


AUSTIN PEAY STATE UNIVERSITY  
POLICIES AND PROCEDURES MANUAL

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Date: April 10, 2001	Dated: May 2, 2000
Subject: Employment Procedures	
Initiating Authority: Vice President for Finance and Administration	TBR Policy/Guideline Reference: P-010, 5:01:00:00
Approved:  President	

### Responsibility and Authority

The final responsibility and authority for employment of personnel resides with the President. As a matter of practice, advertising for employment for all positions other than faculty will be done by the Human Resources Office. The following procedures pertain to employment of all persons except faculty unless faculty are specifically mentioned.

The President is authorized to approve exceptions to the provisions of this policy when necessary to ensure completion of goals and objectives of the University.

### Permanent Employment

Permanent employment is defined as a regular employee who will be working for the University on a full or part-time basis for a period exceeding six months. A position must be formally approved before an applicant can be hired for any permanent position.

The first step in the hiring process is to prepare an APSU Personnel Request Form. All entries on the form must be completed. The effective date for the position to be filled must allow a minimum of two weeks from the date the form is received in the Human Resources Office until the position is filled. For professional or administrative positions, a minimum of five weeks is required.

In conjunction with preparation of the Personnel Request Form, the person directing the hire or search committee must submit a written recruitment plan to the Affirmative Action Officer for review and approval. These plans have been standardized and are available in

either the Human Resources or Affirmative Action Offices. Contents of the recruitment plan are outlined in TBR Guideline P-010.

Salaries for classified (clerical and support) positions will be established based upon the semi-monthly rates specified in the APSU Skill Level Chart. Salaries for professional and administrative positions will be established based upon salary ranges for the position as maintained in the Office of Human Resources. The final salary recommendation for regular position appointments will be made by a committee consisting of all Vice Presidents and the Executive Director of Human Resources. Final approval of salary amounts is made by the President and generally will not exceed the amount budgeted for the position.

After the Personnel Request Form has been completed, the supervisor will review the current job description for the position. After any changes have been made, it will be attached to the Personnel Request Form. Both documents will then be forwarded through the appropriate Dean, Director, or Manager to the Division Head for approval and signature. After approval, the request will be sent to the Human Resources Office for final processing. Human Resources will coordinate the request with the Budget Office and the President for final approval.

#### Temporary Employment

Temporary employment is defined as an employee who will be working for the University on a full-time or part-time basis for a period which does not exceed six consecutive months.

- A. Employment for Two Months or Less. Temporary employment for two months or less will be requested using the Temporary Help Pay Authorization Form (available in the Human Resources Office). Because positions of this type are of short duration, advertisement of the vacancy is not required. Departments may select an individual to be hired who meets all qualifications for the position. In the event the department cannot identify a qualified individual, the Human Resources Office will either provide a list of qualified personnel from previous applicants or advertise the position.
- B. Employment for Two to Six Months Working More Than Twenty Hours Per Week. Temporary employment of two to six months duration will be requested using the Personnel Request Form. If the department can identify a qualified individual to fill the position, the name of the person selected should be entered on the back of the Personnel Request Form under Interviewed Applicants. The individual recommended by the department may be hired for a maximum of six months. If the department cannot identify a qualified individual, a search will be

conducted using the same procedures specified for permanent employment. If the need for an employee in this category extends beyond six months, a search must be conducted prior to expiration of the initial six-month period. A temporary employee will not be extended past the initial six months unless a search has been completed and a seven-day break in employment has occurred.

- C. Employment Less than Twenty Hours per Week. Temporary employment on an as needed basis not to exceed twenty hours per week will be requested using the Temporary Help Pay Authorization Form. Length of employment under these conditions will normally be for one academic semester or during the summer. Selection procedures outlined in paragraph A above apply to temporary employment under these conditions.

Unless an exception has been granted by the President, temporary employees will be paid at a rate which does not exceed the rate paid to permanent employees with similar duties and responsibilities. For classified employees, the maximum rate of pay will be the low rate specified in the APSU Skill Level Chart.

Temporary employees will not be employed longer than six consecutive months. After a seven-day break in employment has occurred, the employee may be rehired if necessary using normal employment procedures.

