
TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: [3.3](#), [3.4](#), [3.8](#)

REVISED DATE: 03/21/17

I. Purpose:

To set forth policy and procedures to be used in the recruitment and selection of employees by the college, to increase college-wide awareness and effectiveness of the recruitment and selection process, to create uniformity in the selection practices, and to ensure compliance with all applicable federal and state regulations regarding matters of employment.

II. Definitions:

Administrative, professional, and teaching faculty: full-time faculty-ranked positions that are governed by the Virginia Community College System (VCCS) and the respective policies of the VCCS and which are not covered by the [Virginia Personnel Act](#).

Applicant: an individual who has filed an application for a vacant or new position.

Candidate: an applicant who has been screened and invited for an interview.

Classified positions: positions listed in the Commonwealth's Compensation Plan and governed by the Department of Human Resource Management (DHRM) and the Virginia Community College System (VCCS) and which are covered by the Virginia Personnel Act.

Closing date: the end of the recruitment period, if a fixed period of time is chosen as the recruitment option.

Committee chair: a person chosen to head an interviewing committee or a screening/interviewing committee.

Employment discrimination: the act of screening out, creating employment barriers, or denying employment or employment opportunities to an individual or group of individuals for non-merit reasons.

Hiring manager: the cost center manager in an organizational unit.

Initial application review date: the initial date that applications will be considered, when the open-until-filled recruitment option is used.

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

Interviewing committee: a group of persons appointed for the purpose of interviewing and recommending candidates for employment consideration.

Screening/Interviewing committee: a group of persons appointed for the purpose of screening, interviewing, and recommending candidates for employment consideration.

Targeted recruitment: a recruitment strategy designed to attract and inform minority groups and women about employment opportunities.

III. Policy:

- A. J. Sargeant Reynolds Community College (Reynolds) is committed to the recruitment and selection of highly-competent persons for vacant positions at the college without discrimination. This shall be accomplished by applying fair and consistent employment practices in every aspect of the recruitment and selection process and by ensuring that these practices are consistent with confidentiality guidelines and federal, state, VCCS, and Department of Human Resource Management (DHRM) policies and procedures.
- B. The college's recruitment and selection process shall be conducted in an efficient and effective manner in order to ensure that well-qualified and capable individuals are hired on a timely basis. Additionally, the implementation of the recruitment and selection process shall be designed to cause the least disruption to college programs and services.
- C. Reynolds does not discriminate on the basis of race, color, national origin, religion, age, military service or veteran status, sex (including pregnancy and gender identity), political affiliation, or disability (in compliance with the Americans with Disabilities Act Amendments Act [ADAAA], Section 504 of the Rehabilitation Act of 1973, Executive Order of the Governor of the Commonwealth of Virginia, and *The Virginia Plan for Equal Opportunity in State Supported Institutions of Higher Education*), or other non-merit based factors with respect to employment, personnel actions and employee benefits, or in connection with job-related programs, activities, or accessibility regarding the use of college facilities. In compliance with the Equal Protection Clause of the United States Constitution, discrimination based on factors such as one's sexual orientation or parental status shall not be tolerated. The college prohibits the use of family medical history or genetic information in making decisions related to any terms, conditions, or privileges of employment in compliance with Title II of the Genetic Information Non-Discrimination Act of 2008 (GINA). Additionally, the recruitment and selection process shall include aggressive Equal Employment Opportunity (EEO) goals in order to ensure that a diversified workforce is achieved that reflects the communities served by the college. Further statements of nondiscrimination are identified in [Reynolds Policy No. 3-25](#), Equal Employment Opportunity and Nondiscrimination.
- D. Consistent with the requirements of the *Code of Virginia* § 2.2-2903, a veteran's military service shall be taken into consideration by the college during the selection process, provided that such veteran meets all of the knowledge, skills and abilities (KSAs) requirements for the available position. Consideration shall also be given to a veteran who

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

has a service-connected disability rating fixed by the U.S. Department of Veterans Affairs, surviving spouse or child of a veteran killed in the line of duty, and member of the National Guard, provided that such applicant meets all of the KSAs requirements for the available position. Additionally, the college will maintain endorsement as a Virginia Values Veterans'(V3) certified company as designated by the Commonwealth of Virginia Department of Veteran Services through the implementation of a comprehensive Veteran Hiring Plan. Reynolds hiring managers and committee chair representatives will receive on-going training as needed as to the contents of the hiring plan to ensure consistency and fairness in the hiring process.

- E. The college does not permit the lowering of bona fide job requirements, performance standards, or qualifications to give preference to any college employee or applicant for college employment. All reasonable means shall be utilized to attract qualified applicants for posted positions. Consequently, selection shall be based on the applicant's KSAs and fitness for the vacant position.
- F. The college's recruitment and selection process includes a mechanism for qualified disabled applicants to request a reasonable accommodation so that he or she may participate in the selection process. Additional information may be found in [Reynolds Policy No. 3-11](#), Reasonable Accommodation.
- G. The college's Office of Human Resources shall maintain the official recruitment file for each announced vacancy in accordance with established state guidelines. Additionally, all inquiries regarding completed recruitment efforts should be directed to the Office of Human Resources.
- H. The college's Office of Human Resources shall provide training regarding recruitment and selection at regularly established intervals. This training is mandatory for hiring managers and college staff members who chair interviewing or screening/interviewing committees, prior to involvement in the college's recruitment and selection process.

