

# HR PROCESS GUIDE

## For Officers and University staff

University of Colorado System Administration  
Human Resources Office

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## I. Introduction

This process guide has been developed by the University of Colorado at Boulder and modified for the University of Colorado System Administration to assist employees, department liaisons, supervisors and hiring authorities in carrying out human resources (HR) processes for officer/university staff positions.

HR processes for university staff positions are governed by Regent Laws and Policies, University Administrative Policy Statements (APS), Federal/ State Laws and Regulations, and industry best practices.

For specific questions about the processes covered in this document, please contact the System Administration Human Resources office.

## II. Definitions

### Authority:

- **Appointing Authority** (President): The “appointing authority” is defined in [Regent Policy 3-G](#) as the Board of Regents or the Board’s delegate as authorized by [Regent Policy 2-K](#). Appointing authority for university staff positions for System Administration resides solely with the president, as delegated in the Administrative Policy Statement, [Delegation of Personnel Authority for Employees Exempt from the State Personnel System](#). The president’s appointing authority includes authority for personnel matters including appointments, terminations, title changes, and salaries, including administrative stipends. The president exercises this authority by reviewing and signing a delegation report of hires and appointment changes. Although appointing authority may be further delegated by the president (in writing) for classified positions, appointing authority for the personnel matters described above may not be further delegated for university staff positions.
- **Hiring Authority:** The hiring authority for university staff positions is typically a department director. The hiring authority is accountable for the budget and personnel actions occurring within a department, or unit per delegation of authority from the president through the respective vice president.
- **Supervisor:** The individual to whom the employee or position directly reports. In some cases, a position or employee’s supervisor and hiring authority may be the same person.

**Division:** An organizational subset of the system led by a vice president.

**Classified:** As set forth in the state of Colorado Constitution, a position that is governed by the rules and regulations of the state of Colorado personnel system.

**Employee-at-will:** Per [Regent Policy 3-G](#) and in accordance with C.R.S. 24-19-104, university staff employees shall be employees-at-will in their university staff positions unless expressly provided an employment contract authorized by C.R.S. 24-19-104(1.5). An employee-at-will shall be appointed for an indefinite period of time. The appointment is terminable by either the employee or the appointing authority at any time. The terms and conditions of an appointment shall be set forth in a letter of offer in compliance with state law and university policy.

**University staff:** Personnel who hold positions that have been exempted from the state personnel system pursuant to state law and are not officers or faculty members, as defined in [Regent Law, Article 3.A.3](#). University staff members provide leadership, management, program development and implementation, and support services for the university's administrators, faculty, staff, students, and visitors. Under state law university staff members are "at-will" employees unless an university staff has been awarded a term contract as permitted by state law and authorized by the Board of Regents. University staff members are also referred to as professional exempt or unclassified.

**Department Liaison:** An employee within a department or unit who has completed required training to enter and update information in PeopleSoft HRMS and/or Jobs at CU on behalf of the supervisor and/or hiring authority. The department liaison plays a key role in communicating information between the department or unit and Human Resources. Department Liaisons are also referred to as Department Recruiting Liaisons (DRL) or Personnel/Payroll Liaisons (PPL).

**Officers of the Administration:** Officers of the Administration, as defined in [Regent Policy 3-J](#), are those individuals who hold the title or interim/acting title of vice president, chancellor, associate vice president, assistant vice president, vice chancellor, associate vice chancellor, associate university counsel, and deans of the schools, colleges, and libraries. Furthermore, on written request the president may designate other officers of the administration, which will be recorded in the letter of offer and the university's official personnel roster.

**Officers of the University:** Includes the president, secretary, treasurer, and university counsel and secretary, as defined in [Regent Law 3.A.1](#).

### III. Position Exemption Review and Approval Process

University staff positions must meet Colorado statutory guidelines for exemption from the state personnel system. A current list of approved job codes/titles for university staff positions is available from the [Job Code Table](#) on the Employee Services website.

