VIRGINIA MILITARY INSTITUTE
Lexington, Virginia

GENERAL ORDER)
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Recruitment Procedures

1. Purpose

The purpose of this policy is to establish procedures for the recruitment of full-time and part-time position vacancies consistent with best practices and state and federal law. VMI will make every effort to attract a diverse pool of qualified applicants for every position vacancy. In accordance with the ***Code of Virginia*** VMI will give preferential consideration for employment to qualified veterans and qualified veterans having a service-connected disability rating fixed by the United States Veteran's Administration.

2. Recruitment to fill a full-time position vacancy.

A. For full-time Teaching Faculty positions the following recruitment sources will be used, as practical:
   1. ***Chronicle of Higher Education*** (on-line advertisement).
   2. The "Current Employment Opportunities" page on the VMI website (http://www.vmi.edu/jobs).
   3. The Insight Into Diversity website (http://www.insightintodiversity.com/).
   4. The Mid-Atlantic Higher Education Consortium website (http://www.midatlanticherc.org), a cooperative effort by 65 regional public and private colleges and universities to enhance recruitment efforts.
   5. Professional journals, as appropriate for the position. Publication lead times and cost may make this source impractical for some positions.
   6. The Commonwealth of Virginia's Recruitment Management System (RMS) website (http://jobs.virginia.gov/), an on-line application system.

B. For full-time Administrative and Professional Faculty positions the following recruitment sources will be used, as practical:
   1. ***Chronicle of Higher Education*** (on-line advertisement) or the HigherEdJobs website (http://www.higheredjobs.com).
   2. The "Current Employment Opportunities" page on the VMI website (http://www.vmi.edu/jobs).
   3. The Insight Into Diversity website (http://www.insightintodiversity.com/).
   4. The Mid-Atlantic Higher Education Consortium website (http://www.midatlanticherc.org), a cooperative effort by 65 regional public and private colleges and universities to enhance recruitment efforts.

5. The Commonwealth of Virginia's Recruitment Management System (RMS) website (http://jobs.virginia.gov/), an on-line application system.
6. ***NCAA News*** (on-line) for all full-time athletic department positions.
7. ***Black Coaches Association*** (on-line) for head coaching positions.
8. Professional publications and websites, as appropriate.

C. For full-time Classified positions, the following recruitment sources will be used, as practical:
   1. The "Current Employment Opportunities" page on the VMI website (http://www.vmi.edu/jobs).
   2. The Commonwealth of Virginia's Recruitment Management System (RMS) website (http://jobs.virginia.gov/), an on-line application system (Required by State policy).
   3. The Mid-Atlantic Higher Education Consortium website (http://www.midatlanticherc.org), a cooperative effort by 65 regional public and private colleges and universities to enhance recruitment efforts (for all positions advertised to the general public).
   4. Newspapers and websites, as appropriate (for positions advertised to the general public).

For promotions and positions replacing hourly wage positions, the appropriate senior executive may approve limiting the recruitment of a full-time classified position vacancy to current full-time and part-time VMI employees.

D. Before any full-time vacancy (except for Teaching Faculty position vacancies) may be advertised, the department must complete the ***Authorization to Fill Essential Position*** form (appendix 1) and receive approval from the Superintendent's Office.

E. The Department Head will draft the vacancy announcement and forward it to the Human Resources Office. Departments must coordinate announcements for Teaching Faculty position vacancies through the Deputy Superintendent for Academics and Dean of the Faculty. Announcement should include a brief summary of the duties of the position, the minimum qualifications, and a closing date for the receipt of applications. In lieu of specifying a closing date the announcement may state that applications will be received until the position is filled, or a date when the review of applications will begin. If the announcement includes a closing date, this date should provide a minimum two week application period. Minimum qualifications should include specific academic credentials and the level and type of experience required. Instead of a specific number of years of experience, announcements should specify the type and/or level of experience desired.

F. The vacancy announcement must contain a statement that VMI is committed to Equal Employment Opportunity and encourages applications from women, minorities, disabled individuals and veterans. Sample statements are:

VMI is an Equal Opportunity Employer does not discriminate against anyone because of race, color, religion, national origin, political affiliation, sex, age, or disability.

In a continuing effort to enrich its academic environment and provide equal educational and employment opportunities, VMI encourages women, minorities, disabled individuals and veterans to apply.

