



## Recruitment and Selection of Staff, Wage, and Temporary Positions

### No. 4000

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### 1.0 Purpose

The purpose of this policy is to provide guidelines for the recruitment and selection of salaried university and classified staff and for hourly paid employees in a manner that complies with relevant laws, and is efficient, consistent, and transparent in building a highly effective workforce.

### 2.0 Policy

Virginia Tech will select university and classified staff, and hourly paid employees in compliance with the university's non-discrimination policies and other relevant laws and regulations and in a manner that allows for competitive, open, and transparent processes wherein candidates are selected based on bona fide occupational qualifications.

### 3.0 Procedures

University and classified staff, and hourly wage positions (subsequently referred to as staff positions) that are to be filled must be opened to the public by posting on the university's web site using the job posting system hosted by the Division of Human Resources (subsequently referred to as Human Resources). Candidates must submit application materials within the advertised time-frame using the university's system. Only candidates who have completed the application and selection processes as described below may be placed in vacant positions. Certain exceptions to public posting, and their approval, to these requirements are described below.

#### 3.1 Positions to be Filled

##### 3.1.1 Initial Steps

Before posting a staff position, hiring officials should:

1. analyze the vacant position and determine if any changes have occurred;
2. update the position description to reflect current duties and responsibilities and identify essential functions of the position;
3. determine the minimum and preferred knowledge, skills, and abilities (KSAs) or competencies for the position that are required to perform the position successfully;
4. identify any education qualifications required by law for the position; and
5. identify any bona fide occupational qualifications (BFOQs).
6. determine appropriate hiring salary or hourly pay range;
7. determine if the position is assigned to the proper job classification.
8. determine if there are any employment conditions or job related activities that potentially could require accommodation to comply with ADA.



Human Resources staff in the Division of Human Resources are available to consult with hiring officials on writing position descriptions, identifying qualifications, job classification, and hiring ranges.

### 3.1.2 Determine Recruitment Options

Hiring officials should select the recruitment option that best fits their needs before posting a vacancy. The decision should be based on factors such as the diversity of the department's workforce and the availability of qualified applicants.

Guidelines for search options are available from the human resources web site.

Hiring officials may use one of these three options when conducting recruitment:

1. Department Only: Only the department's current faculty, staff, and non-emergency hire employees may apply;
2. University Only: Only Virginia Tech's current faculty, staff, and non-emergency hire employees may apply; and
3. Open Recruitment: All employees and the general public may apply.

If initial recruitment does not result in an adequate applicant pool, hiring officials may reopen recruitment and choose another option, as necessary.

### 3.1.3 Job Announcement Requirements

All job announcements must include a summary of the position, minimum qualifications, and an Equal Employment Opportunity Statement. All information in the job announcement must be job related. Announcements must not specify a certain number of years of experience or a specific educational requirement unless sanctioned by law.

The following elements *must* be included:

1. A job title that may be based on the position role title or on a working title.
2. a summary of job duties;
3. any educational qualifications required by law;
4. any minimal bona fide occupational requirements (BFOQs) required for success for job performance ;
5. any occupational certification or licensing required by law;
6. any physical requirement to perform the position successfully
7. notification that a fingerprint-based criminal history check will be required of the finalist candidate for the position if it has been designated as sensitive under Va. Code § 2.2-1201.1;
8. notification that Virginia has a Selective Service statute under Va. Code § 2.2-2804;
9. notification that the selected candidate must complete a Statement of Personal Economic Interests as a condition of employment, if applicable (Va. Code § 2.2-3114);
10. hours of work if less than 40 per week, with a note indicating whether benefits are available;
11. notification if the position is "restricted" or is funded only for a finite period of time. (Positions that are funded more than 10% by non-grants, contracts, or other time limited funds, must be posted as "restricted"); and
12. notification of any additional materials needed to be considered a bona fide candidate.



Job announcements also *should* include:

1. any preferred qualifications;
2. any requirement or preference for related experience (but not specific years of experience);
3. any educational preferences not required by law, stated with a provision for substitution of equivalent applicable experience or training;
4. notice to applicants that they may be required to demonstrate the skills and abilities necessary for satisfactory performance of the work;
5. information about conditions of employment such as shift schedule, work hours, full time/part time status, requirement for background check, requirement for drug testing, etc.;
6. number of positions being filled from the same applicant pool, if more than one;
7. a salary or wage hiring range, or one of the following phrases:
  - commensurate with experience
  - anticipated budget maximum of \$XX,XXX
  - minimum is \$XX,XXX
8. any other information regarding the application process that would be helpful to applicants.

