

GENERAL INFORMATION
FOR ADMINISTRATIVE / PROFESSIONAL / HOURLY POSITIONS

The Office of Human Resources and Risk Management is located in Twin Towers East coordinates employment at The University of Tulsa. Administrative / Professional and Hourly positions are coordinated and recruited through the Office of Human Resources and Risk Management.

All vacancies are posted on the "CURRENT VACANCIES" bulletin board located in the Office of Human Resources and Risk Management. This bulletin board is available to all applicants, both internal and external. In addition, departments on campus will receive through campus mail, Vacancy Notices for all positions. The Vacancy Notice must be posted in a common area in the department for all to view. These Vacancy Notices will also be posted in Current Events through campus e-mail. Available positions are also located in the University's web site at www.utulsa.edu under Faculty and Staff.

AFFIRMATIVE ACTION STATEMENT

"The University of Tulsa is an equal opportunity employer and institution of higher education. The University endeavors to create and nurture an informed and inclusive environment in its workplace and educational programs. Affirmative action and equal employment opportunity are integral parts of The University of Tulsa, not just because they are legally mandated, but because we recognize that the present and future strength of the University is based primarily on people and their skills, experience, and potential. The University of Tulsa does not discriminate on the basis of personal status or group characteristics, including, but not limited to, the classes protected under federal and state law. The University seeks to recruit and promote faculty and other employees on the basis of individual merit."

The University of Tulsa, an Affirmative Action/Equal Employment Opportunity institution, recognizes the need to increase representation by underrepresented groups.

The Associate Vice President of Human Resources at The University of Tulsa has the responsibility for implementing and monitoring the Affirmative Action Plan of the University and assisting with the application and interpretation of pertinent laws and policy.

1. Through its responsible managers, The University of Tulsa (TU), recruits, hires, upgrades, provides educational opportunities, and promotes in all job titles without regard to race, color, religion, sex, national origin, age, disability, or status as a special disabled veteran, or a veteran of the Vietnam Era, except where an accommodation is unavailable and an individual's disability is a bona fide occupational disqualification.
2. Managers shall ensure that all personnel actions such as compensation, benefits, promotions, transfers, layoffs, returns from layoffs, TU-sponsored training, educational tuition assistance, and social/recreational programs shall be administered without regard to race, color, religion, sex, national origin, age, disability or veteran status, except, where an accommodation is unavailable and an individual's disability is a bona fide occupational disqualification.
3. Managers shall base employment decisions on the principles of equal employment opportunity and with the intent to further TU's commitment to affirmative action and equal employment. At no time will any covered employee, or covered applicant for employment, who exercise their rights pursuant to TU's Affirmative Action Policy, be subject to discipline, or have his/her opportunities for employment adversely affected.
4. Managers shall take affirmative action to ensure that qualified minority group individuals, females, veterans of the Vietnam Era, special disabled veterans, and persons with a disability are introduced into the work force, are encouraged to aspire for promotions, and are considered as promotional opportunities arise.
5. TU invites any employee or any applicant for employment to review TU's written Affirmative Action plans. These plans are available for review upon request between 8:00 am and 5:00 pm Monday through Friday in the Office of Human Resources and Risk Management. Any questions should be directed to either their supervisor or the Associate Vice-President of Human Resources and Risk Management.

6. Covered applicants and employees are encouraged to identify themselves either to their supervisor or to the Associate Vice-President of Human Resources and Risk Management. This self-identification is strictly voluntary and confidential and will not result in retaliation of any sort.

**SEARCH AND SELECTION PROCEDURES
FOR ADMINISTRATIVE / PROFESSIONAL / HOURLY POSITIONS**

A. NOTIFICATION OF A VACANCY

A vacancy occurs when an employee exits a position for a variety of reasons, or when a new position is created. In either situation, once it is determined that a position will become available, the Dean / Department Head should notify the Office of Human Resources and Risk Management (OHRRM) by submitting three items:

1. Documentation supporting the vacancy
 - a. Resignation letter
 - b. Termination letter
 - c. Presidential approval for the creation of a new position.
2. Current job description: Outlining the essential job functions and the minimum qualifications.
3. All applicable Search and Selection Policy forms
 - a. See D – “Initiating the Search” below for the appropriate details and forms.