To create or update an university staff position:

1. The hiring authority discusses the proposed position exemption or change with the appropriate officer and the office of Budget and Finance ensuring that sufficient funding is available.
2. Department has preliminary discussions with HR regarding proposed options for type of position, potential job title, appropriate salary range, and search process considerations.
3. Department submits [HR-Budget form](#) (click cancel if prompted for a password) to obtain formal approval.
4. New Position: Department obtains a new position number from PeopleSoft HRMS and enters funding information.
5. Existing Position: Department liaison ensures funding and position information is accurate.
6. Department drafts or updates the [Position Description](#).
7. The draft Position Description is sent to HR for informal feedback, if needed.
8. The finalized position description with an updated organizational chart and any additional documentation is submitted to HR.
9. HR reviews the position description and either advises the requestor of other options or issues a decision notice to document the approved statutory exemption criteria, position title, market salary analysis and approved salary range, background check requirements, and overtime eligibility status.
10. The approved exemption decision notice is emailed to the department liaison.
11. HR approves the position information in PeopleSoft HRMS (if funding has been entered and approved).
12. Official records of the approved position description are maintained by HR.

## IV. Recruitment

The hiring department must have an approved, funded position that is, or soon will be, vacant in order to start the search process. The department must ensure that the position description is up to date, that a salary review has been conducted within 12 months, and that all required approvals have been received before recruiting by following the process outlined in [Section III](#).

To recruit and fill a university staff position:

1. Department liaison enters a new row of data in PeopleSoft HRMS Manage Positions using recruit (REC) as the action reason.
2. If not completed, the department submits [HR-Budget form](#) to obtain formal approval.
3. The REC row is approved by System HR. Approval of the REC row in HRMS allows for position data to automatically feed overnight to Jobs at CU.
4. Hiring department reviews the [Search Committee Guidelines](#) and contacts System HR to discuss recruitment plans, options and next steps.
5. Hiring department establishes a search committee, which includes a chairperson and an HR representative, creates a [search committee charge](#) and drafts a [job posting](#).
6. Hiring department submits draft search plan and enters job posting information in Jobs at CU and saves for HR approval.
7. Once approved, hiring department should reference the Jobs at CU posting number on all external postings (outside of Jobs at CU).
8. Search committee consults with HR throughout the search process to review applications, interview candidates, ensure equal employment and affirmative action guidelines are followed, and recommend finalists to hiring/supervising authority.
9. Refer to the [Search Committee Guidelines](#) for specific search steps.
10. Department finalizes [Search Summary Report](#) and submits to HR to document recruitment process.

## V. Search Waivers

Before requesting a search waiver, review the list of waiver reasons on the [Search Waiver Request Form](#). Ensure that the candidate involved understands that a search waiver request is not a guarantee of employment. Although the candidate is being invited to submit a resume for consideration to an open position, as with other search processes, there should not be an expectation of employment until receipt of a signed offer letter.

To start the search waiver request process:

1. The hiring department discusses the proposed search waiver request with HR for preliminary feedback, if needed.
2. Department liaison enters a new row of data in PeopleSoft HRMS Manage Positions using recruit (REC) as the action reason.
3. If not completed, the department submits [HR-Budget form](#) to obtain formal approval.
4. The REC row is approved by HR. Approval of the REC row in HRMS allows for position data to automatically feed overnight to Jobs at CU. This process is necessary to fill all university staff searches in order to effectively track and report on required demographic data.
5. Department liaison enters basic job information in Jobs at CU, noting “internal posting” and “to be filled by waiver”, and saves for HR approval.
6. HR approves the job posting in Jobs at CU using the status of “waiver” and forwards the job posting quick link to the department liaison.
7. Department liaison forwards the posting quick link to the candidate who completes the faculty/university staff application in Jobs at CU and attaches an updated resume.
8. Department liaison completes [Search Waiver Request Form](#), noting the Jobs at CU posting number, and submits signed form to the Senior Associate Vice President and Chief Human Resources Officer for review and approval.
9. If a university staff position will replace an existing, filled classified position, a signed [Employee Agreement Form](#) must also be completed
10. HR will contact the hiring department to discuss any issues or concerns with the requested search waiver. The final search waiver decision will be documented on the search waiver request form and faxed by HR back to the department liaison.