### 3.1.4 Exceptions to Public Posting Requirements

The following are exceptions to posting requirement described in 3.1.3:

1. Vacant positions available as placement or recall opportunities for employees affected by layoff, (Policy 4240 Layoff Policy for Staff (<http://www.policies.vt.edu/4240.pdf>));
2. Positions to be filled by university-initiated demotions, employee-requested demotions, reassignments, non-competitive transfers or temporary assignments (NOTE: All actions should be reviewed and approved by senior management and Human Resources.)
3. Positions similar to a position that has been previously openly posted with the same Role Title, duties/work title, organizational unit, and geographic area/location and that become vacant or funded during the recruitment period or within 90 calendar days of the original position's closing date. (NOTE: Hiring officials may consider only applications in the original applicant pool for positions not opened in the applicant tracking system at the time such decision is made.)
4. Emergency Hire – wage position used for short-term employment lasting 130 days or less. Other requirements such as conviction/driving checks, employment forms, etc. apply. Positions are considered non-exempt under the Fair Labor Standards Act (FLSA) and are subject to overtime for hours worked over 40 within one workweek. Hiring officials should be mindful of equal opportunity hiring practices;
5. Sporadic Hire – wage position used for short-term or on-going employment of 10 hours or less per week. May occasionally exceed 10 hours during short periods of seasonal/peak employment cycles. Other requirements such as conviction/driving checks, employment forms, etc. apply. Hiring officials should be mindful of equal opportunity hiring practices;
6. Participants in Cooperative Education/Training Programs – employment of a student of Virginia Tech or other institution participating in approved cooperative education or on-the-job training programs. This may also include high school COE/DOE or similar programs. A copy of the training plan/agreement for the



student must be provided to the hiring official. The training period must be for a specific period of time and documentation of training objectives is essential. Employment of the student/trainee ends at the conclusion of training unless he/she has been successful in obtaining employment through a competitive search;

7. Field Study Student or Paid Intern – a non-Virginia Tech student participating in a paid field study or internship that is educational in nature and is part of an on-going education plan approved by the student's major department. Virginia Tech students are paid as student wage;
8. Virginia Tech students carrying reduced hours – a student previously paid on the student payroll or as a graduate assistant for the preceding semester who then becomes ineligible for the payroll status due to a reduction in class hours (3 credit hours or less) may be employed as a non-student wage employee for one semester without advertising the position if full-time student status will be resumed in the immediate subsequent semester;
9. Graduate students who have completed degree requirements may continue employment on the same research project for the duration of the study when the employee possesses unique qualifications essential for the on-going success of the research;
10. Temporary Agency Personnel – the university has contracts in place with multiple temporary agencies. Use of these non-VT wage workers may allow for a more efficient, flexible, and decentralized process for wage employment. Hiring officials should contact the Human Resources if additional information is needed.

### 3.1.5 Posting periods and application deadlines

Announcements for all vacant staff and non-student wage positions must be listed on the university's job posting system for a minimum of five (5) consecutive workdays, not counting Saturdays, Sundays, and holidays. However, the university highly recommends advertising for a minimum of 10 business days to allow time for advertising and outreach efforts.

Hiring officials may use one of the following three options for posting their positions. The choice should be based on factors such as the availability of qualified applicants, the number of positions to be filled, review of the department's work force plan, and university business needs.

1. Fixed Recruitment Period (Close Date)  
Hiring officials may publicly post positions for a fixed period of time. If this option is selected:
  - a) a closing date must be specified in the announcement;
  - b) all applications received by the closing date must be considered; and
  - c) applications received after the closing date must not be considered.
2. Open-Until-Filled Recruitment (Review Date)  
Positions may be posted with a review date. If this method is used, a statement must be included in postings indicating the date on which review will begin. The review date should be at least ten days after the position is posted.
  - a) Hiring officials may ask Human Resources to close a position after the ten-day required posting period when a suitable pool of applicants has been generated;
  - b) All applications received before the review date must be considered according to the same criteria;
  - c) Applications received after the position review date may be considered up until the date that the



review committee completes its last screening review. Applications received after the last screening date should be dispositioned as 'received too late.'

### 3. Continuous Recruitment (Pool Posting)

Hiring officials may use continuous recruitment for jobs with:

- a) a large number of employees;
- b) a high turnover or significant growth in the number of positions; or
- c) a history of lengthy or repeated recruitments due to difficulty in attracting qualified applicants.