IV. Procedures:

- A. Wage (hourly) vacant positions
 - 1. Advertising is not required in order to fill wage (hourly) positions. However, every effort will be made to post wage (hourly) positions on the Commonwealth's Recruitment Management System (RMS) and the college's external website, www.reynolds.edu
 - 2. Upon approval to fill a new or vacant wage (hourly) position, the hiring manager may contact Human Resources to review its file of unsolicited and walk-in applications. The hiring manager may choose to fill wage (hourly) vacancies from this source or from other sources. If one or more qualified applicants are not

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

available, the hiring manager should consult with the Office of Human Resources to discuss alternative recruitment solutions.

3. Upon receipt of one or more qualified applications, the hiring manager will review the application(s) based on job requirements and veteran status, invite applicant(s) for an interview, conduct interview(s), check references, and make a hiring decision.
4. For further guidance regarding hiring and selecting wage (hourly) employees, hiring managers should refer to [Reynolds Policy No. 3-31](#), Wage (Hourly) Employment and Compensation.

B. Adjunct faculty vacant positions

1. Advertising is not required in order to fill adjunct faculty positions. However, every effort will be made to post adjunct faculty teaching positions on the Commonwealth's Recruitment Management System (RMS) and the college's external website, www.reynolds.edu
2. The academic schools and the Office of Student Affairs will maintain a file of qualified applications from unsolicited and walk-in applicants, for a period of two years from date of receipt. Deans and directors may choose to fill adjunct faculty vacancies from this source or from other sources.
3. If a qualified applicant pool is unavailable and the hiring manager seeks to fill the position via the recruitment process, the hiring manager will develop the adjunct job advertisement for the particular teaching field needed and obtain approval of the vice president of academic affairs or vice president of student affairs, as required.
4. Upon approval from the respective vice president, the hiring manager should consult with the Office of Human Resources to discuss alternative recruitment solutions.
5. Upon receipt of one or more qualified applicant folders, the dean, director, and/or designee will review the application folder(s) based on job requirements and veteran status, invite applicant(s) for an interview, conduct interview(s), check references, and make a hiring decision.
6. Deans and directors will refer to [Reynolds Policy No. 3-26](#), Appointment and Compensation of Adjunct Faculty and Non-Teaching Personnel, for further salary determination and employment processing guidance prior to extending the job offer.

C. Classified staff vacant positions

1. In accordance with the Department of Human Resource Management's (DHRM) policies and procedures, when a vacancy occurs, the Office of Human Resources

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

will review the status of former college employees who may be eligible for recall due to layoff or current employees who may be eligible for reinstatement due to certain types of leaves of absence. The Office of Human Resources will advise the hiring manager of this review in order to determine the next appropriate course of action.

2. Upon approval to fill a new or vacant classified position, the Office of Human Resources and the hiring manager will discuss recruitment options, including targeted recruitment efforts. Based on these discussions, the Office of Human Resources will develop the job announcement and the newspaper advertisement (if applicable) from the current Employee Work Profile (EWP). If the Employee Work Profile is not current, or has changed significantly, the hiring manager will be responsible for revising the Employee Work Profile and providing it to the Office of Human Resources for classification review and determination of proper role title and working title. The hiring manager will approve the final written advertisement.
3. Positions may be filled without posting in the following instances:
 - a. inter-agency (within Reynolds) transfers and demotions in lieu of termination or layoff,
 - b. management-initiated voluntary transfers and voluntary demotions,
 - c. employee-initiated voluntary transfer (within the same work unit with no change in supervisor) and voluntary demotions, and
 - d. when the same type of position (with the same duties) becomes vacant within ninety (90) calendar days of the closing date of the recruited position.
4. Positions requiring posting must be submitted to Human Resources via the approved [JSRCC Form No. 35-0148](#), Full-time Position Request Form, by 12 noon each Wednesday. Upon timely receipt of this form, Human Resources will initiate the appropriate advertising options to begin the following Friday.
5. Job announcements may be limited to Reynolds current employees (to include classified, wage [hourly], full-time, and adjunct faculty) to provide employee-initiated voluntary transfers and promotional and career opportunities, as determined by the associate vice president of human resources and the hiring manager. The decision to limit the opening should be made in consideration of the college's EEO objectives, availability of qualified applicants, and other factors determined to be consistent with the college's and the Commonwealth's policies. If this option is chosen, the job announcement will be listed in the state's Recruitment Management System (RMS) as an "Agency-only" recruitment for a minimum of five (5) workdays, Monday–Friday. Additionally, the job announcement will be posted to the college's webpage.
6. The hiring manager and the Office of Human Resources may elect to simultaneously seek qualified applicants from the current state employee population, the general public, and Reynolds college community. If this option is

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

chosen, the job announcement will be listed in the state’s Recruitment Management System (RMS) as “Open to the General Public” and will be listed for a minimum of five (5) workdays, Monday–Friday. However, the normal time period selected for classified vacancies of this type is generally ten (10) working days, beginning with the Friday advertisement. Additionally, if this option is selected, the Office of Human Resources may opt to increase recruitment efforts by advertising in one major local newspaper (i.e., *Richmond Times-Dispatch*), one minority-owned publication (i.e., *The Free Press*), and local newspapers (if applicable). Additionally, the Office of Human Resources may provide distribution of college job announcements to other community colleges, area universities, local civic and social organizations, area high schools and middle schools, local city and county governments, and internet sources (no charge to the college), etc., as determined by the hiring manager and the associate vice president of human resources. Lastly, other specialized recruitment efforts can also be coordinated.