11. If the search waiver is approved, the hiring department proceeds to [Section VI](#) for hiring and appointment process steps. If the search waiver is denied the hiring department may request additional information from the HR or may appeal to the appropriate Vice President whose decision is final.
12. If the search waiver is denied, HR will change the Jobs at CU posting status to “cancelled.” The hiring department then proceeds to [Section IV](#) to start an open recruitment process.
13. HR maintains official records of search waiver request forms and approvals.

## **VI. Hiring and Appointment Process**

To hire an employee after a search or waiver process has been completed:

1. Hiring department makes a hiring decision.
2. Department liaison prepares the letter of offer using the [University staff Offer Letter Template](#).
3. The starting salary must be within the range approved on the [HR-Budget form](#) at the start of the search. Any exceptions must be approved by the appropriate vice president and the office of Budget and Finance.
4. Department liaison sends draft offer letter to HR for review to ensure information is accurate and complete and to ensure legal and policy compliance.
5. HR returns draft offer letter to department liaison with preliminary approval or recommended changes.
6. Department liaison changes the finalist’s status in Jobs at CU to “recommend for hire” to initiate the background check process, if applicable.
7. The hiring authority signs the finalized offer letter. The signed offer letter is forwarded to finalist for review and signature. If a university staff position will replace an existing, filled classified position, a signed [Employee Agreement Form](#) must also be completed.
8. Finalist returns signed offer letter to hiring department.
9. The completed signed offer letter is sent to HR for inclusion on the monthly delegation report to the president and HR will forward the original to the employee’s personnel file.

10. Department liaison enters appointment information in PeopleSoft HRMS Job Data and saves for HR review and approval. The offer letter and background check must be completed before any appointment information in HRMS will be approved.
11. Once the offer letter has been signed and the background check has been completed, HR changes the candidate's status in Jobs at CU to "hired" and the posting status to "filled."
12. In the event that an appointment is rejected by the president as part of the delegation report review, the appointment will be terminated with payment made for any work already completed.

## **VII. Offer Letters and Effective Dates**

All offer letters for university staff appointments must indicate that employment is conditional upon approval of the president. To ensure legal compliance, hiring departments must use the [University Staff Offer Letter Template](#).

The offer letter must be signed by the hiring authority prior to the appointment effective date. All university staff offer letters are routed through HR for inclusion on the president's delegation report.

In the rare event that an appointment begins prior to the president's approval and then is rejected by the president, the appointment will be terminated with payment made for work already completed.

## **VIII. Moving/Relocation Expenses**

In some instances, with advanced budget approval and authorization from the appropriate vice president, certain moving and/or relocation expenses may be reimbursed by the university to an eligible employee. The details of the reimbursement, including specific expenses allowable, must be agreed to in writing as part of a signed offer letter or addendum.

Review the guidelines on the [Procurement Service Center](#) (PSC) website for how to buy moving services. Only the authorized vendors listed through the PSC can be contracted to provide a move, and all moves must be prearranged according to these guidelines. Payments are made directly to the moving service vendors by the PSC, and the amounts paid are not reported on the employee's W-2. Also review sections 1.1.6, 1.1.7, and 1.3.6 of the [Employee Services Procedures Guide](#) for additional process information.

Steps to follow for inclusion of moving expenses:

1. Hiring department consults with appropriate vice president to determine employee's eligibility for moving expenses and maximum allowable



reimbursement. A \$10,000 maximum reimbursement is common, but the actual amount will vary depending on the type of position, specific recruiting needs, and available budget. Final approval on the amount of reimbursement resides with the appropriate vice president.

