OCEAN DRILLING PROGRAM

Hiring and Termination

Guidelines for Supervisors

Compiled By: Human Resources and Insurance Services
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SYNOPSIS: SEQUENCE OF HIRING PROCEDURES

The following summary is a typical sequence of events in the hiring process. The steps in completing termination and filling a vacancy are usually simultaneous. For more information on the individual steps in the hiring process and other subjects related to the employment process, please refer to the appropriate section of the attached Hiring Guidelines.

Termination

A. Supervisor learns of upcoming position vacancy.
B. Supervisor requests letter of resignation from employee.
C. Letter of resignation is copied to Human Resources (HR) supervisor.
D. Employee meets with payroll regarding leave balances.
E. Employee meets with HR to discuss the exit checkout and completes termination documents.
F. Employee is terminated.

Filling a Vacancy

A. Supervisor informs HR supervisor of vacancy.
B. Approval to fill position is obtained from Headquarters/TAMRF Vice President (VP)
C. Selection committee is setup, if applicable.
D. Hiring supervisor or selection committee develops selection criteria and matrix.
E. Vacancy is posted and/or advertised.
F. Applications are received and reviewed by TAMU/TAMRF to determine eligibility according to job standards, and those meeting minimum requirements are referred to the hiring supervisor.
G. Position application period closes or position is put on hold.
H. Applications are screened by hiring supervisor.
   1. Applications are ranked
   2. Interviews are conducted
   3. Supervisor conducts reference checks on best candidate(s)
I. Hiring supervisor and ODP payroll supervisor initiate a Quarter Sheet at the request of supervisor.
J. Quarter sheet is signed by HR and approved by the department head and ODP director/TAMRF VP.
K. Payroll notifies the hiring supervisor when the approved Quarter sheet is completed and returned.
L. Hiring supervisor makes offer of employment to the candidate, contingent upon:
• TAMU/TAMRF approval (whichever is applicable)
• Successful driving record check (if applicable)
• Successful completion of new employee physical exam (if applicable)

M. If candidate verbally accepts offer:
   1. Offer letter written by the hiring supervisor to the new hire (HR assistance available to ensure correct information is contained in the letter)
   2. Offer letter reviewed by HR
   3. Written acceptance requested/received from new hire

N. HR closes position.
   1. Rejection letters are sent by HR to unsuccessful applicants.
   2. HR retains applications/resumes, applicant referral documents, hiring summary and hiring certificate for two years.
   3. Supervisor retains screening process documentation, interview questions and responses, telephone reference forms, and written correspondence with applicants for two years. (Supervisor may provide complete package to HR for retention if desired)

O. Name plate is ordered by HR for new employee.

P. Employee's First Day
   1. New employee meets with HR and payroll supervisors.
   2. New employee attends TAMU benefit orientation or signs up for TAMRF benefits.

Q. Supervisor reviews position description (PD) with new employee. Supervisor, employee and department head sign PD and return to HR.

R. Hiring process complete.
ODP HIRING AND TERMINATION GUIDELINES FOR SUPERVISORS

Introduction

This document was created to answer supervisors' questions on the procedures for opening and posting a vacancy, screening applications, selecting candidates for hire and offering a position to a candidate when filling a vacant ODP Texas A&M University (TAMU) or Texas A&M Research Foundation (TAMRF) position. It also covers related topics such as an employee's first day, hiring non-U.S. citizens, and the termination process.

This document provides the hiring supervisor with information on the proper sequence of events when hiring for any ODP position, from full-time budgeted employees through student employees. It describes the process for hiring a replacement for an existing approved position (e.g. a Program Plan position). Prior approval must be obtained from the ODP director or TAMRF Vice President when new or non-Program Plan positions are requested. Approval must be obtained before initiating any part of the hiring process described herein.

Comprehensive documents on policies and procedures for employment with TAMU or TAMRF are available in the HR office or on the internet at:

   TAMU: http://hr.tamu.edu/employment/
   TAMRF: http://rf-web.tamu.edu/hr/employment.html

In addition, TAMU's HR department web site, http://hr.tamu.edu/employment, provides detailed information for hiring supervisors on the following items:

   Requesting Software & Keyboarding Skills Assessment Testing: When posting new office support positions, hiring supervisors may request that final applicants take a skills assessment at the Employment Office prior to their interview. This MS Power Point presentation gives a short overview of the process and available tests.