#### Internal Searches

At times it may be beneficial to fill vacant positions using an internal search limited to only regular employees of the University. This provides a fair competitive process and allows employees to advance within the University on a best qualified basis. Position announcements are circulated to all departments regarding the search. At the end of the advertising period, applicants are reviewed by the hiring department and a recommendation is made to Human Resources. With five or fewer applicants for the position, all qualified applicants will be interviewed. If more than five qualified applicants apply, the hiring department must interview a minimum of five applicants. Human Resources will review the recommendation with the AA Officer and forward to the President for approval. In the event no applicants are recommended by the department, the position will be advertised externally in accordance with procedures specified in this policy for permanent employment.

#### Promotions, Demotions, and Transfers

Promotions, demotions, or transfers of personnel from within the institution or of personnel from other institutions/schools within

the TBR System can be used to fill an existing permanent position that is currently vacant. In order to use one of these methods the employee must meet all requirements for the new position. As these are non-competitive actions, they can be approved only within the parameters of the institution's Affirmative Action Goals and Geier Employment Objectives. The Affirmative Action Office must certify that all goals and objectives have been met. An exception to the above will be allowed if the promotion, demotion, or transfer will assist the institution in meeting its goals and objectives for a given category of employment. When the promotion, demotion, or transfer does not contribute to the attainment of the goals or objectives, the vacant position will be advertised in accordance with normal employment procedures.

#### Emergency Hires

On occasion, there may be a requirement to fill a permanent position quickly because of previously scheduled activities or a demanding workload. When these situations occur, the position may be filled on an emergency basis without going through the advertising process. Emergency hires can extend no longer than one year. At the end of the year or sooner if desired, the position must be advertised in order to fill it on a permanent basis. Requests for emergency hire will be submitted using the Personnel Request Form and be plainly marked that the request is for an emergency hire. Justification for the emergency hire will be documented on a separate sheet and attached to the Personnel Request Form upon submission. The justification must clearly outline the reason an emergency hire is necessary and explain any delays from the time the vacancy was identified until submission of the request. The President will be the final approval on all emergency hire requests.

#### Hiring of Classified Employees for Temporary Positions

Permanent classified employees of APSU may be considered for temporary positions in addition to their normal duties. The position must be of limited duration and duties performed in the position must be outside of the normal work hours of the employee's regular position, including overtime hours. If the temporary work is voluntary, is not related to their normal job, and occurs on an occasional or sporadic basis, the additional hours do not count towards overtime for the employee. If these conditions do not exist, hours worked in the temporary position do count towards overtime.

Hours in excess of 40 per week (including normal duties) under these conditions must be paid at an adjusted rate. Departments who wish to employ a permanent classified employee in a temporary position must first coordinate with the Human Resources Office to determine if additional payment is required and the appropriate

rate of pay. Classified employees must obtain approval from their current supervisor before accepting employment in a temporary position.

### Student Employment

Employment of student workers under General Campus or College Work Study Program (CWSP) is coordinated through the Office of Student Financial Aid. Questions on procedures for these programs should be referred to that office.

Students may be employed in temporary positions through the Human Resources Office even if employed as a student worker in General Campus or CWSP. Authorization for students to work in these positions is subject to approval of the Office of Student Financial Aid. Students working in General Campus or CWSP are not eligible for employment in permanent positions; however, students not employed in either program are eligible. These appointments are subject to approval by the Office of Student Financial Aid.

### Funding

Prior to hiring a new employee, sufficient funds must be allocated to pay the employee's salary. For permanent employees, funds must be budgeted in the employee's permanent position. In addition, expenses associated with employee benefits must also be budgeted. For temporary positions, funds to pay salary must be budgeted in group positions corresponding to the following object codes:

- 1360 - Classified Position (Non-APSU employee)
- 1361 - Classified Position (APSU employee)
- 1160 - Administrative/Professional Position (Non-APSU employee)
- 1161 - Administrative/Professional Position (APSU employee)

Budget Request Forms transferring funds should be submitted by the department at the same time the hire request is submitted.