G. Any individual with the minimum advertised qualifications who submits complete written application materials in response to an advertised position vacancy will be considered a bona fide applicant provided VMI receives the application by the advertised closing date. Unsolicited applications or resumes that are not in response to advertised position vacancies will not be considered bona fide applications. Departments should forward these applications to the Human Resources Office. The Human Resources Office will acknowledge receipt of the application and will notify the sender that no vacancy exists and will explain the application procedure for any future vacancy. The Human Resources Office will retain unsolicited applications for six months from the date of receipt; however, to be considered for a vacancy, an individual must notify the Human Resources Office that he/she wishes to be considered for a specific vacancy and follow the recruitment guidelines for the specific vacancy.

H. Departments may expand recruitment efforts by placing the vacancy announcement in professional journals, newsletters, and Internet sources. Any costs associated with these expanded recruitment efforts will be borne by the department. Department Heads may expand recruitment activities through direct contacts with university graduate departments.

3. Recruitment to fill a part-time position vacancy.

A. For part-time (contract) Teaching Faculty positions the following recruitment sources may be used, as practical:
   1. The "Current Employment Opportunities" page on the VMI website (http://www.vmi.edu/jobs).
   2. The Mid-Atlantic Higher Education Consortium website (http://www.midatlanticherc.org), a cooperative effort by 65 regional public and private colleges and universities to enhance recruitment efforts.
   3. Professional journals, newspapers and websites as appropriate for the position. Publication lead times and cost may make this source impractical for some positions.
   4. The Commonwealth of Virginia's Recruitment Management System (RMS) website (http://jobs.virginia.gov/), an on-line application system.

   Although there is no requirement to conduct a search to fill a part-time teaching position, departments should consider recruiting to enhance the diversity of the faculty.

B. For part-time (contract) Administrative and Professional Faculty positions the following recruitment sources will be used, as practical:
   1. The "Current Employment Opportunities" page on the VMI website (http://www.vmi.edu/jobs).
   2. The Mid-Atlantic Higher Education Consortium website (http://www.midatlanticherc.org), a cooperative effort by 25 regional public and private colleges and universities to enhance recruitment efforts.
   3. Professional journals, newspapers and websites as appropriate for the position. Publication lead times and cost may make this source impractical for some positions.
   4. The Commonwealth of Virginia's Recruitment Management System (RMS) website (http://jobs.virginia.gov/), an on-line application system.

   Departments will conduct recruitments for part-time Administrative and Professional faculty positions. Exceptions may be approved by a senior executive.

C. For part-time (wage/hourly) positions the following recruitment sources will be used, as practical:
   1. The "Current Employment Opportunities" page on the VMI website (http://www.vmi.edu/jobs).
   2. The Mid-Atlantic Higher Education Consortium website (http://www.midatlanticherc.org), a cooperative effort by 25 regional public and private colleges and universities to enhance recruitment efforts.
   3. Professional journals, newspapers and websites as appropriate for the position. Publication lead times and cost may make this source impractical for some positions.

   Departments will conduct recruitments for part-time (wage/hourly) positions that are continuing in nature. Recruitments are not required for temporary (limited to 30 days or less) employment, but recruitment is encouraged if practical. Exceptions may be approved by a senior executive.

4. Selecting an individual to fill a full-time position vacancy.

A. For full-time position vacancies the department head will appoint a Search Committee of at least two individuals (in addition to the hiring supervisor/department head, who may or may not be on the committee). Search committees are required for all Teaching Faculty and Administrative and Professional Faculty positions. Search committees are encouraged for classified positions, especially those with supervisory responsibilities and/or with responsibilities that cross departmental lines (positions that routinely deal with other departments).

B. The Search Committee will screen the applications to determine the best-qualified group of applicants for interviews. Initial screening of applicants should be based on the advertised minimum qualifications.

C. The Committee should develop written criteria, consistent with the initial criteria, to further screen the applicants. In developing the evaluation criteria, Committees must ensure that the group selected for interview includes women and minorities, if at all possible.

D. Interview questions must be developed in advance and the Committee should use the same questions for each interview. Follow up questions to clarify individual responses are permissible. The department must retain for documentation a written list of the questions asked during the interview. After the interviews, the department provides a recommendation to the Deputy Superintendent for Academics and Dean of the Faculty; Deputy Superintendent for Finance, Administration and Support; Director of Intercollegiate Athletics; Commandant of Cadets; Chief of Staff; or Director of Information Technology (as appropriate). The recommendation must include a summary of the reasons for selection.