Hiring officials must establish a time period for applications to remain active for the jobs for which continuous recruitment applies and notify applicants accordingly. Pools should not remain active for more than six months.

All active applications must be considered for each opening. Hiring officials may terminate continuous recruitment at any time or as stated in the job announcement, but should notify all applicants with active applications.

### **3.1.6 Applications for Employment**

Individuals desiring to be considered for advertised positions must submit an online application through the university's employment site at [www.jobs.vt.edu](http://www.jobs.vt.edu). Applications received after the closing date cannot be considered. Applications received after the review date may be considered up to the last screening date.

### **3.1.7 Recruitment Sources**

Vacant positions posted using the university's job posting tool will be automatically posted on a wide variety of publicly available web sites and other locations. Hiring officials may use other advertising and recruiting sources to ensure a qualified and diverse pool of candidates. Human Resources can assist with advertising and recruiting options. Hiring officials may use internet job posting services and authorized employment agencies; however, they are not authorized to pay related placement fees to employment agencies. The university has a commitment to diversity and encourages hiring officials to broadly promote employment opportunities to the community and to diverse audiences in order to recruit the best qualified and most diverse workforce. Hiring officials and search committees must develop recruitment plans that enable candidates from diverse backgrounds to access information about employment opportunities. Recruitment sources should be included in the recruitment plan associated with the posting.

## **3.2 The Selection Process**

Hiring officials should provide training, instruction, or guidance in lawful selection and employment practices to employees and others who participate in the selection process. The recommended best practice is for all members of the search committee to attend a Search Committee Charge Workshop offered on line.

(<https://oea.vt.edu/workshops/search-committee-charge-workshop.html>)

### **3.2.1 Steps in the Selection Process**

Hiring officials may either interview all applicants for a position or reduce the applicant pool by screening applications/resumes.



### Screen Applications

The search committee must screen applications according to the qualifications established for the position (see section 3.1.3) and must apply these criteria consistently to all applicants. Committees may request clarification and follow-up information from an applicant at any point in the hiring process. Candidates selected for interview must have better qualifications for the position than those not selected for interview. Telephone or video interviews may be used to help further narrow a pool of candidates to be selected for in-person interviews.

### Interviews Required

No person may be hired into a position without having been interviewed for the position. Although telephone interviews are not prohibited, it is strongly recommended that the candidate meet in person with the hiring official before a job offer is made.

All scheduled interviews must be completed before a final selection decision and job offer are made. However, hiring officials are not required to reschedule interviews with applicants who are unable to be present at the scheduled interview.

Interviews may be conducted by:

1. the hiring official; or
2. a person or committee of individuals designated by the hiring official.

### **3.2.2. Interview Exemptions**

Under special circumstances an interview may be unnecessary in order to remove an applicant from further consideration. The hiring official must discuss any request for interviewing exceptions with the Human Resources. If the exception is granted, it should be documented in the notes section on the applicant tracking system. Possible examples include:

1. A current or previous employee in the same department without subsequent employment who had unacceptable performance or work habits. The department must have documentation to support this request. The supervisor should counsel current employees who are not interviewed based on this exception.
2. An applicant previously interviewed by the same department within the preceding six months who received unfavorable work reference and who has not had subsequent employment that could provide another job reference.
3. An applicant who has been interviewed in the same department within six months for a position requiring similar knowledge, skills, and abilities and whose application does not reflect acquisition of additional or new experience, knowledge, skills and abilities since the earlier interview.

### **3.2.3 Search Committees**

When a search committee is used, members should:

1. represent a diverse population;
2. become familiar with the basic responsibilities of the position for which they will interview applicants;
3. receive appropriate training, instruction, or guidance on lawful selection before participation in the interview and selection process; and



4. hold all information confidential related to the interviewed applicants and the recommendation or selection.

### 3.2.4 Interview Questions

A set of interview questions must be developed and asked of each applicant.

1. Questions should seek information related to the applicant's knowledge, skills, and ability to perform the job.
2. Questions that are not job related or that violate EEO standards are not permissible.

Interviewers are strongly encouraged to document applicants' responses to questions to assist with their evaluation of each candidate's qualifications. This information should be retained in the departmental file with other documentation of the selection process for three years.

### 3.2.5 Reference Checks

Hiring officials should check references with the current and at least one former supervisor of the applicant who is the final candidate for the position. Reference information must be documented and retained with other recruitment and selection documents.