### Preparation of Advertisements and Job Descriptions

The originating office or search committee will prepare an advertisement for the vacant position to be placed with the local Employment Security Office and/or in the appropriate newspaper (Chronicle of Higher Education, Nashville Tennessean, Leaf Chronicle and/or professional publications). A more detailed description of the position should also be developed for use as a flier to be included with the APSU Application for Employment Form for those persons requesting information about the vacant position. The detailed description should include the title of the position, whether regular or temporary, full or part-time, experience and education required, salary range, closing date, termination date (if funded by grant or to be filled for only a specified period of

time), description of the specific job duties, and essential functions of the position. The advertisement and detailed description should accompany the Personnel Request Form. In addition, the advertisement will be posted on the Human Resources Employment Page within the University's home page on the World Wide Web.

The Human Resources Office will review the contents of the advertisement and detailed description and will stamp the EEO statement on each: "Austin Peay State University an Equal Opportunity Employer." Each announcement will also include the statement: "Minorities, women, and members of other protected groups are encouraged to apply," and will list materials to be submitted with the application form, such as, letter of interest, resume, letters of recommendation, and transcript (if applicable).

#### Placing of Advertisement

Human Resources will prepare the purchase requisitions for placing approved position announcements in the appropriate publications (if applicable for the position). For example, if an announcement is placed in a national newspaper, such as the Chronicle of Higher Education, the announcement ordinarily will not be placed in other publications. When an administrative/professional announcement is placed in the Nashville papers, it will also be placed in the Leaf Chronicle. All vacant positions will also be listed with the local Employment Security Office, and announcements will be circulated throughout the campus. Clerical/support positions are not normally advertised in newspapers but will be if the hiring department can justify and fund such a request.

Announcements of financial positions will be placed in appropriate newspapers and sent to the State Comptroller's Office and the Tennessee Board of Regents.

The Human Resources Office will pay for only those published advertisements which it has placed, provided its funds have not been exhausted. Departments that desire advertisements on a large scale (display ads, etc.) or request a subsequent advertisement will pay for these additional services out of department funds.

#### Time Allowed for Advertising

All administrative/professional positions ordinarily will be advertised in the appropriate publication one day only to cut down on cost. The search for administrative/professional positions will be open for a minimum of three weeks from the date of the announcement, and clerical/support positions open for a minimum of five days from the date of the announcement.

Minimum Recruiting Efforts

A plan has been established by the Tennessee Board of Regents to recruit minority candidates for faculty and administrative positions. This plan is detailed in TBR Guideline P-010.

As part of the above plan, advertisement/recruitment for vacant positions should provide the following:

- A. Advertisement of the position on bulletin boards, and/or in appropriate publications, and/or newspapers, and/or professional journals and the Tennessee Employment Security Office;
- B. Requests for nominations from professional organizations, discipline-related groups, and organizations devoted to leadership training (e.g., the ACE Office Leadership Development) if applicable for the position;
- C. Participation by other-race and/or minority members of all search, selection, or advisory committees, when practicable; and,
- D. Direct contacts to assure that qualified minorities are aware of the vacancy and are encouraged to apply, if applicable for the position based upon the status of current employment goals.

In addition to complying with the requirements cited above, other actions may be required when hiring faculty and administrative/professional employees defined in the TBR Guideline P-010. Supervisors should contact the Affirmative Action Officer before beginning any search for new employees in these categories.

For administrative/professional positions, Human Resources routinely sends letters soliciting nominations to TBR institutions and historically Black colleges and universities in the southeast. Announcements can be sent to other schools if a list is provided by the hiring department.

All applicants, including those for faculty positions, must be encouraged to identify themselves as to race, sex, and national origin, by completing a self-identification form provided them by Human Resources or, in the case of faculty, by the department or search committee. This form should be returned by the applicant to Human Resources or the Affirmative Action Officer for non-faculty and faculty positions respectively.

Who May Be Considered An Applicant

- A. Persons who have completed the application form and who have submitted it and any other required paperwork, such as resumes, letters of recommendation, transcripts, before the deadline stated in the advertisement.
- B. Persons who have an active application on file in Human Resources and who request that their application be considered for a specific vacant position. These persons may come by Human Resources on or before the deadline and sign the Applicant Data Form or they may mail their request to Human Resources on or before the deadline. They must be sure that their application materials on file include all documents requested in the advertisement.
- C. Only those persons applying for a vacant position. No unsolicited applications will be accepted.