2. Hiring department documents allowable moving and relocation allowance and procedural requirements in letter of offer. See sample text in [University staff Offer Letter Template](#).
3. Employee submits MVN and MVT worksheets (available on the [Employee Services forms website](#)) to the hiring department within 60 days of the date the move occurred; along with original receipts to substantiate the moving expenses (credit card receipts are not acceptable).
4. Employee should consult with a personal tax advisor for any specific personal tax questions.
5. Hiring department collects and reviews for accuracy the completed MVN and MVT worksheets and the employee's original receipts to provide substantiation of the expense reimbursements.
6. Hiring department determines appropriate amounts to be reimbursed to the employee and processes these amounts through HRMS Time Collection using the MVN or MVT earnings codes.

## **IX. Appointment Changes and Addenda**

When an employee begins a university staff appointment, an offer letter is required. When a change is made to an employee's existing university staff appointment, an addendum to the original offer letter is used to make corrections or add information to the original offer letter.

An addendum is not needed when making changes to an offer letter before it has been finalized and fully signed. Corrections can be made on the letter itself and initialed.

An addendum should be used when a correction is needed to a finalized, already accepted offer letter (such as a change in start date) or when there is a change in an offer that does not redefine the position (such as a permanent change in percent of time.)

When an addendum is used, it should clearly state who the addendum is for; it should also indicate what changes are being made with a clear indication of what the old offer letter said and what the new state of affairs is for each area that is being altered and any subsequent change in salary. See [University Staff Addendum Template](#).

Addenda do not need to be used when someone is resigning a position. A resignation is an action taken by the individual, not the employer. The employee's letter of resignation will suffice for notification of the end of their appointment. Please note that involuntary terminations, such as reductions in force or terminations for cause, require president's approval.

Also, an addendum should not be used when a position is being significantly redesigned. In this case, a new offer letter should be drafted (such as for formal job title changes and promotions.) Note that all pay increases require budget authorization, supporting market documentation, internal equity justification and must be approved by the appropriate vice president.

Similar to the offer letter process, all draft addenda must be submitted to HR for review to ensure information is accurate and complete and to ensure legal and policy compliance. All university staff addenda are routed through HR for inclusion on the president's monthly delegation report.

To make a change to a university staff employee's existing appointment (such as an ongoing percent time change, pay rate change, temporary additional pay, interim/acting appointments, etc.):

1. Hiring department discusses the proposed appointment change with appropriate officer ensuring that sufficient funding is available.
2. The hiring department submits [HR-Budget form](#) to obtain formal approval.
3. Department liaison contacts HR to discuss the proposed change and identify the appropriate documentation required, i.e., new offer letter, offer letter addendum, or other document.
4. Hiring department prepares the required documentation, typically an offer letter addendum for appointment changes, using the [University Staff Addendum Template](#).
5. Hiring department liaison sends draft addendum to HR for review and approval to ensure information is accurate and complete and to ensure legal and policy compliance.
6. HR returns draft addendum to hiring department with initial approval or recommended changes.
7. Once approval of the draft addendum and HR-Budget form has been received, the department hiring authority signs finalized addendum. Signed addendum is forwarded to employee for review and signature.
8. Employee returns signed addendum to hiring department.

9. Completed signed addendum is sent to HR for inclusion on the monthly delegation report to the president and HR forwards original to the employee's personnel file.
10. Once the addendum has been approved, the department liaison enters the appointment information in PeopleSoft HRMS Job Data and saves for HR review and approval.

## **X. Salaries**

Salary levels for university staff reflect the university's policy of providing base salaries comparable to those paid by institutions of similar enrollment, organization, and financial support to persons in positions of comparable responsibility, per [Regent Policy 11-C](#).

Salary allocations also take into account difference in the scope of responsibilities of university personnel and typical positions of similar title in other institutions. Where relevant, comparisons are made with salaries in government and business.

### Initial Salaries:

1. HR establishes a market based pay range for each position prior to start of the search process.
2. The hiring department consults with HR and Budget and Finance as needed when negotiating starting salary for a new employee or upon promotion or transfer of a current employee. Starting salary should be consistent with market conditions, education and experience of the individual, and of individuals in comparable positions.
3. A recommended starting salary outside of the approved market pay range given at the beginning of the search process requires advanced consultation with HR, Budget and Finance and approval from the appropriate vice president before a formal offer is made to the candidate.