   Increasing Diversity in the Hiring Process: Outlines methods departments can use to increase diversity in their hiring process. Because increasing diversity of the University staff is one of the major objectives of Vision 2020 it should be a significant part of each step of the hiring process.

   Online Employment Service Training: This MS Power Point presentation provides a brief overview of information for hiring departments on the new Online Employment Service. This site also includes links to all forms used in the hiring process.

   Steps for Advertising Job Positions: contains information to help departments place ads in newspapers, magazines, and related publications for the purpose of building a large diverse applicant pool.

   Texas A&M University Employment Guide: contains information for hiring departments on assessing an applicant's qualifications, conducting effective interviews, and making objective hiring decisions.
Procedures Guide for Staff Search Committees: contains information on special search procedures and responsibilities, building the applicant pool, interviewing, and other vital information.

The Do's & Don'ts of Reference Checks: contains information about certain safeguards that should be followed when providing references on current or former employees.

Security Sensitive Information: contains important news about the security sensitive screening program for new or promoted employees.

Radio & Newspaper Recruitment Advertising Options: illustrates that radio advertising is a low cost option that can be used when recruiting new employees. It can be used in conjunction with newspaper advertising to create even larger applicant pools.

For a synopsis of the sequence of events in the hiring process, please see page 4.

Notice of Intent to Fill a Vacancy

A Supervisor must notify the HR supervisor when a job vacancy is expected within his/her department. The hiring supervisor and the HR supervisor will discuss several topics to initiate the hiring process, including:

- Obtaining approval to fill the position
- Revising the PD
- Revising the advertisement for the position, if applicable
- Determining publications/dates to advertise the position, along with where to advertise
- Defining an application period to accept applications and resumes
- Getting approval for a hiring salary range for the position, if applicable
- Setting up selection committees, for certain professional level positions
- Receiving and screening applications
- Expected hire date

Starting Salaries for All Positions

- It is standard procedure for a new hire to be offered the minimum salary figure in the hiring salary range. Exceptions require justification. Justification must be based on the applicant's experience and qualifications as compared to the specific requirements of the position being filled.

- It is not recommended that a supervisor hire at a salary level above that of an experienced employee occupying the position in question. Prior approval must be obtained from the appropriate department manager and the ODP director or deputy director in the director's absence, if changes in the Position Description (PD) warrant a salary level adjustment. Requests for offering a salary above the established hiring range must be justified and approved by the Director or VP TAMRF as appropriate.
Posting and Advertising a Vacant Position

Updating the Advertisement

- The HR office will provide a copy of the position advertisement and PD to the hiring supervisor. The hiring supervisor is responsible for revising the position advertisement, if necessary, and returning the revised advertisement to the HR Advisor. The HR Advisor is responsible for posting all vacant positions. A copy of the updated version of the advertisement will be kept on file in the HR office.

- After the hiring supervisor reviews the PD, previous posting, and returns them to the HR Advisor, the HR Advisor creates a Notice of Vacancy (NOV). The NOV has to be submitted to the TAMU Employment Office for approval (for TAMU positions or TAMRF positions posted at TAMU). Upon approval, the NOV number will be assigned automatically.

- For TAMU positions or TAMRF positions posted at TAMU, the hiring supervisor can create open-ended/close-ended questions on the NOV. On closed-ended questions points may be assigned that can be used to rank applicants and designate and answer as a disqualifying answer. Applicants who select a disqualifying answer will be automatically moved to a status of not hired with a reason of did not meet minimum qualifications.

- When posting new office support positions, hiring supervisors may request that final applicants take a skills assessment (i.e., Word, Excel, Access, Project) at the Employment Office prior to their interview. There are two levels of Word and Excel available one being basic and the other more advanced. The hiring supervisor can view individual results online. The hiring supervisor should notify the HR Advisor if they want these tests. The hiring supervisor should also consider whether the position should be designated as security sensitive. These factors should be considered when determining security sensitive positions: (1) positions having access to large amounts or currency, (2) master keys, (3) sensitive computerized databases or (4) positions located in areas designated as security sensitive. If you designate a position as security sensitive there are two screening methods available, one checks convictions for the state of Texas only, the other is an enhanced security screening which searches for convictions in all states and counties where applicant lived during past seven years.