If the employee vacating the position decides to rescind their resignation at any time during the recruitment process, the OHRRM must be notified immediately. The decision to accept an employee’s rescission rests with the Associate Vice President of Human Resources and Risk Management and the Dean / Director.

B. ESTABLISHING THE POSITION

The OHRRM is responsible for the proper classification of each position at the University. Before attempting to fill a new position, a classification study (title and salary range) must be completed by the OHRRM.

If an existing position merits a classification review due to changes in assigned duties and responsibilities, the OHRRM will complete this review prior to the commencement of the recruitment process.

1. A request for classification or re-classification is initiated by a phone call to the OHRRM to obtain a Position Questionnaire for non-exempt positions. The Position Questionnaire should be completed and returned to the OHRRM. The OHRRM will review the information and recommend an appropriate classification (title) and salary range.
2. For exempt positions, the OHRRM will evaluate the position by comparing past and current job descriptions. An equity study will be conducted to determine the position’s salary range worth within the University structure.

C. TEMPORARY HELP

If it is anticipated that temporary help will be needed during the recruitment period, to find replacements for employees with extended absences due to illness, to hire additional help to cover peak workloads or seasonal demands or to staff a special project of limited duration, temporary personnel can be a viable solution.

Temporary employees are not entitled to fringe benefits, paid holidays, paid sick or vacation time.

1. The Dean / Department Head should submit a written request to the OHRRM. The request should contain information indicating the types of tasks to be completed, qualifications, anticipated length of appointment, days and hours needed, rate of pay and source of funds. The funding of temporary positions is the responsibility of the hiring department.

- a. The OHRRM will review the letter of request and upon approval, authorize the hire of a temporary employee.
 - b. The Dean / Department Head must complete a Payroll Authorization form and send it to the OHRRM.
 - c. If the Dean / Department Head chooses to utilize a work-study or graduate assistant to help with the extra workload, it will be necessary to contact the Office of Student Financial Services.
2. Temporary positions can be posted as needed, without being subject to the posting period requirements for regular positions.
 3. No temporary appointments for full-time or part-time work will be made to exceed four (4) months without the approval of the Associate Vice President of Human Resources and Risk Management.
 4. The hiring of a temporary employee must not undermine the recruitment process for a regular continuing position. If the temporary employee filling the position on an interim basis applies for the regular position, he or she will be considered as an external applicant.

D. INITIATING THE SEARCH

1. When a vacancy occurs or a new position is established, the Hiring Administrator will meet with the OHRRM to discuss salary administration, position classification, job description, advertisement development and guidelines with the completion of the recruitment packet. The recruitment packet includes: *Hiring Requisition (Form A – Administrative/Professional and Form B – Hourly)*, *Job Description (Form C)*, *Search & Selection Plan for Permanent Appointments (Form D)*, *Request to Modify Search Process (Form E)*, and (if applicable), advertisement and one *Requisition Data Entry form* for each designated publication. Please ensure that the recruitment packet is completed and attached so it can be forwarded for approval and the search can begin immediately thereafter.

The creation of a new position (one that is in the budget for the first time or a newly created position that is not in the current fiscal year budget) requires written authorization of the President.

2. The Hiring Administrator will appoint a Search Committee for all Administrative / Professional searches on a Department, Division, or Campus-Wide basis depending on the level of the position being recruited. The OHRRM will help the Hiring Administrator determine which level is appropriate. The Search Committee should be as diverse as possible as they will play a vital role in diversifying our staff. (**Appendix A – the Charge of the Search Committee**). Minutes of the Search Committee meetings must be submitted with the recommendation to hire.
3. **Any deviations from the standard Search and Selection procedures for Administrative / Professional positions must be approved by the Associate Vice-President of Human Resources and Risk Management (AVPHRRM) through the completion of the form entitled, *Request to Modify Search Process (Form E)*.** Section 2 of this form lists examples of several possible modifications that may be done to a search; however, it is necessary to attach a detailed explanation as to the reason the modification was requested and the possible ramifications it may have to the University's Affirmative Action Policy.
4. The Hiring Administrator must submit the appropriate recruitment packet for either an Administrative / Professional or Hourly search. For Administrative / Professional searches, **forms A, C, D, and E** must be submitted to the Dean / Director for approval. The Dean / Director forwards the recruitment packet to the AVPHRRM who forwards the packet to the OHRRM. For Hourly searches, **forms B and C** must be forwarded to the Dean / Director for approval then to the OHRRM.
5. Upon approval, the OHRRM delivers the packet to the appropriate Vice President for his/her signature.

