

VANDERBILT  UNIVERSITY  
MEDICAL CENTER

**Policy:** HR - Recruitment, Hiring and Onboarding

Category	Human Resources
Approval Date	March 2022
Effective Date	March 2022
Supersedes	October 2017

**Applicable to**

VUMC

**Team Members Performing**

All faculty & staff     Faculty & staff providing direct patient care or contact     MD     House Staff     APRN/PA     RN     LPN  
 Other:

**Responsible Committee**

Human Resources

**I. Purpose:**

This policy provides an overview of our hiring process, employing temporary staff, and use of search firms.

**II. Definitions:**

- A. Applicant: any jobseeker who 1) submits an application via Vanderbilt University Medical Center's (VUMC) online application process, and 2) meets the basic qualifications of the job as determined by job description and 3) does not withdraw from consideration.
- B. Candidate: An applicant who has been presented by a Talent Consultant or Search Firm for consideration to a Hiring Officer for a specific position.
- C. Hiring Leader: Manager or other VUMC employee with the authority to make a hiring decision.
- D. Talent Consultant: Human Resources staff member who supports the outreach, screening, and presentation of candidates to Hiring Leader.
- E. Requisition: An electronic submission filled out by a Hiring Manager, or their designee in Talent Central when they want to initiate recruitment for an opening.

- F. Job Posting: Placing information about an opening on the VUMC careers website to notify the public and VUMC staff of employment opportunities.
- G. Regular Position (full time, part time): An ongoing position that has no defined end date. “Ongoing” does not mean that the position cannot end, just that there is no current expectation that the position will end at a defined time.
  - a. Students actively enrolled in Vanderbilt University School of Medicine (VUSM) professional degree programs whose primarily relationship within the medical center is that of an actively enrolled student will not be employed by VUMC due to potential or perceived conflicts of interest and/or commitment for VUMC-employed faculty to ensure that the teaching, evaluation, and supervision of students remains unbiased and professional.
- H. Term position (full time, part time): A position expected to exist for a period longer than six months, but generally not beyond one year. A term hire may be appropriate when the department’s need is expected to last less than one year. Hires who are in term positions could receive notice of employment ending at any time in advance of one year. Hires in term positions are bound by all VUMC policies and procedures and must successfully complete an initial orientation period. Staff members in term positions are eligible for certain benefits.
- I. Full time: The status of a position in which the standard work schedule requires a minimum of 30 hours per week and offers eligibility for full time VUMC benefits (such as health care, flexPTO, etc.)
- J. Part time: The status of a position in which the standard work schedule requires less than 30 hours per week. Part-time positions have access to part time benefits based on their hours of work.
- K. Temporary position: A specific position limited to a duration of no more than six months which does not offer benefits (there may be some benefit exceptions). <http://hr.vumc.org/benefits>
- L. PRN position: PRN is an acronym that stands for the Latin phrase “pro re nata” or “as the situation demands”. PRN positions should not require a standard work schedule and are utilized on an as needed basis. PRN positions are budgeted positions; however, they are considered temporary and do not offer benefits (retirement may be an exception if all other requirements are met).

- M. Central Labor Committee: CLC consists of organizational leaders who have final approval of staff requisitions prior to Talent Consultant posting position.