Posting Requirements for Every Vacancy

TAMU

- Every vacant TAMU position must be posted on bulletin boards in the ODP building and at the TAMU Employment Office for a minimum of five full working days. This requirement includes budgeted positions and positions being filled by internal transfer or promotion.

- Temporary, student worker, and graduate assistant research (GAR) position vacancies are required to be posted internally on ODP bulletin boards for a minimum of five working days before a decision to hire is made. Ads for student positions can be posted on the TAMU Department of Student Financial Aid web site or in the appropriate academic departments. HR will assist supervisors in meeting this requirement.

TAMRF

- All TAMRF budgeted positions must be posted for a minimum of five full working days at
ODP and at TAMRF. TAMRF has an internal only posting requirement for the first five days, before a position can be advertised publicly. Attachment A is a copy of the TAMRF procedures for filling a vacant position.

**JOIDES Resolution**

- All vacant budgeted and temporary positions will be posted to the JOIDES Resolution via email message to the lab officer, regardless of the length of the application period.

**Newspaper/Journal**

- A position may be advertised in the newspaper or trade journal. For ads over $1,500, department managers approval and a purchase requisition are required. The HR Advisor maintains a list of newspaper and journal sources routinely used to advertise vacant positions locally, statewide, nationally, and internationally.

- The deadline for placing an ad in the local newspaper is WEDNESDAY and a major Texas city newspaper is FRIDAY if the ad is to appear the following SUNDAY. Lead time required to place an ad in a national newspaper or weekly publication is one to two weeks. Lead time required to place an ad in an international publication or monthly trade journal is four to eight weeks.

- For any position advertised in a local newspaper, the minimum closing date for accepting applications is five full working days after the newspaper advertisement appears. For positions advertised in state, national, and international publications, a minimum of ten full working days following appearance of the advertisement is required. The closing dates for any position can be extended as needed.

**International (JOI/JOIDES Members)**

- Positions in the scientific, technical and engineering fields are advertised directly to the JOI and JOIDES member organization offices. Positions advertised internationally should have at least a minimum of ten full working days following appearance of the advertisement. Attachment B is a list of positions routinely advertised to JOI/JOIDES member organizations.

**Updating the PD**

- Turnover within any position is an opportune time to review and revise the PD. The PD is commonly known as the job description. PD's for all ODP budgeted positions are kept on file in the HR office. Supervisors may request copies of a PD at any time. Revised PD’s must be submitted to the HR office to update the PD database files.

**Applications**

**TAMU**

- Applicants are required to submit their application online at: http://hr.tamu.edu/employment/ on any computer with WEB access. Applicants may
attach an electronic resume or cover letter for each position they apply for. Applications remain on file as long as individuals are actively applying for positions. After an application has been inactive for a full year, the individual will have to reenter his/her application before they can apply again. Applications can be updated at any time.

- Once the applicants apply online and have met the requirements for the position, hiring supervisors may go online and view the applications. The HR office will email the hiring supervisor the password and web-site, so the applications can be viewed at their discretion. Paper copies of the applications can be obtained by contacting the HR office; however, it is strongly recommended that the hiring supervisor view the applications online.

- HR may call for a referral of an application from TAMU Employment, if on file within the last year.

- These requirements also apply to internal candidates.

**TAMRF**

- Applicants need to complete a TAMRF employment application form either in person or they can download the application online at:
  - [http://rf-web.tamu.edu/forms/files/HR/EmploymentApplication(i).pdf](http://rf-web.tamu.edu/forms/files/HR/EmploymentApplication(i).pdf) and turn it into the HR office. Applicants may attach a resume or cover letter for each position they apply for. If you do not apply for any positions for a full year, you will have to complete a new application before you can apply again. Applications can be updated at any time.

**Processing Applications**

A hiring supervisor should not receive a resume or application directly for a TAMU position, the applicant must submit an online application. If a hiring supervisor receives a resume or application directly, please forward to ODP HR office and they will notify the applicant of the TAMU online employment process. If a hiring supervisor receives a resume or application directly for a TAMRF position, the application must be routed through HR for database processing and screening.