6. Upon approval by the Vice President, the recruitment packet is delivered to the Office of Human Resources who, in turn, notifies the Hiring Administrator. The Hiring Administrator then notifies the Search Committee Chair. Copies of the approved recruitment packet are sent to the Search Committee Chair. **The above approval process should normally be accomplished within 2-4 days. The advertisement cannot be released until the recruitment packet is approved.**
7. The Search Committee Chair or designated representative may contact the AVPHRRM or the OHRM to discuss the search procedures if any clarification is needed.
8. It shall be the policy of the University and the duty of the AVPHRRM to ensure that all persons responsible for hiring are informed of the full intent of the University's Affirmative Action program. Department representatives are encouraged to provide suggestions for recruitment sources, which reach underrepresented candidates.

E. VACANCY RECRUITING AND ADVERTISING

1. RECRUITMENT

- a. Once the approved *Hiring Requisition (Form A or B)* and supporting documentation is received in the OHRM, the Employment Assistant will create a *Vacancy Notice (Form F)* and submit it to the Hiring Administrator for written or verbal approval. After approval is given, the Vacancy Notice will be posted for a minimum of five (5) working days (unless a modification of the search form is completed and is approved by the AVPHRRM) on the "CURRENT VACANCIES" bulletin board in the OHRM. This notice will also be distributed to each department in the University community, through the "current events" listserv and on the OHRM website. **(Appendix B – List of University Posting Locations)**
- b. If the recruitment plan calls for print advertisement, the Hiring Administrator / Search Committee Chair should notify the Employment Assistant so the appropriate deadlines can be met.
- c. Vacancy Notices will be sent to a list of pre-determined organizations in compliance with the University's Equal Employment Opportunity and Affirmative Action policies. **(Appendix C – EEO Vacancy Posting Organizations)**

2. ADVERTISING THE POSITION

- a. The position may be advertised in local, regional and/or national newspapers/publications and as well as appropriate professional organization listservs and electronic bulletin boards. **(Appendix D – Advertising Resources)**
- b. The Hiring Administrator / Search Committee Chair should notify the Employment Assistant that he or she wish to advertise the position and give the names of the newspapers/publications/listservs and electronic bulletin boards in which the advertisement should be placed.
- c. The Employment Assistant will create an advertisement for each publication, fax it to the Hiring Administrator / Search Committee Chair for approval and maintain responsibility for placing the advertisement, by corresponding with the classified advertising representative of each publication. **(Appendix E – Sample Position Advertisement)**
- d. The Employment Assistant will notify each hiring department of the cost for placing the advertisement(s).
- e. It is the responsibility of each department to secure funding for the advertisements. **Paid advertisements cannot be placed without a requisition number.**
- f. Advertisements will also maintain a minimum five-working-day period for applicants to apply. However, applications may be considered until the position is filled, or until a cut off date has been determined.

F. APPLICANT REVIEW AND CANDIDATE SELECTION

1. **Before placing any advertisements, either electronic or print**, the Hiring Administrator / Search Committee should agree on how to handle applications received after an advertised deadline. (Applications may be reviewed until the position is filled.) Once a cut off date has been established, no other applications may be considered. If cut off date is extended – then all applications received after cut off date must be considered.
2. The OHRRM will receive all applications. Upon receipt of the candidate's application, an acknowledgment letter (**Appendix F – Sample Acknowledgment Letter**), and *EEO/AA Tracking Form (Form G)* will be sent to each applicant by the OHRRM.
3. The Employment Coordinator will review all applications to determine if each applicant meets the minimum qualifications as stated in the job posting.
4. As individuals apply for the positions, the Employment Assistant will forward all applications that meet the minimum qualifications to the Hiring Administrator / Search Committee Chair. The Hiring Administrator / Search Committee will record pertinent information for each person on the *Applicant Flow Log (Form H)*.
5. The Hiring Administrator / Search Committee will develop a pool of applicants. Applicants, who lack the advertised minimum qualifications for the positions, may not be considered. The Search Committee must state the reason for non-selection on the *Applicant Flow Log (Form H)*. (**Appendix G – Reasons for Non Selection Codes**)
6. The Hiring Administrator / Search Committee will identify the top candidates in the pool to be interviewed.
7. The Search Committee will complete the *Equal Employment Opportunity & Affirmative Action Analysis form (Form I)* and forward it to the AVPHRRM for approval, prior to conducting any interviews. The AVPHRRM is responsible for contacting the Search Committee Chair when underrepresented groups are not reflected in the process. The Search Committee Chair should be prepared to discuss how the qualifications of the recommended candidates exceed those of underrepresented candidates.
8. The Dean/VP, Search Committee Chair, and the AVPHRRM will initial **Form I** and return it to the Search Committee Chair once the above process has been completed.
9. The OHRRM will administer testing to all interviewees when minimum qualifications require specialized skills.