7. In accordance to DHRM Policy 1.30, Layoff, the Office of Human Resources will review each applicant pool for determination of eligible candidates with preferential employment rights. If the applicant pool consists of one or more state employees holding a “yellow card” or a “blue card,” the associate vice president of human resources will confer with the hiring manager for further handling of the recruitment effort.

Prior to the closing date

8. Prior to the closing date, the hiring manager will review and select one of the following screening options:
 - a. Human Resources will conduct a complete screening of all applications and forward the applications of the most highly-qualified applicants for interview.
 - b. Human Resources, along with a technical expert from the department, will conduct a complete screening of all applications and forward the applications of the most highly-qualified applicants for interview.
 - c. Human Resources will conduct an initial screening of the minimum educational requirements and will forward all of the remaining applications to the hiring manager for further screening by the screening/interview committee.

The selected screening option will be communicated via memorandum or email to the associate vice president of human resources and the recruitment coordinator.

9. Interviews may be conducted for positions in Pay Bands 1–3, by the hiring manager, his or her designee, or an interview committee. If interviews will be conducted by a single individual, the use of a silent observer during the interviews is strongly encouraged. Interviews for positions in Pay Bands 4 and above must be

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

conducted by an interview committee or screening/interview committee. Prior to the closing date, the hiring manager will inform the associate vice president of human resources, with a copy to their respective President's Executive Cabinet member, of the interview option selected via memorandum or email.

10. If the interview committee option is used, the hiring manager will name the committee and committee chair. Ordinarily, the supervisor of the vacant position will serve as chair. At least two (2) other committee members will be named. The names of the selected committee members will be communicated to the associate vice president of human resources in writing. Other criteria for the committee composition are as follows:
 - a. The committee must consist of a minimum of three (3) persons.
 - b. Two (2) individuals must have expertise in the job-specific field.
 - c. One (1) individual must be from another department/academic school, preferably from another work location (can include non-Reynolds employees).
 - d. Each person on the committee must be within the same pay band or in a higher pay band than the vacant position (exception allowed for special expertise in the field).
 - e. The committee must have male and female representation.
 - f. Each committee must have non-minority and minority representation.

The hiring manager must seek the approval of Items 8, 9, and 10 from their respective President's Executive Cabinet member, who executes Step I of the [Selection and Appointment Checklist](#) prior to submission to the associate vice president of human resources.

Committee tasks

11. Prior to the closing date of the vacant position, the hiring manager and/or the committee chair will submit the following documents, as part of the selection process package, to the associate vice president of human resources for review and approval:
 - a. [JSRCC Form No. 35-0202](#), Interview Question Sheet, format provided
 - b. demonstration of ability (optional)
12. The hiring manager and/or the committee chair may add a demonstration of ability to the selection process (i.e., work sample, computer/technical skills assessment, writing sample, presentation, portfolios of work, situational analyses, role-playing, or other practical skills assessments). Demonstrations of this type are encouraged as long as all demonstrations are fair, equitable, non-discriminatory, and are requested of all candidates. If a demonstration of ability is added, a copy of the demonstration and the evaluation/rating method must be provided to the Office of Human

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

Resources as Item 11.b of the selection process package (as indicated above).

13. Within five (5) workdays after the vacant position's closing date, the college's recruitment coordinator will:
 - a. collect and report EEO data to the associate vice president of human resources;
 - b. approve interview questions (and demonstration of ability, if appropriate);
 - c. conduct a full screening of all of the applications received by the closing date using the minimum required qualifications and veteran status and forward the list of applicants to be interviewed to the hiring manager. Applicants who meet all of the minimum qualifications will be interviewed. However, if the number of minimally-qualified applicants is too large to be accommodated by the interview process, then the Office of Human Resources will conduct a further screening using the preferred criteria. If there are at least five (5) minimally-qualified applicants who meet the preferred criteria, then the applicants with the highest rating score will be interviewed. If there are fewer than five (5) applicants who meet the preferred criteria, then these applicants will be forwarded for interview, or;
 - d. conduct an initial screening of the minimum educational requirements and forward the remaining applications to the hiring manager for further screening by the screening/interview committee. See Items 15 and 16 in Section D for detailed screening guidance; and
 - e. request the associate vice president of human resources to execute Step II of the [Selection and Appointment Checklist](#).
14. If the associate vice president of human resources is unable to execute Step II due to lack of qualified applicants, the hiring manager will be contacted to determine the need for additional recruitment efforts. The associate vice president of human resources and the hiring manager may choose to re-advertise. Re-advertisement may be considered if there are fewer than five (5) minimally-qualified applicants available to be interviewed. However, in some cases, the associate vice president of human resources and the hiring manager may determine that a fewer number than five (5) minimally-qualified applicants may be considered adequate.