**TAMU**

- Applications for all ODP/TAMU positions are submitted online to the TAMU Employment Office. Notice of Vacancy (NOV) numbers are assigned by the TAMU Employment Office. Once applications are referred from TAMU Employment Office, applications are printed and entered in the ODP applicants database. A file of applications for the vacancy is collected. HR keeps all original applications on file.

**TAMRF**

- Applications for all TAMRF positions are submitted to the HR office to determine eligibility according to job requirements.

**TAMU/TAMRF**

- For temporary, GAR and student worker positions, individuals are required to fill out an
application, attach a resume and leave completed application with the receptionist or the HR office. A copy is made of the application and then given to the hiring supervisor for review. Hiring departments will contact applicants they wish to interview.

Screening Applications

- Screening and interviewing must be conducted in compliance with Federal Equal Employment Opportunity (EEO) laws. EEO Laws ban discrimination in employment based on race, color, religion, age, sex, national origin, disability, pregnancy, and veteran status. For more information on various employment laws, please contact the HR office.

**TAMU**

- Applicants will know immediately if they have been referred to the hiring department for evaluation. After the hiring supervisor views the applications online and has chosen the applicants which best match the desired traits, skills and training, the hiring supervisor is required to notify the HR office, so the position may be placed on hold.

- A hiring supervisor may contact the top applicants to set up interviews, and/or ask questions regarding information on an applicant’s resume. A hiring supervisor may provide a brief description of the position and may release the approved hiring salary range.

- After the hiring supervisor has chosen the applicant to be hired, the hiring supervisor must notify the HR Advisor, so that the position may be closed at the TAMU Employment Office, and the ad removed from ODP’s bulletin boards and web-site.

**TAMRF**

- The HR office screens all applications to make sure applicants meet the job requirements. The HR office makes copies of the application and distributes to the hiring supervisor.

- Once the hiring supervisor reviews the applications and chooses the applicants which best match the desired traits, skills, and training, the hiring supervisor must notify the HR Advisor to remove the ad from our bulletin boards and the web-site.

- A hiring supervisor may contact the top applicants to set up interviews, and/or ask questions regarding information on an applicant’s resume. A hiring supervisor may provide a brief description of the position and may release the approved hiring salary range.

- After the hiring supervisor has chosen the applicant to be offered the position, all approvals are obtained and the applicant accepts, the hiring supervisor must notify the HR Advisor of the decision.

**Selection Criteria**

To determine what applicants to interview, hiring supervisors should list the minimum education, skill and training preferred for the position. All TAMU/TAMRF applicants received by the hiring supervisor have the minimum required education and experience. The hiring supervisor then reviews each applicant to the established selection criteria. Selection
criteria should be set up prior to receiving or reviewing any applicants. The HR supervisor is available to assist hiring supervisor in developing selection criteria for positions.

The hiring supervisor chooses the three to five applicants who best match the desired traits, skills, and training to interview. Weights can be assigned to each selection criteria and applicants ranked to determine the top applicants for interview.

A hiring supervisor may contact the top applicants to set up interviews, and/or to ask questions regarding information on an applicant's resume. A hiring supervisor may provide a brief description of the position and may release the approved hiring salary range.

Key points to remember:

- Comments must not be written directly on an application or resume. The alternative is to make separate notes. All notes must be kept by hiring supervisor for two years.

- Do not automatically screen out applications, indicating that the applicant has earned more than the position will pay. The applicant is in the best position to decide to be dropped from consideration based on salary.

**Interviewing**

The following is a helpful guideline to the interviewing process.

- Hiring supervisors are not required to interview all qualified applicants. It is suggested that the hiring supervisor interview the three to five most qualified candidates. If these candidates are not suitable or withdraw from consideration, the hiring supervisor may continue interviewing the next most qualified applicants. Hiring supervisors may not interview anyone who has not formally applied for a vacant position.

- Interviews must be conducted in compliance with Federal Equal Employment Opportunity (EEO) laws. EEO laws ban discrimination in employment based on race, color, religion, age, sex, national origin, disabilities, pregnancy, and veteran status.

- Hiring supervisors are required to make notes on the reasons for selection decisions during the hiring process. Supervisors must keep these notes in a secure file for two years.