Applications will remain active until the end of the fiscal year. Once an application becomes inactive the applicant must complete a new application.

Testing

Any testing of applicants, such as for secretarial skills, must be conducted by the Employment Security Office, which is equipped to administer tests which have been validated as nondiscriminatory. It will be the applicants' responsibility to contact that office to set up an appointment to take such test(s) before the closing date of the announcement; otherwise, they cannot be considered for the position.

Distribution and Receipt of Applications

The Human Resources Office will distribute blank Application for Employment Forms and flier information to any party expressing interest in the open position and will be the receiving office for all applications and materials for employment.

Once the application deadline has passed and appropriate reviews have been completed, Human Resources will forward all applications and other required paperwork with a copy of the Recruitment Plan, Applicant Outcome Form, Reference Checks Form, and Interview Notes Form to the search committee or other person(s) conducting the selection process. For all positions, a preemployment inquiry guide will be included.

### Search Committees

For faculty and administrative/professional positions search committees which include women and other-race members are recommended. Clerical/support positions do not require the assistance of a search committee.

### Affirmative Action Review

The AA Officer will review applications for all positions to assure that qualified applicants who are members of protected groups receive proper consideration in the selection process and are not discriminated against in any way. Should there be an inadequate representation of minority and female applicants, it may be necessary to reopen the search or extend the deadline for applications.

Prior to interviewing applicants, the list of persons to be interviewed will be provided to both the Affirmative Action and Human Resources Offices. The AA Officer will approve those applicants to be interviewed and may discuss with the supervisor or search committee other applicants who are strong candidates in protected groups who were not previously selected to interview.

At the completion of the selection process for faculty and administrative/professional positions, the chair of the selection committee or the hiring administrator must return the Recruitment Plan Form with the application materials of the successful candidate to the appropriate administrative officer, who will forward the material to the AA Officer for verification that an approved process has been followed. For administrative/professional positions the material must also include the Applicant Outcome Form and the Reference Check and Interview Notes Forms. For other positions, applications, Recruitment Plan, Reference Check/Interview Notes Forms, and the Applicant Outcome Form are returned to Human Resources with the recommendation.

A recommendation to hire will not be sent to the President for approval until all the appropriate paperwork has been completed and has been reviewed by the AA Officer and the Office of Human Resources.

### Evaluation of Applicants

The search committee, hiring administrator, director, or other individual reviewing applications shall evaluate the applicants according to the requirements listed in the position description. Each chair of the search committee or the hiring administrator should ensure preparation of the Checklist for Verification of Applicant Qualifications Form which is provided by Human Resources

to compare and document each applicant's qualifications against the requirements stated in the position description.

### Interview Process

The chair of the search committee, administrative officer or other interviewer will notify Human Resources and Affirmative Action of the names of qualified applicants to be interviewed. The preemployment inquiry guide should be reviewed by persons conducting interviews, and the Interview Notes Form must be used. Before an applicant can be recommended for employment the department must conduct reference checks. Three references are normally required. One reference must be the applicant's most recent employer. Once the interview process has been completed and the search committee, administrative office, etc., have made a decision as to who will be recommended to the President for hire, the department must complete the Applicant Outcome Form. Each applicant will be coded with the most appropriate statement. The form will be returned with the applications, Recruitment Plan, Reference Check Forms, Checklist for Verification of Applicant Qualifications and Interview Notes Forms to Human Resources. The AA Officer will review all material to assure that proper AA procedures have been followed and that all applicants have been treated fairly in the selection process.

### Background Check Process

Austin Peay State University requires job-related background information of final candidates for specified positions and employees who are promoted, reclassified, or transferred into specified positions. This process is necessary to ensure that individuals are selected who possess the qualifications to perform the duties of the position most effectively and who are best able to serve the University. Background checks may include but will not be limited to the confirmation of an individual's identity, review of an individual's criminal conviction record, if any, or verification of any license, certificate or degree required for appointment. The President shall designate positions requiring background checks within the institution.