The interview process

15. Upon receipt or determination of the list of candidates to be interviewed, the hiring manager or designee will immediately determine the interview schedule, contact the applicants for interview, and review the following documents, which will be provided by Human Resources:

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

Note: If an interview committee will be used, the committee chair will contact the committee in order to determine the interview schedule, contact the applicants for interview, and review the following documents with the committee prior to holding the first interview.

- a. [Applicant Transmittal Worksheet \(Classified\)](#)
 - b. [Reynolds ADA General Information](#)
 - c. [Reynolds EEO Statement for Search and Screening Committees](#)
 - d. [Reynolds Policy No. 3-1](#), Recruitment and Selection for College Positions
 - e. Employee Work Profile (EWP)
 - f. college job announcement
 - g. [Overall Interview Evaluation Rating Form \(Classified\)](#)
 - h. [Telephone Reference Check Form \(Classified\)](#)
 - i. Human Resources-approved interview questions
 - j. Human Resources-approved demonstration of ability (if applicable)
16. The hiring manager, designee, or committee chair will ensure that the selected applicants are promptly contacted via telephone and scheduled for an interview. The college is not required to offer an alternative interview date/time if an applicant is unable to select from the initial interview dates/times offered. The hiring manager, designee, or committee chair is required to make three (3) attempts to contact the applicant for an interview; one of these attempts must be made outside of normal work hours. If the hiring manager, designee, or committee chair is unable to schedule the interview, he/she must ensure that these attempts are properly documented (using dates and times attempted).
17. The hiring manager, designee, or interview committee will conduct the structured interviews for the invited candidates using the Human Resources-approved questions and applicant demonstration of ability (if applicable). The hiring manager, if not a committee member, may elect to sit in on the initial interviews as a silent observer. The committee chair is encouraged to structure the actual interviews in the same manner for each candidate. The interviewer(s) may ask additional questions in response to any statements or questions from the candidate or to clarify information indicated on the application submitted. Additionally, the hiring manager, designee, or committee chair will:
- a. conduct each interview within the same amount of time;
 - b. introduce the members of the screening/interview committee;
 - c. give a brief overview of the college and the vacant position;
 - d. use the same list of Human Resources-approved questions to interview each applicant;
 - e. provide each applicant with the same opportunity to conduct his/her demonstration of ability (if applicable)
 - f. give each candidate the opportunity to ask questions of the committee; and

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

- g. review candidate's state application for unusual patterns, i.e., lapses in employment, reason for leaving, incomplete information, inappropriate use of language and/or grammar, and then ask any follow-up questions of the candidate as needed.
- 18. Each interviewer or committee member will record the candidate's interview responses on [JSRCC Form No. 35-0202](#), Interview Question Sheet, and rate each response. Additionally, each interviewer will indicate the overall interview rating score on the Interview Question Sheet for each candidate. Each interviewer will also evaluate the applicant's demonstration of ability (if applicable) and record the rating for this exercise on the form(s) provided. Interviewers will make all comments and notations regarding the candidate's interview process directly on the forms provided. Any additional notes taken by an interviewer during this process must be submitted to Human Resources with the completed applicant recruitment package.
- 19. Based on the outcome of the submitted application (and resume), personal interview, and applicant demonstration of ability (if applicable), the hiring manager, designee, or committee chair (with input from the committee members) completes one (1) [Overall Interview Evaluation Rating Form \(Classified\)](#) for each candidate interviewed. Based on this assessment, the designee or committee recommends the names of at least three (3), but no more than five (5), top candidates for further consideration to the hiring manager.
- 20. The names are forwarded to the hiring manager via memorandum, in ranked order, listing the strengths and weaknesses of each candidate interviewed. The memorandum must also summarize the selection process up to the present time. At a minimum, the summary must include the following:
 - a. names and job titles of interview committee members;
 - b. number of applications received from Human Resources;
 - c. description of the screening process utilized;
 - d. number of applicants interviewed;
 - e. date interviews held; and
 - f. strengths and weaknesses of each candidate interviewed.

Note: If the hiring manager served as the single interviewer, the memorandum should be directed to the President's Executive Cabinet member and will indicate the selected candidate for the position and the appropriate reason(s) for the selection. A copy of the above memorandum will be forwarded to the associate vice president of human resources.

- 21. At this point, the hiring manager, designee, or committee chair indicates the reasons for non-selection for all of the applicants listed on the [Applicant Transmittal Worksheet \(Classified\)](#), except for those recommended for further consideration. Additionally, he/she executes Step III of the [Selection and Appointment Checklist](#)

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

and forwards the applicant recruitment package to the hiring manager. Steps 16–21 above must be completed within ten (10) workdays of receipt of the list of interview candidates from Human Resources or within fifteen (15) workdays of the interview determinations made by the committee.