- Additional information on conducting effective and legal employment interviews is available in Attachment C.

**Conducting Reference Checks**

- A hiring supervisor must conduct reference checks on the "final" candidate(s) before getting approval to make an offer of employment. Reference checks may be made by the hiring supervisor or by the HR office. Reference checks are NOT optional, they are a critical part of the successful hiring process.

- Reference checks must be made in compliance with EEO laws. Additional information on conducting effective and legal reference checks is available in the HR office.
Attachment D for sample reference check questions.

**Hiring Internal Applicants (Current ODP Employees)**

- A TAMU employee must be in his/her present position for at least three months to become eligible to transfer to another TAMU position (Systems Regulation 33.99.04). A TAMRF employee must be in his/her present position for at least three months to become eligible to transfer to another TAMRF position. Deviation from these requirements requires approval of the appropriate President or President’s designee in the case of TAMU employees and the ODP/TAMRF Vice President (Division Head) for ODP/TAMRF employees.

- The following procedures and guidelines have been established for hiring from within ODP:
  - A current ODP employee (referred to as an internal applicant) must apply for a vacancy in order to be considered. Hiring supervisors may not interview ODP employees who have not formally applied for a vacant position.
  - An internal TAMU applicant should complete an online employment application at: [http://hr.tamu.edu/employment](http://hr.tamu.edu/employment) and attach an electronic resume and cover letter with their application. An internal TAMRF applicant should submit a completed employment application, a current resume and cover letter to the HR office. A hiring supervisor may review an internal applicant’s performance evaluations in the HR supervisor’s office.
  - An employee is encouraged to discuss his/her interest in applying for a vacant ODP position with his/her supervisor at the earliest opportunity. A supervisor must allow his/her employees to apply for any vacant position.
  - Internal applicants are recommended to notify their current supervisor, before interviewing for a position. The hiring supervisor is required to notify the applicants current supervisor prior to an offer being made to an internal candidate. A hiring supervisor may meet with the employee’s present supervisor to discuss the employee’s past performance as part of the hiring process.
  - Hiring supervisors are encouraged to interview qualified internal applicants, and promote from within when possible.

**Reimbursement of Travel Expenses for Applicants**

- An ODP department manager may elect to pay the travel expenses for applicants living outside a 50-mile radius of the Bryan-College Station area who travel to ODP for employment interviews. Expenses must be paid in accordance with the guidelines established in the TAMRF-Ocean Drilling Program Travel Policy. The TAMRF-ODP travel policy is available from the ODP travel branch.
Making an Offer of Employment

- An offer of employment may not be made to a candidate until a Quarter Sheet is approved/signed by (1) the ODP director (for TAMU employees) or (2) the Vice President/TAMRF (for TAMRF employees).

Quarter Sheet

- Upon completion of the screening, interviewing, and reference checking process, a candidate is selected for hire. The hiring supervisor will meet with Payroll to initiate a Quarter Sheet. The completed Quarter Sheet to is then submitted to the HR supervisor for signature, who then returns it to the department manager who signs and then turns it over to the ODP director or the Vice President/TAMRF for approval, as appropriate. Attachment E is an example of a Quarter Sheet.

- HR or Payroll will notify the hiring supervisor when the Quarter Sheet is approved. The ODP director or deputy director in the absence of the director will be informed when a new TAMRF employee is approved by the Vice President/TAMRF.

Conditions of Employment

TAMU/TAMRF Approval

- The hiring supervisor may make an offer of employment to the candidate, with the stipulation that the offer is contingent upon approval by TAMU or TAMRF, as appropriate. A hiring supervisor may quote the approved monthly salary figure - not an annual salary. Additional contingencies may determine whether a candidate will be accepted for hire, as explained below.

Driving Record Check

- For positions that require regular driving of ODP vehicles as part of their duties a driving record check is required. Position titles requiring driving record checks are listed on Attachment F.

- A hiring supervisor requests a copy of the candidate’s driver’s license when the offer of employment is accepted and turns it over to the HR Advisor. The HR Advisor will call ANCO and add the employee on the insurance. ANCO will inform the HR Advisor (usually within a week) if the employee can or cannot be added at that time.

- Any offer of employment must be withdrawn if ANCO does not receive approval for insurance coverage of the employee.