### III. Recruitment:

- A. Requisitions: Hiring Leaders use their departmental/divisional processes for gaining general and budgetary approval for creating and re-filling staff positions. Note: Faculty and House Staff see Section III (H). Staff requisitions are entered by the hiring leader or delegate into Talent Central, routed for Central Labor Committee approval, and reviewed by a Talent Consultant prior to posting. Staff requisitions not requiring additional organizational approval will be determined by Central Labor Committee.
- B. Job Postings: Hiring of regular staff in Full-time; Part-time, PRN, Term or Temporary positions is coordinated through Human Resources. All positions are posted for a minimum of five days and viewable to internal and/or external applicants on the VUMC jobs website, <http://www.vumc.org/careers>.
- C. Advertising and Outreach: External advertising for open staff positions at VUMC is coordinated through Human Resources. This includes, but is not limited to, advertising on websites, targeted recruitment sites, newspapers, professional organizations, trade journals and the state employment service.
- D. Search Firms: While the use of outside search firms is discouraged, Human Resources can review and recommend firms and is responsible to secure contracts on behalf of VUMC. All search firms doing business with VUMC must contractually agree to comply with VUMC's affirmative action obligations and to collect and provide VUMC with information in compliance with VUMC's recordkeeping obligations.
- E. Approved search firms can serve as a resource for open requisitions with the specific approval from the VUMC Procurement Office. Unapproved search firms will not receive any placement fees. VUMC does not accept unsolicited resumes or other submittals.
- F. Applications: All applicants complete an online application when applying for open positions.
- G. Candidate Pools: To ensure consistency in the hiring processes and adherence to compliance requirements, Human Resources reviews VUMC's Affirmative Action Plan to determine if specific hiring goals have been established for women and/or minorities. If goals exist, Talent Consultants and Hiring Leaders work to develop a recruiting strategy

focused on the affirmative action goals. Talent Consultants and Hiring Leaders also develop and implement outreach efforts to recruit qualified veterans and persons with disabilities.

- H. Faculty and House Staff Recruitment: These two categories of employees use their own recruitment and selection process to include advertising and outreach, screening and testing, interviews and references. Background checks are conducted centrally by HR for all employee groups including Faculty and House Staff. Vaccination and I-9 requirements are consistent across all employee groups as well.

#### **IV. Due Diligence:**

- A. Screening and Testing: The Talent Consultant will prescreen candidates through online questionnaires, video interviews and/or phone call conversation before developing a slate for the Hiring Leader to review. Use of testing tools must be reviewed by Human Resources to validate and ensure compliance with EEO/AA principles and guidelines.
- B. Eligible for Rehire: If an applicant or candidate has previously worked for VUMC then their HR record will be reviewed to determine if they are considered eligible for rehire. If an applicant or candidate is not considered eligible for rehire based on previous VUMC employment, then their application will not be considered further.
- C. Interviews: The Hiring Leader should conduct interviews with qualified candidates using various methods such as in-person, video, phone and use consistent methods of inquiry to determine selection of the final candidate(s). Interviewing about past performance (using behavioral based interview questions available through Human Resources) is a preferred method to predict future performance. Questions should be job-related and not to be or perceived to be about race, sex, national or ethnic origin, religion, marital or parental status, sexual orientation, gender identity or gender expression, disability, military service or genetic information.
- D. References: For external candidates, references may be checked and documented prior to an offer being extended. For internal candidates, Hiring Leaders should speak with the current supervisor before making an offer on all transfers within VUMC. Hiring Leaders may also ask Human Resources to provide information on past performance. Hiring Leaders should use the same criteria for asking relevant reference questions as they use when conducting interviews.
- E. Background Checks: VUMC will conduct pre-employment post offer background checks for all positions. The VUMC pre-employment background screen program will be administered in compliance with all

federal, state and local laws. Where background checks are used, candidates should be informed that all offers of employment are contingent upon the successful completion of the background check and candidates cannot begin work prior to their hiring departments receipt of notification from Human Resources that they meet all pre-screening criteria. Human Resources utilizes a third-party vendor to conduct all pre-employment background checks. The background check process begins after a contingent offer of employment is made and accepted by the selected candidate. These guidelines apply to the evaluation of background check results:

1. Employment eligibility of new hires, transfers, and rehires will be determined by reviewing the findings against the established criteria and the job duties/requirements for each position. The determination will take into account the position applied for, as well as the relevant factors, including any legal and/or regulatory requirements.
  2. If the results received contradict the application, the candidate will be asked to provide explanation for review before any final decision is made. If the candidate cannot commence employment due to failing their background check this will be notated in their recruitment file in the HR system. An applicant will be considered for hire for at least six (6) months from failing their background check. If a new hire commences employment and it is determined that they falsified their application, their employment will end, and they will be considered ineligible for rehire
  3. If a VUMC staff member accepts a transfer does not qualify for the new position based on the requirements of the new position such as results of a background check or other required checks, including drug and alcohol screens for the position they are transferring into they will not be allowed to transfer, and continued employment will be reviewed with Human Resources.
- F. Vaccinations: All VUMC employees are required to either obtain, commence the series, receive an approved exemption or provide documented proof that they have received the following vaccinations as part of the post offer, pre-employment process. New employees should provide this information prior to their first day of employment but will have no longer than thirty (30) days from their first date of employee for:
- Measles
  - Mumps
  - Rubella
  - Varicella
  - COVID-19

- Flu (during flu season)
- Hepatitis B – for employees whose jobs involve contact with patients, blood, body fluids or human tissue.
- TDap (for specific departments)

Vaccinations will be offered to new employees prior to and after their start date through Occupational Health during a vaccination orientation session or directly at Occupational Health.

- G. Pre-employment drug and alcohol screens: There are certain positions, departments and locations within VUMC which requires pre-employment drug and alcohol screens. If the position, that a candidate is being hired for does require pre-employment drug and alcohol screens, the candidate will be notified by the Talent Consultant or Hiring Leader during the recruitment process.
- H. Disposition of candidates/record keeping: Hiring Managers are required to keep any notes, resumes, electronic (emails) or paper documents used during the interview process for two years after the hire is made. For purposes of appropriate record-keeping, and to comply with Vanderbilt's EEO/AA obligations, the Hiring Manager will provide justification for the decision made for each candidate referred for interview. The Talent Consultant will contact the Hiring Leader after the hire is made discuss outcome for each candidate.

### **III. Hiring:**

- A. Offers: All new hires will receive an offer of employment that details their conditions of employment including compensation. An offer letter will be prepared by either by the Department or Talent Consultant to the incoming employee to ensure formal offer is on record. The offer letter will detail any required pre-employment checks that must be completed by the incoming employee. Under certain circumstances, it may be necessary to rescind a contingent offer of employment. These circumstances include, but are not limited to the following:

1. A candidate fails to comply with established timelines associated with the pre-employment screening process.
2. A candidate does not pass the pre-employment screen.
3. A candidate omits or falsifies information on the application or related documents.
4. Reference information is unfavorable or inconsistent with information provided by the candidate.
5. New hire is not compliant with pre-employment vaccination or medical requirements.
6. New hire does not obtain the required certification or license or credentials necessary to practice in TN or relevant state they will be working in.

In the event that it is appropriate to rescind an offer, Human Resources will notify the Hiring Leader as well as the candidate in writing.

- B. **Work Eligibility:** New Hires will be required to complete Section I of the I-9 electronically upon accepting an offer of employment; but no later than the first day of employment. Documentation that establishes eligibility to work in the United States must be presented no later than the 3rd day of employment. Individuals who hold citizenship in countries other than the United States are subject to special conditions related to employment. Hiring Leaders who are considering hiring a foreign national applicant without relevant U.S. work authorization must contact VUMC Immigration to make sure that all legal and policy requirements are met before any job offer is made.
- C. **Temporary Employees:** Hiring of employees for temporary positions should be conducted through VUMC TempForce:
1. To ensure consistency in hiring processes and adherence to compliance requirements, VUMC TempForce is responsible for contracting with and managing all outside temporary employment agencies as approved secondary vendors for non-nursing positions. The Nursing Support Services Department is responsible for contracting with and managing all outside temporary agencies as approved secondary vendors for nursing positions.
  2. Arrangements with individuals providing services with the intent to pay through accounts payable or other procurement processes should be reviewed and approved by Human Resources. The department should contact their human resources consultant for a

determination of whether a Consultant/Independent Contractor relationship exists. Those who do not meet the IRS eligibility requirements may be considered for hire as VUMC TempForce employees.