22. The hiring manager, or designee, using the [Telephone Reference Check Form \(Classified\)](#), conducts reference checks for the top candidate or for all of the candidates recommended. It is preferred that at least two (2) former supervisory checks be made for each candidate. If two (2) supervisory references are unattainable, at least one (1) former supervisory reference and one (1) character reference should be obtained.
23. Upon completion of the reference-check process, the hiring manager may:
 - a. recommend a final candidate (if hiring manager served as a single interviewer);
 - b. choose a candidate from those recommended by his/her designee or the committee; or
 - c. conduct a second interview of those recommended by his/her designee or the committee. The hiring manager may assemble a separate committee to assist him/her with the second interview process; committee composition and interview questions will be provided to the associate vice president of human resources prior to conducting second interviews. If second interviews are to be held, the hiring manager may choose to conduct reference checks after the second interviews are completed.
24. Upon the selection of a final candidate by the hiring manager, the hiring manager executes Step IV of the [Selection and Appointment Checklist](#) and provides the name of the selected candidate to his/her respective President's Executive Cabinet member, via memorandum, for review and approval. This memorandum must also summarize the selection process from the last point of the first memorandum (see Item 20 above) up to the present time. At a minimum, the summary must include the following:
 - a. names and job titles of second interview committee members;
 - b. approval or disapproval of committee recommendations;
 - c. number of applicants interviewed;
 - d. date second interviews held; and
 - e. strengths and weaknesses of each candidate interviewed.

Additionally, the hiring manager completes the [Applicant Transmittal Worksheet \(Classified\)](#) for those candidates not selected as the final candidate. Steps 22–24 will be completed within five (5) workdays.

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

25. The respective President's Executive Cabinet member reviews the recommendation of the selected candidate and the related applicant pool documentation within two (2) workdays. If he/she approves, Step V of the [Selection and Appointment Checklist](#) is executed, and the completed recruitment file is forwarded to the associate vice president of human resources for review and approval. If the President's Executive Cabinet member does not approve, a meeting is scheduled with the hiring manager and/or the associate vice president of human resources to discuss the issue.
 26. The associate vice president of human resources will complete his/her review of the entire applicant recruitment package within twenty-four (24) hours of receipt from the President's Executive Cabinet member. Upon review and approval of the entire recruitment package by the associate vice president of human resources, the associate vice president of human resources will execute Step VI of the [Selection and Appointment Checklist](#) and contact the President's Office to arrange the final interview with the candidate and the president.
 27. Upon completion of the final interview, the President's Office will contact the associate vice president of human resources to give approval or disapproval of the selected candidate. If approved, the president will execute Step VII of the [Selection and Appointment Checklist](#). Upon approval of the selected candidate, the associate vice president of human resources will immediately confer with the hiring manager to initiate the starting pay or promotion request. The starting pay or promotion request will be completed within two (2) workdays.
 28. Upon completion of the starting pay or promotion request, the hiring manager extends the job offer to the selected candidate and determines the new employee's starting date.
 29. The hiring manager sends the confirmation of acceptance of the job offer, starting salary, and first day of employment to the associate vice president of human resources via email. Within twenty-four to forty-eight (24-48) hours, the Office of Human Resources will generate the official college offer letter and send to the candidate via the automated onboarding system.
- D. Administrative, professional, and teaching faculty vacant positions
1. In accordance with VCCS policies and procedures, when a vacancy occurs, the Office of Human Resources will review the status of former college employees who may be eligible for recall due to layoff or current employees who may be eligible for reinstatement due to certain types of leave of absences. The Office of Human Resources will advise the hiring manager of this review in order to determine the next appropriate course of action.
 2. Upon approval to fill a new or vacant faculty rank position, the Office of Human Resources and the hiring manager will discuss recruitment options, including

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

targeted recruitment efforts. Based on these discussions, the Office of Human Resources will develop the job announcement and the newspaper advertisement from the current position description or teaching faculty requirements. (Note: Position descriptions are not required for teaching faculty positions.) If the position description is not current, or has changed significantly, the hiring manager will be responsible for revising the position description and providing it to the Office of Human Resources for classification review and determination of proper position title. The hiring manager will approve the final written advertisement.

3. Positions may be filled without posting in the following instances:
 - a. transfers and demotions in lieu of termination or layoff;
 - b. Reynolds, other Virginia community colleges, or system-office lateral transfers; or
 - c. when the same type of position (with the same duties) becomes vacant within ninety (90) calendar days of the closing date of the recruited position
4. Positions requiring posting must be submitted to Human Resources via the approved [JSRCC Form No. 35-0148](#), Full-Time Position Request Form, by 12 noon each Wednesday. Upon timely receipt of this form, Human Resources will initiate the appropriate advertising options for the next available publication cycle.
5. In accordance with VCCS requirements, job announcements for full-time administrative, professional, and teaching faculty positions will be advertised in the Commonwealth's Recruitment Management System (RMS); the college's external and internal websites; the VCCS website; at least one national publication (i.e., *The Chronicle of Higher Education*); and, in one minority publication (i.e., *Diverse Issues in Higher Education*) for a minimum of thirty (30) days. Longer recruitment periods may be utilized for specialized or difficult-to-fill positions.
6. The Office of Human Resources may provide distribution of college job announcements for faculty-ranked positions to other national and local professional organizations, other community colleges, area universities, local civic and social organizations, area high schools and middle schools, local city and county governments, internet sources (no charge to the college), etc., as determined by the hiring manager and the associate vice president of human resources. Other specialized recruitment efforts will also be coordinated at this time.
7. In accordance with the college's EEO goals, job announcements for restricted positions, grant-funded positions, and emergency hiring due to abrupt separations will be advertised locally in a major newspaper publication (i.e., *Richmond Times-Dispatch*) and one major minority-owned publication (i.e., *The Free Press*) for a minimum of a two (2) week recruitment period.
8. In accordance with VCCS requirements, exceptions may be granted to the normal search process for the following positions, hiring opportunities, and circumstances

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

with the chancellor's approval: distinguished faculty, a uniquely qualified professional, reorganization, temporary positions, diversity, urgent/emergency appointment, classified position changed to faculty, and funding change. It is anticipated that this policy will be used fewer than five percent (5%) of the time, since it recognizes that in rare circumstances there are organizational needs that outweigh the inherent fairness of normal, open, and competitive searches. Each request will be rigorously scrutinized to ensure that a compelling organizational need for an exception is evident.