The reference check should attempt to obtain information such as the following:

1. name and title of person giving reference;
2. verification of employment dates;
3. verification of position title;
4. verification of position duties;
5. verification of beginning and ending salaries;
6. training completed;
7. performance (work experience, KSAs, competencies);
8. whether the employer would rehire the applicant; and
9. verification of any license, certification or degree the applicant claims to possess.

Although the application for employment contains a release statement through which applicants consent to verification of the information contained in the application and reference checks, hiring officials may need to obtain separate releases from applicants before certain employers will release information.

If a finalist has worked at Virginia Tech previously, the hiring official should obtain an internal release form from Human Resources and signed by the applicant to review his/her university personnel file. Job related information such as disciplinary actions and performance reviews may be helpful in making the hiring decision.

### 3.2.6 Background Checks

Hiring officials may require financial, credit, criminal, driving, or other background checks prior to employment for certain positions based on the nature of the positions. (See University Policy 4060, Conviction and Driving Record Investigation for Employment, (<http://www.policies.vt.edu/4060.pdf>)).



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NOTE: All background checks must be conducted according to applicable law, and some may require compliance with the provisions of the Federal Credit Reporting Act.

At no time should a non-student employee begin work until Human Resources has reviewed and communicated the results of the check to those making the hiring decision.

### University Sensitive Positions

Some positions designated as “sensitive” must undergo a fingerprint-based criminal history check. Final candidates for these positions must:

- a) complete a release form separate from the application form authorizing Virginia Tech to obtain the required information;
- b) submit to fingerprinting; and
- c) supply requested personal information to be used by the Department of State Police and the Federal Bureau of Investigation (FBI) in conducting the records checks.

### Drug, Alcohol, and Medical Testing

Some positions such as CDL (commercial driver’s license) operators and some “sensitive” positions may be required to undergo pre-employment, random, post-accident, and other related testing to ensure compliance with federal, state, and university laws, regulations, and/or policies. [(See University Policy 4061, Drug, Alcohol, and Medical Testing Guidelines for Commercial Driver’s License Holders and Other Identified Positions, (<http://www.policies.vt.edu/4061.pdf>).]

### Current Employees

Current employees, including current hourly wage employees, who **apply for** transfer or promotion into sensitive positions will be subject to a fingerprint-based criminal history check. Information obtained through that check may or may not affect the employee’s ability to remain in the current position, depending on the relevance of the information to the position.

If information obtained through a valid fingerprint-based criminal history check would disqualify the employee from his/her current position, the university will take appropriate action, up to and including termination.

## **3.3 Exceptional Recruitment Incentives**

Several Exceptional Recruitment Incentive Options are available to assist in recruitment efforts when a position is:

1. deemed critical to the university’s mission and ongoing operations; and
2. extremely difficult to fill.

These practices apply to new hires to the university (recruitment) and current employees (retention).

### **3.3.1 Exceptional Recruitment Incentive Options**

These options include:



### Sign-On Bonus

Hiring officials may offer a Sign-On Bonus of up to \$10,000 to new employees who accept employment in positions, Roles and/or Career Groups that are identified as extremely difficult to fill and which are deemed critical to the agency's operation and mission.

The new employee must agree to work for Virginia Tech for up to one year. Hiring officials must establish a schedule of payment providing, at the university's discretion, either one lump sum payable at hiring or two or more payments.

### Annual Leave

Hiring officials may provide up to 30 days (240 hours) of annual leave in addition to the normal accrual or may advance up to 30 days (240 hours) of annual leave to new employees as an incentive to accept employment.

If offered, the hiring official should negotiate the exact amount of annual leave that will be provided or advanced to the new employee before employment begins and include in the employment offer the amount of annual leave to be provided or advanced.

### Referral Program

Hiring officials may institute Referral Programs that provide payments of up to \$1,500 to their employees who refer candidates who are hired into critical positions, Roles, or Career Groups. Referral programs must be set up in advance of the recruitment process using the university's Employee Reward and Recognition Program (<http://policies.vt.edu/4335.pdf>).

The hiring official is responsible for applying the referral programs consistently and for the decision to pay for a specific referral.

To be eligible to receive payments through a Referral Program:

1. the referred candidate must be external to the Commonwealth's workforce and must not have had an active application on file with Virginia Tech prior to the referral;
2. the referring employee must submit written notification of the referral with the application/resume;
3. the Hiring official or department's Human Resource Representative must validate the referral in writing;
4. the referring employee must be employed and working at Virginia Tech to receive any referral payment.