G. COMMUNICATING WITH APPLICANTS

The OHRRM will keep applicants informed during the selection process. Below are some examples of situations where applicants should be advised of their status. The Hiring Administrator is responsible for notifying the OHRRM of the following:

1. Weekly status report after the review of applications begin.
2. Selection will be delayed for any reason.
3. A decision has not been reached, but some candidates are no longer being considered.
4. The application deadline has been extended due to lack of a representative pool of applicants.
5. The vacancy has been canceled.

H. THE INTERVIEW PROCESS

1. All internal candidates meeting the minimum qualifications must be interviewed.
2. When possible, preliminary or pre-screening interviews are conducted by the OHRRM. The interview by the hiring department is considered the selective interview.
3. Upon receipt of the referred applications / resumes and the *Applicant Flow Log (Form H)*, the Hiring Administrator / Search Committee conducts additional screening of the applications and schedules applicants for appointments to interview.
4. Each outside applicant chosen for an interview for an Administrative/Professional of Hourly position must complete The University of Tulsa's Application for Employment prior to beginning the interview process.
5. Guidelines for Effective Interviewing and sample questions have been included for the Hiring Administrator / Search Committee. **(Appendix H – Guidelines for Effective Interviewing)**
6. The applicant's answers to interview questions are a valuable source of information. Ask open-ended questions so that the answers given will help determine the suitability of the applicant to a particular job. Be aware that Equal Employment Opportunity laws and regulations prohibit discrimination against an applicant on the basis of age, race, color, religion, sex, disability, national origin or veteran status. Questions should be designed to help establish the applicant's qualifications for the job. Ask questions that will reveal the candidate's strengths and weaknesses.
7. The interview must focus on the applicant's ability to perform the job, rather than on nonessential personal matters that may offend, invade privacy, or lead to discrimination claims. A biased interviewer, illegal questions, or even seemingly innocent questions which elicit personal information unrelated to the job can trigger a discrimination complaint.
8. It is a good idea to have a semi-structured, carefully, planned format for interviewing applicants. This helps ensure consistency evaluating information for each candidate. Interviewers should develop questions in advance that will bring out the applicant's experience, skills, and attitudes needed to perform the specific essential job functions. To ensure consistency and objectivity, **use the same interview questions for each candidate.**
9. During the interviews, candidates may be quoted a minimum salary figure (listed on the Applicant Flow Log) for the position, which is determined by the OHRRM before the position is posted. Candidates may also be told they have been selected as a finalist for the position.
10. **Under no circumstances** are candidates to be offered a position, quoted a specific salary or extended any type of intended employment relationship without the approval from the OHRRM.
11. At the conclusion of the interviewing process, the candidate will be asked to fill out an employment application **(Form J)**. When the applicant signs this form, they are affirming that the information they have provided is true and complete. Their signature also gives the University permission to conduct a thorough reference check.

I. REFERENCE CHECKS

The best way to verify information from an employment application or resume is to conduct a thorough reference check with former supervisors, co-workers, teachers and personal friends listed by an applicant. **Do not make an offer of employment without conducting a comprehensive reference check.** A comprehensive reference check goes back five (5) years and includes contacting a minimum of three (3) sources. The Hiring Administrator / Search Committee Chair should conduct the reference check in order to ask questions related to the specific position for which an applicant is being considered. Normally, only the references of the final candidate(s) need to be checked and confirmed on the *Applicant Reference Verification form (Form K)*.

