

VIRGINIA MILITARY INSTITUTE
Lexington, Virginia

GENERAL ORDER)
NUMBER 15)

27 July 2023

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 Veterans 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 **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 structure as necessary.
- 2) *Narrow Span of Control* up to 7 direct reports per supervisor; better for complex functions such as human resources, finance, and information technology
 - a) Advantages - 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* 8-13 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.

private colleges and universities to enhance recruitment efforts.

5) *NCAA News* (on-line) for all full-time athletic department positions Athletics
Department pays for.

6)

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 as follows:

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. VMI will provide reasonable accommodation to qualified individuals with documented disabilities to ensure equal access and equal opportunities with regard to employment, educational opportunities, programs and services.

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. VMI will provide reasonable accommodation to qualified individuals with documented disabilities to ensure equal access and equal opportunities with regard to employment, educational opportunities, programs and services.

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. Unsolicitedq0.00000912 0 612 792 re1 0 0 350.81tion by the advertised

- 1) <http://www.vmi.edu/jobs> website
- 2) website (<http://jobs.virginia.gov/>), an on-line application system.
- 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, newspapers and websites as appropriate for the position. Any additional advertising needs to be paid for and posted by the Hiring Department. Human Resources will post and pay for an abbreviated ad in the local News Gazette for the Department.
- 5) All advertising expenses are required to be processed through eVA.

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) <http://www.vmi.edu/jobs>
- 2) Recruitment Management System (RMS) website (<http://jobs.virginia.gov/>), an on-line application system.
- 3) 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.
- 4) Professional journals, newspapers and websites as appropriate for the position. Any additional advertising needs to be paid for and posted by the Hiring Department. Human Resources will post and pay for an abbreviated ad in the local News Gazette for the Department.
- 5) All advertising expenses are required to be processed through eVA.

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

for the Department.

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

questions beforehand to ensure compliance with -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; Deputy Superintendent for Finance and Support

6. 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.

7. 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 Hist ue tok2300912 0 612 792 reW*n7 Histq0.00000912 0 612 792 re

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

FOR THE SUPERINTENDENT:

John M. Young
Colonel, Virginia Militia
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. _____ 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