Hiring managers/supervisors and university recruiting staff are not eligible for participation in the agency referral programs. The hiring official or senior management area bears the cost of the referral payment.

1. The university may determine the payment schedule for referral payments. For example, the university may decide to pay the referring employee in one lump sum after the new employee has successfully completed the probationary period, or the agency may decide to divide the total into two payments: one payment when the new employee begins and the second payment when the probationary period is completed successfully.
2. Payments should be made within one year of the hire date.



### 3.3.2 Written Agreement

Before Exceptional Recruitment Incentive Options may be offered, the hiring official must coordinate the offer with the appropriate senior manager and Human Resources. A formal written agreement, which includes requirements for satisfactory performance and duration of employment, must be executed with each employee outlining how repayment will be made if the terms of the agreement are not met. (See Virginia Department of Human Resources Management Policy 3.05 – Compensation, [http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol3\\_05compensation.pdf](http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol3_05compensation.pdf)). Any changes or offers must be preapproved by the appropriate senior manager and Human Resources prior to the offer. In the event the terms of the agreement are not met, only the employee receiving the incentive option will be accountable for repayment, without any impact to the employee compensated through the referral program.

Hiring officials may use any, all, or none of the Exceptional Recruitment Incentive Options and may impose additional requirements or stipulations for the use of Exceptional Recruitment Incentive Options beyond the guidelines described below, as they determine appropriate for their circumstances.

### 3.4 Hiring or Selection

Classified employees are employed according to the provisions of the Virginia Personnel Act and/or applicable personnel policies and not according to any contract, either expressed or implied, or for a particular period of time.

University employees are employed according to policies approved by the Human Resources and the Board of Visitors and not according to any contract either expressed or implied, or for a particular period of time. All new staff positions will be filled as “University” employees.

#### 3.4.1 Employment Offer Letters

Offers of employment should be made using the template offer letters provided through the Human Resources web site at <http://www.hrapps.hr.vt.edu/resourceguide/>. Employment offer letters should:

1. avoid implying a contract or guarantee of employment for a particular period of time (e.g., do not use “permanent” or “continuing”);
2. state the salary as a pay period amount, from which an annual amount can be computed;
3. describe any conditions of employment;
4. state the probationary period, if appropriate (See Virginia Department of Human Resources Management Policy 1.45 – Probationary Period, [http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol1\\_45probation.pdf](http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol1_45probation.pdf));
5. explain any required certification or training period that might apply; and
6. include notification of the I-9 and E-Verify requirements.

#### 3.4.2 Dual Incumbency

Hiring officials may hire an individual into a position that currently is filled by another employee in cases when:

1. the current employee is separating and a period of time is needed for orientation of the new employee, or
2. the current employee is on leave and a separation date has been established.



Normally, dual incumbency is authorized to allow two employees to occupy the same position for up to 30 days; however, if agency needs require, the period may be briefly extended with approval of Human Resources.

### 3.4.3 Reasons for Non-Selection

Reasons for non-selection of applicants must be specific and job-related. Hiring officials must maintain records that describe sufficient details of the reason for non-selection. Reasons for non-selection must not be related to any protected status as defined by the university's equal opportunity statement, physical, or mental disability that does not interfere with the applicant's ability to perform the essential functions of the job, or other factors which have no bearing on the job-related requirements.

Acceptable reasons for non-selection may include, but are not limited to:

1. unsatisfactory references or relatively weak references in comparison with selected candidate.
2. applicant's refusal or inability to accept work schedule, salary, duties, or other job-related conditions.
3. job-related education and/or training insufficient or not as strong as selected candidate.
4. job-related experience insufficient or not as strong as selected candidate.
5. job-related knowledge/skills/abilities insufficient or not as strong as selected candidate.
6. interpersonal or communications ability not suited to the needs of the position.

Reasons for non-selection should not normally be based on the absence of a particular skill or knowledge that could be learned during a normal job orientation or within a brief training time. Questions about acceptable reasons for non-selection should be referred to Human Resources.

### 3.4.4 Other Employment Requirements

Before an applicant is eligible for employment with Virginia Tech, several records must be reviewed or verified. This information is considered part of the application process and, as with information contained on the application form, if it is later discovered that an applicant falsified any information related to his or her employment, the employee may be terminated.

#### Employment Eligibility/I-9

As required by the Immigration Reform and Control Act of 1986, hiring officials must verify the employment eligibility status of all persons hired. The Form I-9 must be completed for each newly hired employee, including agency transfers, within three (3) days of hire. I-9 forms must be retained in a file separate from the personnel file and in accordance with I-9 retention schedules. The Form I-9 is completed in the department and sent to Payroll for the official record.

