academic Affairs or the unit head of an academic subunit will screen applicant pools for EEO category 2. Stated minimum qualifications cannot be waived without re-advertising the position and inviting all former applicants to reapply.
 - 2. The Affirmative Action Officer must review all applicant pools and approve their composition and the number and names of candidates to be interviewed prior to the scheduling of interviews (with the exception of temporary appointments).
 - a. For EEO categories 1, 2, and 3, approval of the Affirmative Action Officer is solicited by the completing of Form A-1, Certification of Search Pool.
 - i. For upper-level hires as defined in Section I.A.2, the Affirmative Action Officer forwards the form to TBR offices for further approval.
 - ii. For other EEO 1, 2, and 3 hires, the Affirmative Action Officer's approval is final.

- b. For EEO categories 4, 5, 6, and 7, the Affirmative Action Officer's approval to interview is implicit if the Standardized Recruitment Plan for EEO categories 4, 5, 6 and 7 is utilized.
3. Once approval to interview is granted, interviews must be conducted without discrimination and in compliance with applicable laws and statutes (e.g., EEO guidelines).

- a. Approval to Hire

No decision may be communicated to an applicant nor may an offer of employment be made until the President has signed the Notice of Employment and Agreement of Employment. The requisitioning department will be notified by the Human Resources Office when all approvals have been finalized.

- i. For positions defined in Section I.A., Form A-2, and Approval of Appointment, must first be submitted to and approved by the Affirmative Action Officer, who will also complete Section 5.C of the form. The form must then be approved by the President and is forwarded by the EDC Office to the designated TBR staff person for approval.
- ii. Once approval has been granted, the process proceeds as outlined below. The area vice president will generate the following:
 - An Appointment Recommendation Form accompanied by an executed Job Applicant Flow Record Form which lists each applicant in rank order and which, based on the announced criteria, provides a well-documented and objective reason for selection or non-selection;
 - A legible and complete Application for Employment, a resume/vitae (for EEO categories 1, 2, and 3), and other pertinent credentials for each candidate, including copies of pertinent licenses and certifications where applicable;
 - Unofficial transcripts; official transcripts of the selected candidate should be presented the first day of employment (for faculty appointments and for administrative and/or professional appointments with faculty rank; and for any position which requires a specific degree);
 - relevant test scores and/or evaluation instruments;
 - relevant screening instruments and scores;
 - a copy of the Position Announcement and any published advertisement, the University Position Requisition Form, and the Recruitment Plan (for categories 1, 2, and 3);

- for retired State of Tennessee employees, a pre-approved TCRS Temporary Employment Form;
 - for current employees of other State of Tennessee agencies or institutions, dual services contract.
4. The Human Resources Office will check employment and personal references for the selected candidate for non-faculty positions. Academic deans and directors will check employment and personal references for a selected faculty candidate prior to recommending the candidate to the Vice President for Academic Affairs.
 5. The hiring authority must prepare an appointment recommendation form for approval. After the appointment has been approved by the area vice president, the Budget Office, the Human Resources Office, and the Affirmative Action Officer, a contract will be prepared by the Human Resources Office and forwarded to the Affirmative Action Office with the materials from Section II.E.2. for presentation to the President.
 6. For EEO Codes 4-7, and all adjunct faculty positions, telephone notification of candidates will be coordinated by the Human Resources Office. The new employee will report to the Human Resources Office on or before the first day of work to sign the Notice of Appointment. No employee may be allowed to begin work until he or she has signed the contract.

IV. Absence from duty

Absence from Duty An employee who is absent from duty for more than three (3) consecutive business days without giving notice to the appointing authority or appropriate manager concerning the reason for such absence and without securing permission to be on leave or who fails to report for duty or to the immediate supervisor or the appointing authority within two (2) business days after the expiration of any authorized leave of absence, absent unusual circumstances causing the employee's absence or preventing the employee's return, is considered as having resigned not in good standing.

V. Academic Credentials to comply with T.C.A §49-7-133

It is a Class A misdemeanor to misrepresent academic credentials. A person commits the offense of misrepresentation of academic credentials who, knowing that the statement is false and with the intent to secure employment at or admission to an institution of higher education in Tennessee, represents, orally or in writing that such person:

Has successfully completed the required course work for and has been awarded one (1) or more degrees or diplomas from an accredited institution of higher education; Has successfully completed the required course work for and has been awarded one (1) or more degrees for diplomas from a particular institution of higher education; or Has successfully completed the required course work for and has been awarded one (1) or more degrees or diplomas in a particular field or specialty from an accredited institution of higher education.

REFERENCE

[TBR Policy No. 5:01:00:00](#)

[TBR Guideline No. P-010](#)

See Attachment 1 of this policy “Standardized Recruitment Plan”

See Attachment 2 of this policy “Forms”

Supersedes “Recruitment and Employment” Policy No. 5:00 in the University-Wide Policy Manual

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