### Other Salary Changes:

1. Salary changes and increases for current university staff employees are governed by [Regent Article 11-A](#) and [Regent Policy 11-C](#) including annual merit increases and other base and non-base salary changes. Most university staff salary changes occur during the annual process for university staff merit increases. Salary changes occurring outside of the annual merit process, such as non-base (temporary) salary changes or salary changes upon promotion/title change require either a new offer letter or an offer letter addendum for approval. For those actions, review the information in [Regent Policy 11-C](#) and then refer to [Section IX](#) for process steps on appointment changes and addenda.

## **XI. Interim/Acting Appointments**

Per [Regent Policy 11-C](#), salaries for employees serving in an interim capacity will be recommended by the hiring authority consistent with market conditions, education and experience, the person's salary history, and comparable positions. An increase or stipend for serving in an acting or interim role is not required. Upon completion of service in the acting or interim capacity, the employee's salary will return to the former standard appointment salary including any changes resulting from the annual compensation process.

For interim/acting appointment responsibilities, including those with no change in compensation, an addendum to the offer letter is used to document the specific details of the interim/acting appointment. See [Section IX](#) on appointment changes and addenda, as well as sample language in the [University Staff Addendum Template](#).

## **XII. Overtime**

The federal Fair Labor Standards Act (FLSA) regulations set forth the criteria and requirements for determining if a position, based on its specific job duties and level of responsibility, qualifies for exemption from overtime and/or minimum wage requirements. This designation under the FLSA is different from the determination (based on Colorado law) of whether a position is governed by the Colorado state personnel system (classified) or exempt from the state personnel system (university staff). These are two separate exemption designations based on two different sets of regulations.

For university staff positions, the overtime status of exempt or non-exempt is determined by HR for each position at the time the position description is reviewed and approved for exemption from the state personnel system. Most university staff positions are exempt from overtime; however this determination is made on a position-by-position basis and depends upon the work assigned to the position, not the job title. The final overtime designation decision is documented on the official decision notice that is returned to the requesting department.

For positions which are designated as non-exempt, i.e. overtime eligible, the FLSA requires that these overtime eligible employees receive one and one-half times their regular hourly rate, in the form of pay or compensatory time, for all hours worked in excess of 40 in a work week. Eligible employees cannot waive their rights to overtime under the FLSA, nor can they agree to volunteer to perform similar duties for which they are normally paid.

For positions designated as exempt under the FLSA, i.e. are not eligible for overtime compensation, employees are paid for performing a job regardless of the number of hours worked; therefore, they do not receive additional compensation for working more than 40 hours in a work week.

### **XIII. Leave Administration**

Leave policies for university staff positions are governed by [Regent Policy 11-H](#) and the University of Colorado at Boulder (UCB) HR office provides guidance and instruction for System Administration. In addition, specific policies and resource documents on university staff leave are available on the UCB HR Office of [Labor Relations](#), including the “[UCB Guidelines for Managing University Staff Leave](#)” and guidance on [Family Medical Leave](#) and [Leave Sharing](#).

### **XIV. Performance Management**

Performance management is extremely important in managing a successful workforce and an employee's performance evaluation and rating is the basis for merit-based salary increases.

Merit-based salary increases are managed by each division officer. University staff employees must be evaluated annually, per [Regent Policy 11-C](#) and [APS Performance Ratings for Officer and University Staff](#).

System Administration requires evaluations to be completed by June 1 for the time period of May 1 through April 30 on an annual basis. The [university staff rating forms](#) (Attachment A in the APS) are due to the HR office (035 UCA). Human Resources will not collect the plan or any narrative evaluation regarding the rating.

To assist supervisors and university staff in planning and setting goals for the next review period, the [Plan and Evaluation form](#) (Attachment B in the APS) is available. This form, or any other planning/goal setting document, does not need to be submitted to HR, it is for departmental use only.