#### E-Verify

Virginia Tech must comply with requirements of the E-Verify system in confirming the eligibility of new hires and re-hires to work in the U.S. New hires and re-hires must present the appropriate documentation in a timely manner to comport with requirements of the E-Verify system. This is completed at the department level through guidance from Payroll.

#### Child Support Inquiries

To conform to the intent of Va. Code §§ 20-79 and 63.1-250, agencies must ask each new employee to disclose



whether he or she has an income withholding order to pay child support. If the employee discloses that he or she owes child support that is required to be withheld, the agency shall report to the Department of Social Services and begin withholding according to the terms of such order. This information is obtained at the department level and sent to Payroll.

#### Selective Service

Pursuant to Va. Code § 2.2-2804, any person who has failed to meet the federal requirement to register for the Selective Service shall be ineligible for employment by or service for the Commonwealth, or a political subdivision of the Commonwealth, including all boards and commissions, departments, agencies, institutions, and instrumentalities. A person shall not be denied employment under this section by reason of failure to present himself for and submit to the federal registration requirement if: (i) the requirement for the person to so register has terminated or become inapplicable to the person, and (ii) the person shows by a preponderance of the evidence that the failure of the person to register was not a knowing and willful failure to register.

Applicants who have not registered as required by Va. Code § 2.2-2804 must present verification from the Selective Service System that they have met the requirements of the Code Section. This information is obtained at the department and sent to Human Resources for the official record.

#### Domestic Violence Conviction

Pursuant to *United States Code*, Title 18, section 922(g)(9), anyone who has been convicted of a misdemeanor crime of domestic violence may not possess any firearm or ammunition. Agencies must ensure that they ascertain information about applicants' convictions for domestic violence before they are employed in positions that require or authorize carrying a firearm.

#### Statements of Personal Economic Interests

Certain employees of the Commonwealth must submit statements of economic interests in accordance with Va. Code § 2.2-3114. Agencies must inform newly hired employees of this requirement. (Refer to section 3.1.3)

### **3.4.5 Completing the Hiring Process**

Once a candidate has accepted an employment offer and a start date has been set, the hiring official should:

1. ensure a completed hiring proposal has been submitted in the university's job positing and application system.
2. send appropriate hiring offer to candidate and send a signed copy to Human Resources.
3. update applicant statuses in the applicant tracking system to show final status.
4. notify Human Resources to update the job posting from closed to filled.
5. send required paperwork to Human Resources and/or Payroll (such as I-9, Selective Service, etc.).

### **3.4.6 Orientation Program**

Virginia Tech offers an orientation program for all salaried employees. However, departments are encouraged to offer a department orientation to all employees to ensure department specific information is communicated timely. The New Hire Checklist found on the Human Resources web site at <http://www.hrapps.hr.vt.edu/resourceguide/> is also highly recommended for all hires. Some items may include:

1. where, when, and to whom to report;



2. parking and building access information;
3. introduction to team members;
4. information about required and recommended training programs;
5. instructions on computer access, using the phone, making copies, and other systems needed to perform the job;
6. safety and security information such as evacuation plans, signing up for VT Alerts, and other related items.

### **3.4.7 Record Retention**

#### **Retaining Records**

The following records must be maintained confidentially by the hiring official for a period of at least three (3) years from the date the position is filled.

1. records related to recruitment efforts
2. copies of advertisements
3. screening and selection criteria applied
4. interview questions and notes on applicant responses
5. copy of work sample and responses, if applicable
6. reference check letters and documentation
7. any documentation supporting selection or addressing non-selection
8. documentation supporting the salary determination (retain indefinitely)
9. copy of relevant communications with each candidate
10. other related documents

#### **Destroying Records**

Records must be retained and/or destroyed in accordance with the guidelines established by the Library of Virginia. Hiring officials that are uncertain about the procedures or guidelines should contact university Records Management.

## **4.0 Definitions**

### **Active Application Period**

The period of time during which an application for a specific position under recruitment by an agency may be considered.

### **Application Closing Date**

The last date that an application can be received by the university in order for the applicant to be considered for the recruited position. The application must be received by that date by the close of business or other time specified in the posting notice.



### **Applicant Pool**

All persons who apply using the specified process by the application closing date for a specific position that is posted.

