

## Staff Recruitment and Employment BU-PP 120

### Policy:

Baylor University requires persons wishing to be considered for a position at the University to complete and submit an application for employment. Background and reference checks will be conducted on final candidates considered for employment. The University's hire dates are the 1st and 3rd Monday of each month.

### Topics:

Recruitment  
Employment

### Related policies:

[BU-PP 002 — General Employment](#)  
[BU-PP 023 — Standards of Personal Conduct](#)  
[BU-PP 809 — New Employee Orientation](#)

### Additional information:

Persons will be considered applicants if they have completed a Baylor application form, possess the announced qualifications for the specified position, and have completed any testing, as appropriate. Employment by the University is contingent upon the successful completion of a background check and (1) pre-employment examinations, as appropriate; (2) Form I-9 (EEV) employment eligibility, in accordance with the Federal Immigration Reform and Control Act of 1986; (3) Baylor University Memorandum of Understanding Regarding Nature of Employment and Responsibilities of Non-Contract Employees (BU-PP 120B); (4) IRS Form W-4; (5) Drug-Free Workplace Form (BUPP 030A); and New Driver Information Form, as required.

***Note: To avoid delays in the start of employment, new hires must complete the above documents and provide appropriate identification on or before the first day of work.***

A list of new hires will be electronically submitted to the Texas New Hire Reporting (TNHR) Operation's Center in Austin, Texas.

### Contact:

Human Resources (x8539)

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### Recruitment—

Upon receipt of an approved BearQuest notice:

#### Human Resources will:

1. Confer with the requesting department to:
  - discuss affirmative action goals and procedures;
  - review the current job description and any special qualifications;
  - discuss recruiting strategies, including advertisements for the open position.
2. Seek qualified applicants by:
  - evaluating current employees for promotion or transfer;
  - considering referrals from employees;
  - reviewing previous application pools, as appropriate;
  - publicizing open positions with the minority community through minority groups and minority media;

- placing classified ads in appropriate newspapers or other publications; these must include the statements: “Baylor is a Baptist University affiliated with the Baptist General Convention of Texas”; “As an Affirmative Action/Equal Employment Opportunity employer, Baylor encourages minorities, women, veterans and persons with disabilities to apply”; and “Baylor’s mission is to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.”;
  - contacting the Texas Workforce Commission;
  - contacting Baylor Career Services, or other employment agencies
  - posting positions on the Human Resources website and job line
3. Receive and enter all information from job applications, including Affirmative Action Questionnaires (BU-PP 120E), into the applicant tracking system (Banner).
  4. Review applications for qualifications and completeness.
  5. Administer testing, as required.
  6. Forward applications, resumes and letters of interest for qualified candidates for employment to the appropriate person in the requesting department for evaluation and selection of candidates for interview.
  7. Work with the requesting department to schedule selected applicants for interview using the Applicant Interview Form (BU-PP 120A).

The **requesting department** will:

- review the applications, resumes and letters of interest provided by Human Resources;
- select minimum of three candidates to be interviewed; provide dates/times to Human Resources for coordination of interviews;
- conduct interviews and complete Applicant Interview Form for each; complete Reference Check Form for selected candidate; return forms to Human Resources with recommended action;
- upon final selection, complete the Affirmative Action Summary. (The information required to complete items 4 and 5 of the Affirmative Action Summary will be furnished to the department head by Human Resources.) The completed and signed Affirmative Action Summary will then be forwarded to the appropriate dean or department head and divisional vice president (and the president , in certain instances) for approval;
- destroy all applications, resumes and letters of interest previously provided by Human Resources upon completion of the process;
- The **dean or department head and divisional vice president (and, when appropriate, president)** will:
  - review the Affirmative Action Summary for accuracy and completeness, insuring that the selection process has been in support of affirmative action goals;
  - forward the Affirmative Action Summary to Human Resources.

## Employment—

### Once a candidate is identified:

Before a candidate is recommended for hire, the hiring department should conduct reference checks and obtain a signed consent and disclosure form, which authorizes Baylor to conduct the pre-employment background check.

#### I. Reference Checks

- The hiring department is expected to conduct three personal reference checks on their top candidate.
- In order to obtain information about the candidate's performance and conduct, the hiring department is expected to contact the candidate's current, and if necessary, the previous employer. The department should also check indirect references such as co-workers in order to obtain information about the candidate.
- The [Baylor Reference Check Form](#) should be used to record the results of the reference checks. This information should be kept confidential.

#### II. Pre-employment Checks

- The hiring department should deliver the signed [Consent and Disclosure Form](#) to Human Resources (by fax, scan or in person) to process the background check. A legibly completed form promptly delivered to Human Resources will help ensure that results are received in a timely manner.
- Human Resources will notify the hiring department once the process is complete. In the majority of cases this process may be completed within 24 business hours; however, it may take up to 72 hours in other situations. (Note: This action is predicated upon the various places in which a candidate has lived. If a candidate lives internationally, this process may take longer due to accessibility of international files.)
- If results received indicate a potential problem, Human Resources will convene its Review Committee (Office of General Counsel, Risk Management, Provost Office, Baylor Police Department, and Human Resources) to discuss the case. Should the discussion warrant further action, the candidate and hiring department will be notified.

Note: An offer of employment will be extended only after the successful completion of the pre-employment background and reference checks.

Once results are received from the background and reference checks, the hiring department and Human Resources may proceed with extending an offer. Please note that the Reference Check Forms may be sent electronically, by fax, or by campus mail to Human Resources.

Upon recommendation for employment, **Human Resources** will:

- extend the employment offer; (candidates are expected to acknowledge acceptance or denial of the employment offer within 10 business days);
- review the Affirmative Action Summary for accuracy, completeness, and compliance with the affirmative action policies;
- complete hire information in the Employment Management System (EMS)
- forward the Affirmative Action Summary to the appropriate vice president **(and, when appropriate, president)** for approval. **IMPORTANT: A final job offer may only be made after this approval has been obtained. All job offers must be coordinated through Human Resources before offer is extended to selected candidates.**
- insure that new employees begin work on the 1st and 3rd Monday of each month (some exceptions may apply);
- insure that the each employee completes:
  1. W-4 form, providing a copy of the Social Security Card for income tax purposes;
  2. Form I-9 Employment Eligibility and Verification, providing acceptable forms of identification as required;
  3. Baylor University Memorandum of Understanding Regarding Nature of Employment and Responsibilities of Non-Contract Employees (BU-PP 120B);
  4. Personnel Information Form (BU-PP 120C)
  5. physical, psychological and drug/alcohol examination, as required;
  6. testing, as required;
  7. new driver information, as required;
  8. Drug-Free Workplace Form BU-PP 030A, as required;
- share with new employees pertinent information about the services and support provided by Human Resources;
- invite new hire to attend WOW (**W**orkplace **O**rientation and **W**elcome);
- file the Affirmative Action Summary with the appropriate hire information to document the search process; and
- notify all non-selected candidates (interviewees courtesy phone call; all others by e-mail/mail); retain the job applications for record-keeping purposes.

Newly hired staff or transfers are placed on a 180-day observation period at the beginning of his/her employment with the University.