New Employee Physical

- Any candidate offered a seagoing position must pass a new employee physical exam as a condition of employment. The physical exam should be completed prior to the employee’s first day of work. Details on new employee physical exam requirements are outlined in the ODP Physical Examination Policy and Procedures, available in the HR office. Position titles requiring new employee physical exams are listed on Attachment G.
Probationary Period

- All hires in ODP TAMU and TAMRF positions are subject to a minimum six-month probationary period to evaluate the suitability of the candidate for the position.

- TAMU employees transferring to ODP/TAMU positions may be subject to an additional three-month probationary period, if agreed to and is part of the offer letter. TAMRF employees transferring to other TAMRF positions may be subject to an additional three-month probationary period, if agreed to and is part of the offer letter.

- Probationary period status for TAMU and TAMRF employees may affect a new hire's ability to use vacation leave. Additional information on probationary periods is available in the HR office.

Performance Evaluation

- TAMU requires new hire probationary employees to be reviewed one time before the end of the fourth month of employment.

- TAMRF requires a formal written performance evaluation to be conducted at third and sixth months of employment.

- Rehired and transferred employees of TAMU/TAMRF are subject to a maximum three-month probationary period at the discretion of their supervisor, as indicated in the employee’s offer letter.

Benefit Plan Information

- A hiring supervisor may make an appointment for a prospective benefit eligible employee to discuss TAMU or TAMRF benefits information with the HR Coordinator. This may be done at the time of the employment interview, or following an offer of employment.

Offer Letter

- It is required that the hiring supervisor send an offer letter to a new hire following a verbal offer of employment and verbal acceptance from the candidate. The offer letter reiterates the conditions under which a new employee will be accepted for hire, and asks for written acceptance of these conditions from the candidate. The HR supervisor must review a draft offer letter before it is sent to the new hire, and must receive a copy of the offer letter and a copy of the candidate’s acceptance letter. These documents become a part of the employee’s personnel file.

- Additional information on what should be included in offer letters is shown on Attachment H.

Relocation

- The Manager of the hiring department may authorize the payment of moving expenses incurred by a candidate who has accepted an offer of employment, if the individual must relocate in order to work at ODP. The candidate must reside more than 50 miles outside the radius of the Bryan-College Station area at the time of hire to be eligible. The Relocation Policy Attachment I provides complete relocation procedures.

- The hiring supervisor must complete the Employee Relocation Information and Approval
Form Attachment J and forward to the department manager for written approval with the ODP Quarter Sheet. If the box is not checked on the relocation line on the ODP Quarter Sheet, it will be understood that no offers were made to the new employee for the reimbursement of any type of relocation costs. Therefore, no type of relocation costs (i.e., travel to find housing, etc.) can be reimbursed. If marked, the Employee Relocation Information and Approval Form, along with any other terms and conditions of the verbal offer acceptance, must be included in the formal written employment offer letter and sent to the HR office for review prior to sending to the prospective employee.

- A copy of the Employee Relocation Policy Attachment K and the current TAMRF/ODP Travel Policy are to be attached to the offer letter when sent to the prospective employee.

Responding to Applicants

Unsolicited Applications

- Applications-resumes received in the HR office for positions that are not vacant are forwarded to TAMU employment office. TAMU responds to all unsolicited applications-resumes with a letter. The letter explains TAMU’s employment process.

Rejection Letters

- When a candidate has accepted a job offer, the HR Advisor provides a list of applicants to the hiring supervisor. The hiring supervisor indicates on the form, which applicants were interviewed and which applicants were informed that the position was filled by another candidate. As a courtesy, most hiring supervisors contact unsuccessful candidates that were interviewed and all internal candidates to inform them that the position was filled by another applicant. If a hiring supervisor prefers, the HR office will inform internal candidates that the position was filled by another candidate.

- The HR office sends a letter (Attachment L) to each applicant who was eliminated from consideration and was not interviewed for the position to inform them the position has been filled. Letters are not sent to applicants notified by the hiring supervisor or internal candidates. The HR Advisor indicates on applicant list the date the letter was sent.

- A list of all candidates receiving reject letters is filed with HR position file.

Position Files

- The HR office must keep on file for two years the applications/resumes, applicant referral documents and hiring summary/hiring certificate.