### **Background Check**

Review of an individual's work and personal history to determine if a candidate is suitable for certain positions. Depending upon the nature of the position for which the candidate is being considered, types of background checks that may be conducted include:

- academic record and verification of licenses and certifications;
- employment history, including references;
- financial history;
- credit reports;
- criminal history;
- driving record;
- a fingerprint-based criminal history report, and/or;
- other records or information related to the candidate's suitability for the position.

### **Bona Fide Occupational Qualification ("BFOQ")**

A *Bona fide* occupational qualification is a job requirement that is reasonably necessary to the normal operation of that particular business or enterprise. An exception to the restrictions of Title VII of the Civil Rights Act (1964) regarding discrimination on the basis of sex, religion, and national origin that, under certain conditions, legitimately may require an employer to require an individual of a specific sex, national origin or religious affiliation to staff a certain job.

### **Competencies**

The knowledge, skills, and underlying behaviors that correlate with successful job performance and positively impact the success of the employee and the organization. Competencies emphasize the attributes and activities that are required for an organization to be successful. Competencies may be behavioral or technical.

### **Continuous Recruitment**

A method of recruiting that allows agencies to receive and consider applications on an ongoing basis for those positions for which vacancies constantly exist or frequently recur.

### **Disability**

An individual is considered to have a disability if that individual either (1) has a physical or mental impairment which substantially limits one or more of his or her major life activities, (2) has a record of such an impairment, or (3) is regarded as having such an impairment.

### **Dual Incumbency**

Hiring a candidate into a position that is occupied by another employee for a short period of time, normally 30 days or less:

- to allow for a period of orientation for the new employee before the current employee separates; or



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- when the current employee is on leave (with or without pay) and a separation date has been established.

### **E-Verify**

E-Verify is an Internet-based system that compares information from an employee's Form I-9 (Employment Eligibility Verification) to data from U.S Department of Homeland Security and Social Security Administration records to confirm that an employee is eligible to work in the United States.

E-Verify is administered by the U.S. Department of Homeland Security, USCIS - Verification Division, and the Social Security Administration.

### **Exceptional Recruitment and Retention Incentive Options**

Options that may be used to attract and retain qualified individuals when there are significant recruitment and retention problems for positions that are critical to the agency's mission and ongoing operations. The options related to hiring are sign-on bonuses, annual leave, and payment for referral.

### **Fair Credit Reporting Act**

A federal law that protects the privacy rights of individuals. Information obtained through certain background checks or investigations may be subject to the Fair Credit Reporting Act (FCRA).

### **Hiring Official**

The individual responsible for the selection and hiring of an employee and for making the hiring decision.

### **Job Announcement**

A statement, posting notice, or advertisement that a position is to be filled.

### **Knowledge, Skill, Ability ("KSA")**

A component of a position's qualification requirements, based in part on definitions in the federal "Uniform Guidelines on Employee Selection Procedures," found in volume 29 of the Code of Federal Regulations at Part 1607, section 16.

- **Knowledge** – A body of information applied directly to the performance of a function. It usually is information of a factual or procedural nature that makes possible adequate performance of the work.
- **Skill** – A present, observable competence to perform a learned psychomotor act.
- **Ability** – A demonstrated competence to perform observable behavior, or a behavior that results in an observable product. Ability denotes current competence in doing specific job content actions; it does not denote a person's capacity to acquire this competence, nor can it be inferred from years of experience. Those involved in the hiring process should take care not to confuse an ability, which is currently demonstrable, with an aptitude, which is the potential for acquiring an ability.

**Non-competitive transfer:** the transfer of an employee from one position to another position in the university without the requirement for posting.



### **Probationary Employee**

Introductory period of employment that allows the employee and university to determine if the employee is suited for the job. During the probationary period, employees may be terminated at the pleasure of the university, without access to the State Grievance Procedure. The normal probationary period is 12 months; however, it can be extended as described in this policy for up to 18 months for performance reasons, if an employee is absent for an extended period of time, or if an employee moves to another position within the last 6 months of the 12-month period.

### **Review Date**

The date by which applications must be received full consideration when no job posting close date is specified.

### **Reasonable Accommodation**

Modifications or adjustments in a work site, program, or job that make it possible for a qualified employee with a disability to perform the essential functions of the position or for an applicant to progress through the hiring process.

### **Applicant Tracking System (ATS)**

The university's online employment system used to announce job vacancies, collect applications, and house job descriptions

### **Recruitment**

The process by which the university seeks qualified candidates by posting or advertising a position that will be filled through a competitive selection process.

