

VIRGINIA MILITARY INSTITUTE
Lexington, Virginia

GENERAL ORDER)
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24 September 2019

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 is committed to providing an environment that emphasizes the dignity and worth of every member of its community and that is free from harassment and discrimination based on race, sex, color, national origin, religion, age, veteran status, sexual orientation, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law. VMI will make every effort to attract a diverse pool of qualified applicants for every position vacancy. In accordance with Virginia Code § 40.1-27.2 and other state law and policy, VMI will give preferential consideration for employment to qualified veterans and qualified veterans having a service-connected disability rating fixed by the United States Department of Veteran's Affairs, qualified surviving spouses or children of servicemen killed in the line of duty, and qualified members of the National Guard.

2. Considerations when filling vacancies.

A. Span of Control

- 1) When filling a vacancy, department heads should pay particular attention to the position's anticipated **span of control**, or the number of direct reports to a position. Span of control has a broad but significant influence throughout an organization and can impact employee development, cost management, organization effectiveness, and communication. Understanding how span of control influences the department is an important aspect of organizational success. With each new vacancy, department heads should analyze the position's span of control and adjust the organizational structure as necessary.
- 2) *Narrow Span of Control* – 6-7 direct reports per supervisor; better for complex functions such as human resources, finance, and information technology
 - a) Advantages: allows “hands-on” management, reduces required skill levels, reduces risk from vacancies or poor performance, ready pool of promotable replacements.
 - b) Disadvantages: low decision making authority, multiple layers of communication, increased risk of employee disengagement, slower response/decision making, cost.
- 3) *Broad Span of Control* – 11-13 direct reports per supervisor; better for task-based functions such as custodial and maintenance
 - a) Advantages: fast/clear communication, increased employee engagement, fast response, more innovation.
 - b) Disadvantages: requires higher skill levels, succession management challenge.

B. Supervisory Standards

- 1) VMI's size and specialized offices may require a lower number of direct reports per supervisor. However, supervisory positions with one direct report should be avoided. The creation or filling of supervisory positions should only be completed after a thorough review of the position's responsibilities. Specifically, employees in supervisory positions should have the authority to hire or fire other employees or suggest and recommend as to the hiring, firing, advancement, and promotion of other employees. Absent any of those responsibilities, the position is not considered a supervisory position. While needs continue for deputies and lead workers, spans of control can be broadened by designating higher level managers as the supervisors. Deputies and lead workers will provide input for employment decisions and performance evaluations, but these employees should not be designated supervisors of record.
- 2) It is important for employees to gain leadership skills. However, simply placing an employee in a designated supervisory position, without the requisite responsibilities of a supervisor, is not the best method for the employee to gain those skills. One option is to develop supervisory skills through professional development. Department heads should encourage employees at all levels to seek out appropriate professional development opportunities in an effort to learn leadership skills.

3. Recruitment advertising and procedures to fill a full-time position vacancy.

A. For full-time Teaching Faculty positions, the following advertising venues will be used, as practical:

- 1) ***The Chronicle of Higher Education*** (on-line advertisement).
- 2) The "Current Employment Opportunities" page on the VMI website (<http://www.vmi.edu/jobs>).
- 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.
- 4) Professional journals, as appropriate for the position. Publication lead times and cost may make this source impractical for some positions.
- 5) 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 - advertising venues will be used, as practical:

- 1) ***The 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 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.
- 4) The Commonwealth of Virginia's Recruitment Management System (RMS) website (<http://jobs.virginia.gov/>), an on-line application system.

- 5) *NCAA News* (on-line) for all full-time athletic department positions.
 - 6) Professional publications and websites, as appropriate.
- C. For full-time Classified positions, the following advertising venues 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).

Note: 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. Vacancy announcements for internal applicants only must be advertised for at least five consecutive business days.