Prior to the initial application review date/closing date

9. The hiring manager will name a screening/interview committee. The hiring manager may serve as the committee chair or name a committee chair to act on his/her behalf for the respective vacancy. At least two other committee members will be named. Other criteria for the committee composition are as follows:
 - a. The committee must consist of a minimum of three (3) persons.
 - b. Two (2) individuals must have expertise in the job-specific field.
 - c. One (1) individual must be from another department/school, preferably from another work location (can include non-Reynolds employees).
 - d. Each person on the committee must hold faculty rank (exception may be allowed for special expertise in the field or for constituency group representation).
 - e. The committee must have male and female representation.
 - f. Each committee must have non-minority and minority representation.
10. The respective President's Executive Cabinet member will approve the screening/interview committee members and committee chair, complete Step I of the [Selection and Appointment Checklist](#), and forward the names of the committee members to the associate vice president of human resources via memorandum or email.

Committee tasks

11. Prior to the initial application review date of the vacant position, the hiring manager and/or the committee chair will submit the following documents, as part of the selection process package, to the associate vice president of human resources for review and approval:
 - a. [JSRCC Form No. 35-0202](#), Interview Question Sheet

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

- b. [JSRCC Form No. 35-0203](#), Teaching/Presentation and Evaluation Rating Form (Faculty)
 - c. follow-up letter to interview candidates (providing a description of the teaching/presentation assignment)
 - d. revisions to the [Applicant Screening Grid](#)
12. Candidates for teaching faculty vacancies are required to perform a teaching/presentation demonstration during the interview process. For administrative and professional faculty vacancies, the demonstration of ability (i.e., work sample, writing sample, presentation, computer/technical skills, portfolios of work, situational analyses, role-playing, or other practical skills assessments) is optional. However, demonstrations of this type are encouraged as long as all demonstrations are fair, equitable, non-discriminatory, and are requested of all candidates. If a demonstration of ability is added, a description of the demonstration and an evaluation/rating form must be provided to Human Resources as Item b of the selection process package (as indicated above). See sample of [JSRCC Form No. 35-0203](#), Teaching/Presentation Evaluation Rating Form (Faculty).
13. Within five (5) workdays after the vacant position's initial application review date, the college's recruitment coordinator will:
- a. collect and report EEO data to the associate vice president of human resources;
 - b. finalize the [Applicant Screening Grid](#);
 - c. complete the [Applicant Transmittal Worksheet \(Faculty\)](#);
 - d. approve interview questions;
 - e. approve [JSRCC Form No. 35-0203](#), Teaching/Presentation and Evaluation Rating Form (Faculty);
 - f. approve follow-up letter to interview candidates;
 - g. forward the applicant folders to the hiring manager; and
 - h. request of associate vice president of human resources to execute Step II of the [Selection and Appointment Checklist](#).
14. Only application folders with a completed Virginia state application, resume or curriculum vitae, and unofficial transcripts will be forwarded by Human Resources to the hiring manager for full consideration.
15. If the associate vice president of human resources is unable to execute Step II due to lack of qualified applicants, the hiring manager and the respective President's Executive Cabinet member will be contacted; collectively, these individuals may choose to re-advertise. Re-advertisement may be considered if there are fewer than five (5) minimally-qualified applicants available to be interviewed. However, in some cases, the associate vice president of human resources and the hiring

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

manager may determine that a fewer number than five (5) minimally-qualified applicants may be considered adequate.

16. Upon receipt of the applicant/recruitment package, the committee chair will ensure that the screening/interview committee completes its tasks within fifteen (15) workdays. In response to that timeframe, the committee chair will immediately convene the screening/interview committee to review the following documents:
 - a. [Applicant Transmittal Worksheet \(Faculty\)](#)
 - b. [Applicant Screening Grid](#)
 - c. [Reynolds ADA General Information](#)
 - d. [Reynolds EEO Statement for Screening and Search Committees](#)
 - e. [Reynolds Policy No. 3-1](#), Recruitment and Selection for College Positions
 - f. Position Description (not required for teaching faculty positions)
 - g. [Telephone Reference Check Form \(Faculty\)](#)
 - h. [Overall Interview Evaluation Rating Form \(Faculty\)](#)
 - i. Human Resources-approved interview questions
 - j. College job announcement
 - k. Human Resources-approved [JSRCC Form No. 35-0203](#), Teaching/Presentation Evaluation Rating Form (Faculty)
 - l. Human Resources-approved follow-up letter to interview candidates

17. The committee chair and each member of the screening/interview committee will independently screen each applicant folder using the minimum qualifications and veteran status with the grid provided. The committee chair and each committee member will rate each applicant folder individually. Upon completion of this task, the committee members will meet to discuss the screening ratings given and jointly provide an overall rating for each candidate. All candidates who meet the minimum qualifications will be interviewed. The hiring manager and the committee chair may request to re-advertise the position if there are fewer than five (5) minimally-qualified applicants available to be interviewed. However, in some cases, fewer than five (5) qualified applicants may be considered adequate; in these instances, the hiring manager will contact the associate vice president of human resources for further direction.