### **References**

Information obtained from former employers, supervisors, co-workers or others regarding a candidate's work performance or behavior. This information is used along with other information collected during the hiring process to determine the candidate's suitability for the advertised position and, ultimately, to determine which candidate is best suited for employment.

### **Screening**

The process of evaluating the qualifications of individuals in an applicant pool against established position qualifications to determine which of the qualified applicants to be interviewed.

### **Selection**

The result of the hiring process that identifies the applicant best suited for a specific position.

### **Search Committee**

The group of individuals (two or more) that interviews job applicants for selection or for referral to the hiring authority for selection.

### **Sensitive Position**

A position designated by the university as directly responsible for the health, safety and welfare of the general populace or protection of critical infrastructures, for which a criminal history, including fingerprinting, must be obtained for the final candidate from the Federal Bureau of Investigation through the Department of State Police (Va. Code § 2.2-1201.1).



## 5.0 References

Virginia Tech, Human Resources Resource Guide

<http://www.hrapps.hr.vt.edu/resourceguide/>

Virginia Tech, University Policy 4240, Layoff Policy for Staff

<http://www.policies.vt.edu/4240.pdf>

Virginia Tech, University Policy 4060, Conviction and Driving Record Investigation

<http://www.policies.vt.edu/4060.pdf>

Virginia Tech University Policy 4061, Drug, Alcohol, and Medical Testing Guidelines for Commercial Driver's License Holders and Other Identified Positions

<http://www.policies.vt.edu/4061.pdf>

Virginia Department of Human Resources Management (DHRM) Policy 2.05 - Equal Employment Opportunity

[http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol2\\_05eeo.pdf](http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol2_05eeo.pdf)

Virginia Department of Human Resources Management Policy 3.05 – Compensation,

[http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol3\\_05compensation.pdf](http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol3_05compensation.pdf)

Virginia Department of Human Resources Management (DHRM) Policy 1.45 – Probationary Period Policy

[http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol1\\_45probation.pdf](http://www.dhrm.virginia.gov/docs/default-source/hrpolicy/pol1_45probation.pdf)

Virginia Department of Human Resources Management (DHRM), Chapter 12 of Title 2.2-1201.1-Criminal Background Checks

<http://law.lis.virginia.gov/vacode/title2.2/chapter12/section2.2-1201.1/>

State and Local Government Conflict of Interests Act, Chapter 31 of Title 2.2 of the Code of Virginia

<http://law.lis.virginia.gov/vacode/title2.2/chapter31/section2.2-3114/>

Virginia Personnel Act, Chapter 29 of Title 2.2 of the Code of Virginia

<http://law.lis.virginia.gov/vacodepopularnames/virginia-personnel-act/>

Domestic Relations, Chapter 5 of Title 20-79 of the Code of Virginia

<http://law.lis.virginia.gov/vacode/title20/chapter5/section20-79/>

Selective Service Compliance, Chapter 28 of Title 2.2-2804 of the Code of Virginia

<http://law.lis.virginia.gov/vacode/title2.2/chapter28/section2.2-2804/>

Unlawful Acts, United States Code, Title 18, section 922(g)(9)

[http://uscode.house.gov/view.xhtml?req=\(title:18%20section:922%20edition:prelim\)%20OR%20\(granuleid:USC-prelim-title18-section922\)&f=treesort&edition=prelim&num=0&jumpTo=true](http://uscode.house.gov/view.xhtml?req=(title:18%20section:922%20edition:prelim)%20OR%20(granuleid:USC-prelim-title18-section922)&f=treesort&edition=prelim&num=0&jumpTo=true)

Fair Credit Reporting Act, United States Code, 15 1681 et seq

<https://www.consumer.ftc.gov/sites/default/files/articles/pdf/pdf-0111-fair-credit-reporting-act.pdf>



Virginia Tech, University Policy 1025, Policy on Harassment, Discrimination, and Sexual Assault  
<http://www.policies.vt.edu/1025.pdf>

## 6.0 Approval and Revisions

This is a new policy that combines information from policies 4026, 4031, and 4032. This policy supersedes policies 4026, 4031, and 4032.

Approved February 7, 2019 by Vice President for Human Resources, Bryan Garey.

- Revision 1  
Eliminated eligibility of probationary employee language in section 3.1.6, reflected in Policy 4260 - Probationary Period for Salaried University Staff Employees.

Approved October 17, 2019 by Vice President for Human Resources, Bryan Garey.