Suggestions for conducting effective employment reference checks include:

1. Notify the applicant that work references will be checked as part of the selection process. (Inquiries regarding appropriate names and telephone numbers of references are permissible.)
2. Immediate supervisors are the best sources for reliable information about an applicant's previous work performance. Generally, an applicant's personal references will be favorable ones. However, individuals listed as business or work-related acquaintances will sometimes provide an objective analysis of the candidate's strengths and weaknesses.
3. The best and least expensive method of securing reference checks is by telephone.
4. Before checking references, prepare a questionnaire / guide to be used during the telephone conversation.
5. Always be consistent when conducting reference checks; ask each reference the same job-related questions about each candidate.
6. If one applicant is eliminated due to poor references, a reference check for the remaining candidate should be conducted.

Educational references should be contacted to verify attendance at or graduation from a particular school. They are also helpful in determining the potential of an applicant who recently graduated and does not have much job experience. Most educational institutions require a former student's signed consent before they will release any reference data. However, most schools will release dates of attendance and degree(s) earned over the telephone.

Additional background checks, such as criminal, civil or motor vehicle may be required for staff hired for particular positions. If you feel additional background checks are necessary, please contact the OHRM Employment Coordinator.

J. SELECTION DECISION

After the interview process is completed and the reference checks are done, the Search Committee will submit the evaluations for each finalist.

1. Factors to be considered in making a selection decision must be job-related and non-discriminatory. Examples of discriminatory factors include ethnicity, creed, national origin, sex, age, religion, disability or status as a veteran. Examples of job-related criteria are necessary experience, education, skills, abilities, and knowledge.
2. The entire Search & Selection packet is then submitted to the Hiring Administrator and should include:
 - The name, ethnicity, gender and veteran and/or disability status, if known, of the successful candidate and the highest degree earned
 - Copies of printed advertisements
 - Completed *Applicant Flow Log (Form H)*
 - Completed *Equal Employment Opportunity & Affirmative Action Analysis Form (Form I)*
 - Resume/application of all interviewees
 - Evaluation for each interviewee
 - Detailed explanation for non-selection of interviewees
 - Search committee minutes (including meeting dates, attendance and votes of the committee)

K. HIRING PROCESS

1. After completing the interview process and the reference checks, the Search Committee Chair must communicate the hiring recommendation by completing the *Equal Employment Opportunity Affirmative Action Analysis form (Form I)*.
2. The Hiring Administrator reviews, completes, and forwards the packet to the AVPHRRM for approval. Upon approval, the packet is forwarded to the appropriate Vice President, then to the OHRRM where an offer letter is prepared once the salary and starting date are confirmed.

L. SALARY ISSUES

An offer of employment may not be extended until authorized by the OHRRM. The Employment Coordinator will review several aspects of the recommended salary for the position including the following factors:

1. Campus-wide and department equity
2. Experience of the chosen applicant
3. Budgeted salary versus proposed salary – If your department is approved to pay wages higher than the amount budgeted for the position number in the current fiscal year, it will be necessary for the Hiring Administrator to complete a budget transfer form. The budget transfer form must contain the accurate amount of both salary and benefit compensation dollars and is to be sent to the attention of the Employment Coordinator.

M. EXTENDING AN OFFER

Once the Hiring Administrator / Search Committee has completed the interviewing process and the reference checks the following events must occur:

1. HOURLY VACANCIES
 - a. The Hiring Administrator must return the completed *Applicant Flow Log (Form H)*, including the selected candidate's name, rate of pay and the date of employment, to the OHRRM.
 - b. The Hiring Administrator must obtain authorization to extend an offer from the OHRRM. The OHRRM will review the appropriateness of the recruitment process and the hiring recommendation.
 - c. Salary recommendations for hourly positions will be at least the minimum of the salary range for the title. Rates higher than the minimum must have the approval from the Associate Vice President of Human Resources and Risk Management.
 - d. Before an internal candidate is offered and accepts a position, the Hiring Administrator should, out of courtesy, contact the employee's supervisor and the Dean / Department Head to let them know of their intended action prior to any job offer.
 - e. The Hiring Administrator may call the selected candidate to extend the offer or the OHRRM will call the candidate when requested by the Hiring Administrator.
 - f. If the selected candidate is an employee of the University, a two-week notice period is customary. The final details should be worked out between the two (2) supervisors. It is the responsibility of the employee to inform his or her supervisor of acceptance of another job offer.