- D. **Rehires and Bridging:** A former employee may be considered for rehire if the separation from prior employment was voluntary and appropriate notice was provided and if the employee worked through the notice period as required by the department. (Hourly paid employees who resign are required to provide a two-week written notice and exempt employees who resign are required to provide at least one month written notice.)

The Talent Consultant will review the HRIS system to verify eligibility for rehire before forwarding the application. The Hiring Manager will be advised of the former employee's eligibility for rehire.

Some benefits <http://hr.vumc.org/benefits> can be bridged if an employee has completed at least two consecutive years of service in a regular or term full-time and/or part-time position immediately prior to their last separation or changes to temporary work-status and returns to a regular or term position in less than one year. Temporary positions are not counted when determining whether two years of service has been completed.

- E. **Transfers:** Employees must have successfully completed the orientation period and have remained in the current position to allow for a six-month evaluation period to be eligible for a transfer. Exceptions to the six-month period to transfer to another VUMC department must be granted by both the leaving and gaining departments with input from Human Resources. VUMC encourages employees retention and career development opportunities within the VUMC system. Individuals who are not meeting performance expectations must disclose any formal performance counseling to the Hiring Leader to be eligible to transfer within the VUMC system.
- F. **Employment of Minors:** VUMC does not employ individuals under the age of 18 in most regular positions. It may be appropriate to hire individuals who are under 18 years of age in temporary positions available through VUMC TempForce or in defined programs or positions. Due to safety concerns, minors may not work in certain types of laboratories or operate certain types of machinery/equipment. Minors are also generally prohibited from positions requiring patient contact or care.
- G. **Employment of Family Members:** Family members can be employed at VUMC. However, one family member may not have direct influence over the other's conditions of employment (i.e., salary, hours worked, shifts, etc.). For the purpose of this policy, family member may be defined as



spouse, domestic partner, son, daughter, parent, grandchild, sister, brother, mother-in-law or father-in-law or someone in a close personal relationship. Disclosures are expected to be made through the conflict of interest process upon hire and on an annual basis. See HR – Relationship in the Workplace policy for additional details.

- H. Volunteers: Volunteers are not employees. All volunteer opportunities must be coordinated through Volunteer Services. Individuals interested in volunteering can contact Volunteer Services or go to the website at [www.vanderbilthealth.com/volunteerservices/](http://www.vanderbilthealth.com/volunteerservices/) for more information. Volunteer opportunities may also require background screening and onboarding requirements.

## V. Orientation

An orientation to VUMC is provided to new employees, generally on the first day of employment. Clinical employees may receive additional orientation to learn more about the culture and expectations of the medical center.

New Employee Orientation Period: VUMC utilizes a New Employee Orientation Period for newly hired employees. This orientation period provides the new employee an opportunity to acclimate to their new position and to VUMC and provides the supervisor an opportunity to develop and assess the skills of the new employee. Generally, for employees who are paid hourly, the orientation period is three months following the date of hire and for exempt employees the orientation period is six months following the date of hire.

- A. Internal transfers and promotions are not subject to an orientation period.
- B. In the event job performance or conduct during orientation is concerning or unsatisfactory; supervisors should promptly coach the new employee. If the concerns continue, the supervisor should give the employee written notice of the deficiency and explain how the performance or conduct needs to improve in order to continue employment. During the orientation period, employment may be terminated without notice. However, termination of employment should be reviewed with a human resources consultant prior to taking action. Termination of employment during the orientation period is not subject to the dispute procedure. However, if an employee believes that the termination of their employment is the result of unlawful discrimination they may consult with VUMC Human Resources.

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This policy is intended as a guideline to assist in the consistent application of VUMC policies and programs for staff. The policy does not create a contract implied or expressed, with any VUMC staff members, who are employees at will. VUMC reserves

the right to modify this policy in whole or in part, at any time, at the discretion of VUMC.

**VI. Approval:**

Amy C. Schoeny, Ph.D.  
Chief Human Resources Officer

**VII. References:**

HR – Relationships in the Workplace Policy  
[HR - Relationships in the Workplace](#)

HR – Transfer Policy  
[HR - Transfer](#)