Appointment to or continued employment in a critical position is contingent upon successful completion of a background check. Any appropriate background check is completed prior to appointing a person to a critical position. Should a check be initiated after employment has begun, the results shall be used to assess the employee's suitability for continued University employment.

Prior to beginning regular employment, all individuals are subject to an agency background check. Employment contracts should state that employment is conditioned on a satisfactory background check. The offer of a regular position is conditional upon the candidate's

successful completion of the agency background check. Whenever an offer is made in writing, this conditional statement must be included.

The Office of Human Resources will determine and maintain the list of what types of checks will be required based upon responsibilities of the position. Examples of positions which may require multiple types of checks include but are not limited to: positions with access to master keys, positions with direct access to/or responsibility for the institution's financial, payroll/personnel, and or purchasing systems, positions with responsibility for operation of TBR vehicles, child care positions, campus security, and law enforcement positions, positions working in residence halls, positions which require a professional license, the absence of which could expose the institution to legal liability and/or adverse public reaction, internal auditor positions, and dispatchers.

The Chair of the Search Committee or Department Head is responsible for ensuring that the "employee/applicant release and disclosure form" is completed and forwarded to Human Resources for all applicants who are to be interviewed. The Office of Human Resources faxes or sends via software the "agency background check request" to the background check agency. The background check agency will normally respond within 24 to 48 hours of receipt of the form. Human Resources will notify the hiring department of the job-related results.

Detention and/or arrest without conviction do not constitute valid ground for employment decisions and cannot play a part in the decision-making process. Only criminal convictions will be considered in determining an applicant's suitability for employment. Detention and/or arrest without conviction do not constitute valid ground for employment decisions and cannot play a part in the decision-making process. In determining an applicant's suitability for employment where the applicant has criminal convictions on his/her record, consideration will be given to the specific duties of the position, the number of offenses and circumstances of each, the age of the conviction(s), and the accuracy of the explanation on the application.

In all instances where information is obtained that would disqualify the candidate for hire, the Office of Human Resources will discuss the information with the Assistant Vice Chancellor of Human Resources and the Office of General Counsel to ensure the decision not to hire is fair and legal based upon the information. The Fair Credit Reporting Act (FCRA) provides that written notice and the name of the background check agency be given to individuals when employment is denied based upon information received from the reporting agency.

The agency conducting the check will charge a fee for each check that is conducted. The fee will automatically be charged to the department or office that is hiring the position.

Human Resources will serve as the custodian of the records for background check results. Results on individuals who become employees should be kept in the employee's personnel file. Background checks on individuals who do not begin employment should be kept with the search material.

### Employment Process

Human Resources will prepare three copies of the Notice of Appointment and Agreement of Employment (NAAE), which with the Personnel Request Form and application materials of the successful candidate, will be forwarded to the President, who makes the final hiring decision. The President will not sign an NAAE unless all the material, with forms properly executed and signed, accompany the recommendation to hire. After the President signs the NAAE letter, it is returned to Human Resources. Until the President signs the NAAE, the employment process is not complete: no commitment may be made to applicants recommended for hire and they may not start work until after the NAAE is signed. Human Resources will notify the successful applicants that they have been recommended for hire and coordinate a start date with the candidate and the department. Prior to reporting to work, new employees should stop by Human Resources to sign their NAAE. If it is not convenient for the applicant to come by Human Resources to sign the NAAE, the copies will be mailed to the applicant for his/her signature. The applicant will keep one copy and return two copies to the Human Resources Office at which time a copy will be sent to the department filling the position.

Prior to or on the first day of work, the employee must report to the Human Resources Office to complete employment forms. The employee must present original copies of documentation required by the Immigration Reform and Control Act of 1986. The most common forms of documentation used for verification are the social security card and a State driver's license. In the event the employee does not have either of these documents, other documentation specified in APSU Policy 5:033 may be substituted. If an employee does not present an original or copy of his/her social security card, he/she will be required to provide a written statement certifying his/her correct social security number.

Failure to provide required documents or verify social security number will result in a delayed starting date for the employee.