2. ADMINISTRATIVE/PROFESSIONAL VACANCIES

- a. The completed *Applicant Flow Log (Form H)*, including the selected candidate's name, salary and date of employment, must be returned to the OHRRM.
- b. The *Equal Employment Opportunity and Affirmative Action Analysis form (Form I)* must be completed and forwarded to the OHRRM for review and processing.
- c. **The OHRRM will prepare an offer letter outlining the appointment terms for the selected candidate.** Additionally, the offer letter will explain the New Employee Orientation Program and inform the new employee of the time and date of the selected orientation meeting.
- d. At this point, the Hiring Administrator may call the applicant and extend a verbal offer of employment and request a meeting in which the applicant will sign the offer letter.
- e. If an internal candidate is selected, the Hiring Administrator should, out of courtesy, contact the employee's supervisor and the Dean / VP / Department Head to let them know of the selection and intended offer of the vacant position to the internal candidate.
- f. Offer letters for Administrative / Professional (exempt) positions will need to be signed by the appropriate Dean / VP / Department head. **(Appendix I – Sample Offer Letter)**
- g. If the selected candidate is an employee of the University, a one-month notice period is customary. The final details should be worked out between the two (2) supervisors. It is the responsibility of the employee to inform their supervisor of their acceptance of another job offer.

N. ACCEPTANCE OF OFFER

1. Once the offer letter has been signed, the original signed offer letter is delivered to the OHRRM for the issuance of a confirmation of appointment.
2. The confirmation of appointment is forwarded to the Hiring Administrator for issuance to the new employee.
3. Once the extended offer is accepted and the OHRRM is notified of the acceptance, regret letters will be sent to other applicants by the OHRRM.
4. The OHRRM retains the original EEO/AA packet with the signed offer letter in the personnel file.

O. PROMOTIONS AND TRANSFERS

The University encourages the career development of administrative / professional / hourly employees for promotions to positions for which they are qualified and which meet their career interests or objectives.

1. Employees interested in a posted position which may be a promotional opportunity should provide the OHRRM with an updated resume and any necessary information requested in the Vacancy Notice during the five (5) day posting period. An employee seeking a promotion should discuss opportunities with his or her supervisor before submitting a resume. As promotions are part of the normal business activity at the University, supervisors should be supportive of employees seeking career development.
2. An employee's supervisor contacted by the hiring department regarding a reference on an internal candidate, should only discuss the merits of the employee's work performance.

3. When an internal candidate is selected for a position, the move from one department to another may be considered a "promotion" or a "transfer."
 - a. A promotion is defined as an internal move from one position classification to a higher position classification. Normally, an adjustment in pay is appropriate when an employee is promoted.
 - b. A transfer is defined as an internal move from one position classification to a position in the same classification or a position with a lower classification status. When an employee moves from one position classification to the same position classification, it is considered a lateral transfer and no salary increase will accompany the move.
 - c. When an employee moves from one position classification to a position with a lower classification, a decrease in pay may be appropriate.
4. Normally, an adjustment of pay is appropriate when an employee is promoted. The Hiring Administrator may recommend a salary; however, the OHRRM will make the final decision regarding the salary after comparing the employee's length of service and experience at the University, and upon considering departmental/campus equity with job titles and/or similar positions with incumbents in those positions.
5. As soon as the offer has been extended and accepted, the Hiring Administrator shall contact the immediate supervisor of the employee receiving the promotion / transfer to agree upon an effective date. The final decision of the effective date of a promotion/transfer will be determined by the OHRRM after reviewing the needs of both departments involved.
6. Transfers may occur between departments for the benefit of the University with the approval of the Associate Vice President of Human Resources and Risk Management along with the departments involved.
7. Employees who have been in their present position for less than six (6) months will not be allowed to transfer outside of their department without the approval of the Associate Vice President of Human Resources and Risk Management.

P. NEW EMPLOYEE PROCEDURES

1. All full-time employees will have a scheduled orientation time with the Office of Human Resources and Risk Management. Orientation is regularly scheduled every Monday at 8:30 am.
2. Departments are also encouraged to conduct an orientation that illustrates the department's roles and functions, the employee's duties, chain of command, and the University's main policies and procedures, etc.

Q. EXCEPTIONS

The Associate Vice President of Human Resources and Risk Management must approve exceptions to the employment procedures.