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

18. If the number of applicants who meet the minimum qualifications established for the position is too large to be accommodated by the interview process, the screening/interview committee will conduct a second applicant folder screening using the preferred qualifications listed on the [Applicant Screening Grid](#). A minimum of five (5) applicants meeting the requirements for the preferred qualifications will be selected for interview, if the second screening process is utilized. If a minimum of five (5) applicants cannot be obtained from the preferred qualifications, the screening/interview committee will interview those applicants meeting the highest number of minimum qualifications.

The interview process

19. The committee chair will ensure that the selected applicants are promptly contacted via telephone and scheduled for an interview. Additionally, the committee chair will ensure that the follow-up letter to interview candidate is sent to each applicant that agrees to participate in the interview process. This letter confirms all of the logistics of the interview and also confirms the description of the teaching/presentation demonstration. Committees are not required to offer an alternative interview date/time if an applicant is unable to select from the initial interview date/times offered. Committees are required to make three (3) attempts to contact the applicant for an interview; one of these attempts must be made outside normal work hours. If the committee is unable to schedule the interview, the chair must ensure that these attempts are properly documented (using dates and times attempted).
20. Telephone interviews are not permitted for faculty-rank positions; however, video-conference interviews may be conducted depending on available equipment and costs. The President's Executive Cabinet member and the associate vice president of human resources will approve requests for teleconference interviews. Telephone interviews may be permitted for administrative or professional faculty positions (for out-of-state candidates) if the screening/interview committee has previously elected not to include a demonstration of ability in the interview process.
21. Upon request from the candidate, the President's Executive Cabinet member may approve reimbursable expenses for out-of-state travel for interviews for positions at the dean/director's level or above. Reimbursable expenses are limited to \$2,000 per recruitment with no set amount per individual candidate for associate vice president level and above positions; and \$1,500 per recruitment with no set amount per individual candidate for dean- or director-level positions. Reimbursable amounts above the per recruitment guideline must be approved by the president. Additionally, individual reimbursable expenses are governed by the Commonwealth's travel guidelines.
22. The screening/interview committee will conduct the structured interviews for the invited candidates using the Human Resources-approved items as listed in Section D, Item 16, above. The hiring manager may elect to sit in on the initial interviews as a silent observer. The committee chair will structure the actual interviews in the

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

same manner for each candidate. The interviewer(s) may ask additional questions in response to any statements or questions from the candidate or to clarify information indicated or omitted from the application. Additionally, the committee chair will:

- a. conduct each interview within the same amount of time;
 - b. introduce the members of the screening/interview committee;
 - c. give a brief overview of the college and the vacant position;
 - d. use the same list of Human Resources-approved questions to interview each applicant;
 - e. provide each applicant with the same opportunity to conduct his/her teaching/presentation demonstration (if applicable);
 - f. give each candidate the opportunity to ask questions of the committee; and
 - g. review candidate's state application for unusual patterns, i.e., lapses in employment, reason for leaving, incomplete information, inappropriate use of language and/or grammar, and then ask any follow-up questions of the candidate as needed.
23. Each screening/interview committee member will record the candidate's interview responses on the [JSRCC Form No. 35-0202](#), Interview Question Format, rate each response, and provide each candidate with an overall interview rating score. Each committee member will also evaluate the applicant's teaching/presentation demonstration (if applicable) and record the rating for this exercise on the form(s) provided. Committee members will make all comments and notations regarding the candidate's interview process directly on the forms provided. Any additional notes taken by a committee member during this process must be submitted to Human Resources with the completed applicant recruitment package.
24. Based on the outcome of the submitted application documentation (state application, resume or curriculum vitae, letters of reference, and transcripts), personal interview, and applicant teaching/presentation demonstration (if applicable), the committee chair, with input from the committee members, completes one [Overall Interview Evaluation Rating Form \(Faculty\)](#) for each candidate interviewed. Based on this assessment, the committee provides the names of at least three (3), but no more than five (5) candidates, for further consideration to the hiring manager.
25. The names are forwarded to the hiring manager via memorandum in ranked order, listing the strengths and weaknesses of each candidate interviewed. The

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

memorandum must also summarize the selection process up to the present time. At a minimum, the summary must include the following:

- a. names and job titles of interview committee members;
 - b. number of application folders received from Human Resources;
 - c. description of the committee's screening process activities, including date(s) of meeting(s);
 - d. number of applicants contacted for interview, number actually interviewed;
 - e. date interviews held; and
 - f. strengths and weaknesses of each candidate interviewed.
26. The committee chair forwards a copy of this memorandum to the associate vice president of human resources and executes Step III of the [Selection and Appointment Checklist](#). Additionally, the committee chair indicates the reasons for non-selection for all of the applicants listed on the [Applicant Transmittal Worksheet \(Faculty\)](#) except for those recommended for further consideration by the committee. Again, the committee chair will complete this part of the selection process within fifteen (15) days of receipt of the applicant recruitment package from Human Resources.
27. The hiring manager, or designee, using the approved [Telephone Reference Check Form \(Faculty\)](#), conducts reference checks for the top candidate or for all of the candidates recommended. It is preferred that at least two (2) former supervisory checks be made for each candidate. If two (2) supervisory references are unattainable, the hiring manager should obtain at least one (1) former supervisory reference and one (1) character reference.
28. At the conclusion of the reference-check process, the hiring manager may:
- a. choose a candidate from those recommended by the screening/interview committee;
 - b. conduct a second interview of one or more of the candidates recommended by the screening/interview committee from the ranked order. The hiring manager may assemble a separate committee to assist him/her with the second interview process; committee composition and interview questions will be provided to the associate vice president of human resources prior to conducting second interviews; or
 - c. conduct a second interview of a candidate or candidates not recommended by the screening/interview committee. This option is only available if the hiring manager served as a silent observer in the initial interviews.

If second interviews are to be held, the hiring manager may choose to conduct reference checks after the second interviews are completed.

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

29. Upon the selection of a final candidate by the hiring manager, the hiring manager executes Step IV of the [Selection and Appointment Checklist](#) by completing the VCCS-10 for the selected candidate and providing it along with the name of the selected candidate, via memorandum, to his/her respective President's Executive Cabinet member. Additionally, the hiring manager completes the [Applicant Transmittal Worksheet \(Faculty\)](#) for those candidates not selected as the final candidate. Steps 28 and 29 will be completed within five (5) workdays.

The hiring manager is responsible for obtaining verification of previous part-time teaching experience from the selected candidate in order to maximize the hiring salary calculation on the VCCS-10.

30. The respective President's Executive Cabinet member reviews the recommendation of the hiring manager and the related applicant pool and recruitment documentation within two (2) workdays. If he/she approves, then Step V of the [Selection and Appointment Checklist](#) is executed, and the completed recruitment file is forwarded to the associate vice president of human resources for review and approval. If the President's Executive Cabinet member does not approve, a meeting is scheduled with the hiring manager and/or the associate vice president of human resources to discuss the issue.

Making the Job Offer

31. The associate vice president of human resources will complete his/her review of the entire applicant/recruitment package within two (2) workdays of receipt from the President's Executive Cabinet member. Upon review and approval of the entire applicant/recruitment package by the associate vice president of human resources, the associate vice president of human resources will execute Step VI of the [Selection and Appointment Checklist](#) and contact the president's office to arrange the final interview with the selected candidate and the president.
32. Upon completion of the final interview, the President's Office will contact the associate vice president of human resources to give approval or disapproval of the selected candidate. If approved, the president will execute Step VII of the [Selection and Appointment Checklist](#). Upon approval of the selected candidate, the associate vice president of human resources will immediately confer with the hiring manager and respective President's Executive Cabinet member regarding starting salary. The starting pay request will be completed within twenty-four (24) hours.

Note: Requested salary offers that exceed the limitations established by the college's Decentralized Agreement with VCCS must be approved in advance by the Chancellor's Office prior to the job offer being extended to the candidate.

33. With appropriate authorization, the hiring manager will extend the job offer to the selected candidate and determine the starting date. Upon acceptance by the candidate, the hiring manager will inform the associate vice president of human

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

resources. Within 24-48 hours, the director will prepare the official college offer letter and the faculty employment contract, obtain the necessary signatures, and send to the candidate via the automated onboarding system.

E. Human Resources briefing

Upon receipt of the candidate's offer of acceptance, the Office of Human Resources will schedule the new full-time employee to attend the next Human Resources briefing session. The session will provide the new employee with payroll and benefits processing information and related forms.

F. College orientation session

At the conclusion of the Human Resources briefing session, the Office of Human Resources will schedule the new employee for the next quarterly Employee Orientation Session.

V. Other Information:

[Department of Human Resource Management \(DHRM\) Policy No. 2.10, Hiring](#)

[Reynolds Policy No. 3-11](#), Reasonable Accommodation

[Reynolds Policy No. 3-25](#), Equal Employment Opportunity and Nondiscrimination

[Reynolds Policy No. 3-31](#), Wage (Hourly) Employment and Compensation

[Reynolds Policy No. 3-39](#), Employment Background Screening

[JSRCC Form No. 35-0148](#), Full-time Position Request Form

[JSRCC Form No. 35-0202](#), Interview Question Sheet

[JSRCC Form No. 35-0203](#), Teaching/Presentation Evaluation Rating Form (Faculty)

[Applicant Screening Grid](#)

[Applicant Transmittal Worksheet \(Classified\)](#)

[Applicant Transmittal Worksheet \(Faculty\)](#)

[Overall Interview Evaluation Rating Form \(Classified\)](#)

[Overall Interview Evaluation Rating Form \(Faculty\)](#)

TITLE: RECRUITMENT AND SELECTION FOR COLLEGE POSITIONS

POLICY NO: 3-1

EFFECTIVE DATE: 04/10/89

VCCS POLICY NO: 3.3, 3.4, 3.8

REVISED DATE: 03/21/17

[Reynolds ADA General Information](#)

[Reynolds EEO Statement for Screening and Search Committees](#)

[Selection and Appointment Checklist](#)

[Telephone Reference Check Form \(Classified\)](#)

[Telephone Reference Check Form \(Faculty\)](#)