E. The department will maintain written documentation of the summary reason for rejection of all applicants who meet the minimum advertised requirements. Documentation is required to ensure that an applicant is rejected only for job-related reasons. Documentation of reasons for rejection should be based on the written criteria used to screen the applications for those applicants who are not offered an interview.

   Summary notes should indicate which criterion was not met.

F. The department is responsible for checking references on the finalist(s) for the position. A reference check should include confirmation of the finalist's current employment and responsibilities. The differences among top candidates may be slight and rank order may depend on such subjective evaluations as quality of the applicant's graduate program, the quality of the Institution at which the applicant has taught, or the scope and level of the applicant's experience.

G. For teaching faculty positions, prior to an offer of appointment, the department head must provide to the Dean's Office for the recruitment file and the official faculty file: the finalist's *curriculum vitae*, official copies of transcripts, letters of recommendation, and a letter from the search committee chair describing the search process. This letter should discuss, at a minimum, the composition of the committee, recruitment sources, screening criteria, the on-Post interview process, the committee's reasons for selection of the finalist, a recommendation on number of years of previous college teaching experience to be credited towards promotion, and a recommendation on number of years of previous full-time college teaching experience to be credited towards tenure consideration. As part of the recommendation, the department head must also justify and document that the candidate is qualified (see Faculty Qualifications in the *Faculty Handbook*) to teach all courses the new faculty member will be expected to teach. International degrees must be evaluated by an external agency for comparability with degrees from the United States. Before a contract for

employment will be executed, the applicant must sign a statement that he or she has fully disclosed everything in his or her record that may reasonably influence an offer of employment and that discovery after the fact will provide justification for canceling any contractual agreement.

H. All applications and reasons for selection/nonselection will be retained for three years in the Human Resources Office. All hiring departments should forward their completed search files to the Human Resources Office within one week of the finalist's acceptance of the position.

5. Starting Annual Salary Rate or Hourly Wage

A. When determining the starting annual salary rate for a new full-time employee, departments must consider:
   1. The budgeted amount for the position.
   2. The experience and credentials of the new employee, compared to the previous incumbent.
   3. The salaries of other similarly situated employees with comparable credentials and experience.
   4. Available salary survey data. The Human Resources Office can provide assistance in reviewing the salaries of other employees and/or survey data.

B. The starting salary for a new full-time employee must be approved by the appropriate senior executive. When a department wishes to offer a starting salary higher than that of the budgeted amount for a new position the Treasurer must be consulted.

C. Wage/hourly rates for new employees should consider:
   1. The experience and credentials of the new employee, compared to the previous incumbent and current similarly situated employees with comparable experience and credentials. Ordinarily the wage/hourly rate for a new employee will be lower than the hourly rate of the previous incumbent.
   2. The hourly rates of other similarly situated employees with comparable credentials and experience.

D. The department must be able to cover the cost of the expected hours worked from departmental funds.

6. Extending an Offer of Employment

A. A department may not extend a final offer of employment until the Human Resources Office has completed a Criminal Background Check (see General Order Number 48, Criminal History Investigation Policy). Departments may extend conditional offers, subject to the completed Criminal Background Check. The finalist must complete an

authorization form for the check. Please have your finalists complete and sign the authorization form during the interview process.

B. The appropriate senior executive must approve any full-time employment offer. When approved, and the criminal background check is completed, the department head may extend a verbal offer. Written confirmation of the offer, start date and starting pay will be confirmed by the Dean's Office or the Human Resources Office, as appropriate.

7. Exceptions

Any exceptions to the above procedures must be reviewed and approved in writing by the Superintendent.

FOR THE SUPERINTENDENT:

Jeffrey H. Curtis
Colonel, U.S. Air Force (Retired)
Chief of Staff

DIST: E
OPR: Human Resources

Authorization to Fill Essential Full-Time Position

This form will be used to document the reasons for filling any full-time position (except for Teaching Faculty positions).

1. Department/Office Name:	2. Position Title:
3. Funding source(s): E&G ☐ Auxiliary ☐ Private funds ☐ Other ☐ specify:	

3. Brief Description of the position's duties:
4. Explain why filling this position is necessary.
5. What non-hiring alternatives have been examined?
6. How will the unit's mission be affected should this position remain vacant?

Reviewed by:

_____ _____

Senior Executive (Deputy Superintendent, Commandant, or Athletic Director) Date

_____ _____

Human Resources Director Date

Approved by:

_____ _____

Superintendent Date

A copy of the approved form will be maintained with the recruitment file in the Human Resources Office

August 2011