- D. Complete the *Authorization to Fill Essential Full-Time Position form*
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. Draft Vacancy Announcement
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. Announcements 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. Include Equal Employment Opportunity Commission (EEOC) Statement
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 and does not discriminate against anyone because of race, sex, color, national origin, religion, age, veteran status, sexual

orientation, pregnancy, genetic information, against otherwise qualified persons with disabilities, or based on any other status protected by law. AmeriCorps, Peace Corps, and other national service alumni also are encouraged to apply.

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. AmeriCorps, Peace Corps, and other national service alumni also are encouraged to apply.

G. Applicant Selection

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. Supplemental Recruiting

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.

4. Recruitment advertising and procedures to fill a part-time position vacancy.

A. For part-time (contract) Teaching Faculty positions the following -advertising venues 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.

Note: 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 - advertising venues 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.

Note: 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 -advertising venues 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.

Note: 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.

D. As a result of the increased delay in start dates for newly commissioned officers, some VMI graduates seek temporary, part-time employment at VMI until reporting to their service assignment. In order to provide equal employment opportunities, any temporary positions created for the purpose of employing these part-time graduates must be advertised to all eligible VMI graduates in accordance with the part-time A/P Faculty recruitment procedures. Department heads, or a designated representative, hold final approval authority for filling the position. A completed Applicant Interview Record shall be turned in to the Human Resources Office.

4. Selecting a candidate to fill a full-time position vacancy.

A. Form a Search Committee

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. Human Resources is available to review interview questions beforehand to ensure compliance with VMI's non-discrimination policy and other legal guidelines. 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 shall provide a recommendation to the Deputy Superintendent for Academics and Dean of the Faculty; Director of 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/non-selection 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. Determining 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 History Check in accordance with General Order Number 48, Criminal History Background Check Policy. Departments may extend conditional offers, subject to the completed Criminal History Check. The finalist must complete an authorization form prior to conducting the criminal history check. The Criminal History Check form must be submitted to the Human Resources Office for processing.
- B. The appropriate senior executive must approve any full-time employment offer. When approved, and the criminal history 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.
- C. If the offer is accepted, the appropriate senior executive must submit the Full-Time Employee Hire Form (Appendix 2) to the Human Resources Office.

7. Exceptions

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

FOR THE SUPERINTENDENT:

James P. Inman
Colonel, US Army (Ret.)
Chief of Staff

DIST: E
OPR: Human Resources



Appendix 1

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 <input type="checkbox"/> Auxiliary <input type="checkbox"/> Private funds <input type="checkbox"/> Other <input type="checkbox"/> (specify: _____)	4. Proposed Starting Salary:
5. Position Supervisor:	6. Position Type: New Position: <input type="checkbox"/> Vacant Position: <input type="checkbox"/>

7. Attach a job description to this form

8. Explain why filling this position is necessary.
9. What non-hiring alternatives have been examined?
10. How will the unit's mission be affected should this position remain vacant?
11. List the number and title for position(s) that directly report to this position (i.e. 3 support staff, 2 programmers, 2 part-time workers, etc.)

<i>Reviewed by:</i>	
_____	_____
Senior Executive (Deputy Superintendent, Commandant, or Athletic Director)	Date
_____	_____
Human Resources Director	Date
_____	_____
Treasurer	Date
<i>Approved by:</i>	
_____	_____
Superintendent	Date

A copy of the approved form will be maintained with the recruitment file in the Human Resources Office August 2019



Appendix 2

Full-Time Employee Hire Form

The hiring department submits this form to the Human Resource Office in order to provide pertinent information about a new hire. Approval from the appropriate senior executive is required prior to submission to Human Resources.

Employee Name: _____ Start Date: _____

Job Title: _____ Department: _____

Starting Salary: _____ Hiring Official: _____

Employee Type: Classified A/P Faculty T/R Faculty

Rank: _____
(T/R & A/P Faculty only)

Additional Contract Provisions, if necessary:
(A/P Faculty only)

Reviewed by:

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

Date

Human Resources Representative

Date

HR Use Only

Background Check Completed: _____
Date

Contract Drafted: _____
(A/P Faculty Only) Date

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