- The hiring supervisor is responsible for keeping the screening process documentation, interview questions and responses, telephone reference forms and written correspondence with applicants for two years.

Response to Unsuccessful Interviewed Candidates

- Informing candidates that they were not selected for hire is an unpleasant but necessary part of the hiring supervisor’s task in the selection process. As a courtesy, most hiring supervisors telephone unsuccessful, interviewed candidates to inform them that the position was filled by another applicant. It is possible that the candidate will
inquire/challenge the supervisor on the reasons for not being selected.

- One way to avoid a challenge is to start by thanking the person for taking the time to interview, state that another candidate who better matched the position requirements was selected, and let the non-selected candidate know that his/her application will be kept on file for one year in the event another position becomes available.

- It is not advisable to "soften the blow" by stressing the excellent qualifications of the candidate not selected. This creates a challenge and does not make the bad news easier to hear. After all, if the candidate had such excellent qualifications, why wasn't he or she hired? It is also not necessary to justify the selection decision, or defend the qualifications of the individual who was hired. On the other hand, if the unsuccessful candidate lacked a critical skill or critical experience, the hiring supervisor may say so.

- If the interviewed candidates cannot be reached by telephone, HR can send "thank you for interviewing" letters (Attachment M) to those who were not hired, upon request.

Planning a New Employee's First Day

Documentation for Proof of Citizenship Requirements

- Once an applicant has accepted the position, the hiring supervisor must notify the HR Coordinator to set up a time for orientation on the first working day.

- All new employees must bring certain document(s) when meeting with the HR and Payroll supervisors, on the first working day: List of acceptable documents provided at Attachment N.

- Additional documents are required of non-U.S. citizens. For additional information on hiring non-U.S. citizens and various visa options, please see Attachment O.

Discussions with HR & Payroll

- The hiring supervisor should plan on a new employee spending one to two hours completing employment forms and discussing employee benefits (if applicable) on his/her first day.

TAMU Employees (Benefit-Eligible Positions)

- New TAMU employees (including GAR’s) are required to take an online orientation for State mandated training on EEO and ethics. The HR office will set up the training and provide an informational sheet to the employee on how to take this training. A new TAMU employee must sign up for benefits within the first five working days to take advantage of benefits. New employee benefit enrollment is held on campus every day; however, HR must make an appointment for the employee to attend.

TAMRF Employees

- New TAMRF employees must discuss benefit choices with the HR Coordinator and fill out application forms to enroll in the available benefit plans. These choices should be made as soon as possible following the employee’s first working day, so that the benefit plans become effective at the earliest opportunity.
TAMU Temporary (Non-Benefit Eligible) and Student Employees

- TAMU temporary employees are required to take an online State mandated EEO and ethics training within the first thirty days of employment. The HR Coordinator will provide the temporary employee with access to this training.

- Student workers are required to take an online orientation session. The HR Coordinator will provide the student worker access to this training.

Hiring Foreign Nationals

- ODP must always justify hiring a foreign national instead of a United States citizen. ODP will be responsible for obtaining and furnishing information showing that no U.S. citizen of equal training, experience, and competence is available to fill the position. When two qualified candidates are considered, and one is an U.S. citizen and the other a non-U.S. citizen, U.S. Labor Department law requires the hiring of the U.S. citizen.

Budgeted Positions for Foreign Nationals Living Outside the U.S.

- Hiring supervisors who are considering hiring a foreign national for any position, including a student position, can meet with the Payroll Branch to discuss the requirements. However, hiring supervisors cannot ask the applicant any questions on his/her visa status. Much information is required from the candidate before the proper visa can be issued for the employee to enter the U.S. to work. A summary of visa options is listed in Attachment O. Approval must be obtained by TAMU Immigration Services Department to hire a foreign national. Payroll branch initiates this action by completing the Form I-80 and attaching the passport, I-94. The I-80 must be approved (after the proper visa is obtained) before the employee is permitted to work.

- Documentation that a person is eligible to work in the United States may not be requested until a contingent offer of employment has been made. All offers of employment should state that employment is contingent on the applicant obtaining the proper visa. Foreign national employees are responsible for maintaining valid visa status to continue their employment. The employment of an employee who fails to maintain valid status may be interrupted or terminated.

- A visa is not required for new employees hired under the ODP Alternate Sea Pay/Compensatory Time Policy (ASPP) Program. An employee may live in their home country or another country of choice. The employee is not required to obtain any type of working visa or meet Federal I-9 requirements because he/she will not work or reside in the U.S.

Student Positions for Foreign Nationals Living Within the U.S.

The foreign national student must bring his/her passport and I-20 paperwork to Payroll Branch 10-14 days prior to starting employment. A foreign national student cannot work or attend orientation to enroll on the payroll and will not receive a paycheck until all authorization paperwork in processed and returned approved to the Payroll Branch.
Hiring Temporary Agency Employees

"Temporaries" may be used for critical positions that cannot remain vacant during the hiring process or for short-term periods when additional personnel are required for the department to meet its goals or deadlines. Department managers must approve the hiring of a temporary.

- The hiring supervisor must notify the HR supervisor when temporary agency personnel are needed. The hiring supervisor must provide the skills, salary, length of employment and any additional information to the HR supervisor to assist the agency in finding suitable temporary.

- The HR Coordinator will contact a local temporary agency and obtain resumes for the hiring supervisor to review.

- When a decision is made to hire a temporary, HR contacts the agency.

- The hiring supervisor maintains time sheet records for temporary employees, and verifies hours billed.

Name and Title Plates

- Employees in budgeted positions have their names and title plates on wall-mounted signs outside their office doors. The HR Advisor obtains nameplates for new employees. Supervisors should request HR order new plates for employees with name changes or when title changes occur as a result of department restructuring. The costs for lettering name/title plates are charged to the employee's department cost center.

Raises and Promotions

- Annual raises and/or promotions are defined by the ODP director and the department managers according to budget guidelines determined by TAMU and TAMRF, and are subject to available funding. The Texas State Legislature sets the budget guidelines to be followed by TAMU. TAMRF uses TAMU guidelines in developing its budget actions.

- Mid-year increases and promotions may be requested for individuals based on merit, changes in department structure, and changes in responsibility and the PD. Retroactive increases can not be implemented. There may be instances where ODP is prohibited from requesting such personnel actions due to limited funding, a hiring freeze, a merit increase freeze, a freeze on new positions, or similar constraints. The approval process for raises and promotions begins within the supervisor's department.

- The supervisor must write a letter or memo justifying the requested raise, promotion, or position reclassification. The request must be reviewed by the HR supervisor and routed through the appropriate department manager to the Director for approval. The request should include the effective date, proposed title, rate of pay, and reason for action. Thereafter, the request is forwarded for approval to TAMU/TAMRF as appropriate.

- Promotions and position reclassifications are most easily handled if planned to occur at
Budget time, to be effective at the start of the fiscal year. Questions regarding procedure can be directed to the HR supervisor.

Termination

Letter of Resignation

• Any employee resigning from any position is required to submit a resignation letter stating the intention to separate from employment, stating the expected date of separation, and if desired, the reason for separation. Student workers and graduate assistants may submit his/her resignation letter via email. The hiring supervisor may request a resignation letter when the employee gives notice that he/she intends to resign. A copy of the resignation letter must be provided to the HR supervisor.

Termination Procedure/Checklist

• Every employee separating from employment with ODP-TAMU/TAMRF (including non-benefit and student employees) must go through a termination procedure before the paperwork to issue a final paycheck can be completed. This allows the employee to be informed of any rights or benefits he/she may have and gives the opportunity to obtain information regarding the employment experience at ODP-TAMU/TAMRF. It releases the employee of obligation by ensuring that keys, identification cards, and credit cards are returned and ensures that travel expenses, computer accounts, unused vacation, retirement accounts, and parking refunds are handled to mutual satisfaction.

• The employee should meet with the payroll supervisor when the resignation letter is submitted to discuss the final working day and disposal of any accrued annual leave. Advance notice and planning may prevent delay in receiving a final paycheck or lump sum payment for annual leave.

• At least three days before the employee’s last day, he/she must meet with the HR Coordinator to review the termination package. The employee must complete the exit forms in the termination package, obtain the necessary signatures indicating that the employee is cleared of obligations before the employee’s last day of work and return the forms to the HR office.