

FACULTY RECRUITMENT HANDBOOK

**James Madison University
The Office of Equal Opportunity**

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- Our staff is here to help you -

Director, Office of Equal Opportunity

James R. Robinson

E-mail: robinsjr@jmu.edu

Program Administrator

Lisa Hess

E-mail: hesslb@jmu.edu

- We welcome you to contact us -

The Office of Equal Opportunity

1017 Harrison Street

JMAC 2 - MSC 5802

Harrisonburg, VA 22807

Web site: <http://www.jmu.edu/affirmact>

Telephone/TDD: (540) 568-6991

Fax: (540) 568-7992

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The Office of Equal Opportunity

Mission Statement

The mission of the Office of Equal Opportunity is to promote, support and monitor adherence to the equal opportunity policies at James Madison University. By providing an awareness of equal opportunity policies, this diverse community will produce a common exchange of ideas to result in an enriching educational experience. This experience of diversity and affirmative action practices will bring together a multiplicity of positive intercultural issues and people. We also support cultural initiatives for a common cause to retain unique attributes and individuality within the JMU community.

The Office of Equal Opportunity provides service by:

- interacting with departments to promote the hiring of individuals who best meet the position expectations and who are also regarded as underrepresented in the university;
- sponsoring programming which enhances and promotes interpersonal communication and an appreciation of the humanistic attributes of the various equity groups; sponsoring workshops and conferences on various subjects such as sexual harassment, disabilities/ADA, affirmative action, and equal employment opportunity laws;

- providing a place where individuals who feel that they have been subjected to sexual harassment, discrimination or harassment due to race, color, national origin, religion, age, gender, veteran status, political affiliation or disability can file a complaint for an impartial resolution; and
- exchange ideas with other progressive universities/organizations to implement **affirmative and equal employment** strategies to improve the workforce at the university.

Categories of Faculty Positions

Category I: Instructional Faculty

The Instructional category requires specific assignments that customarily include instruction, research, or public services as a principal activity. Examples include academic rank titles such as professor, associate professor, assistant professor, instructor, lecturer, or the equivalent of any of these academic ranks where incumbents comprise JMU's academic colleges.

Qualification Criteria:

- obligation to have an advanced degree, training and/or work experience at a level that equates to an advanced degree;
- requirement to perform the duties and responsibilities associated with this category 50 percent or more of the contractual time on a regular basis; and

- stipulation that the reporting relationship normally must not go **lower than three levels below the president** (for institutions that are doctoral degree granting or have a student head count enrollment of 10,000 or more.)

Category II: Administrative and Professional Faculty Categories (A/P Faculty):

Administrative Faculty

Requirement to perform work directly related to the management of the educational and general activities of JMU, its departments or subdivisions thereof. Incumbents in these positions exercise discretion, independent judgment and generally direct the work of others.

Professional Faculty

Requirement of advanced learning and experience acquired by prolonged formal instruction and/or specialized work experience. This category is normally limited to librarians, counselors, coaches, lawyers, physicians and other professional positions serving education, research, athletics, medical, student affairs and development functions or activities.

Search and Appointment Procedures

The Office of Equal Opportunity's Faculty Recruitment Handbook shall guide all faculty searches conducted at the university. These procedures apply to full-time

faculty positions, including administrative and professional faculty positions. Full-time is defined as 9-12 months if the employee will receive benefits. The procedures for a full search are not required for part-time appointments, interim appointments or full-time appointments of less than one year, such as visiting faculty, faculty on short-term contracts or temporary replacements for faculty on leave.

Overview of Faculty Hiring

James Madison University is committed to providing a quality educational, cultural and social experience for students. To maintain this environment, instructional, administrative, and professional faculty of the highest caliber must support the university's mission. Unless a distinction is made, the term faculty, in this handbook, refers to Academic Affairs, Administration and Finance, Development, Institutional Effectiveness, Intercollegiate Athletics, Student Affairs, and University Relations and External Programs.

Generally, administrators are hired as professional or administrative faculty. Exceptions include department heads who are instructional faculty who teach and perform research part-time. Anyone appointed as an administrator, must have earned a master's degree unless the dean, director of athletics, or the appropriate vice president has given a waiver.

In recruitment and the appointment of academic personnel, attention must be given to the conditions set forth in applicable university policies, federal and state legislation including: Title VII of the Civil Rights Act of 1964, as amended; Title IX of the 1972 Education Amendments Act; Section 503 and 504 of the Rehabilitation Act of 1973; the Age Discrimination in Employment Act of 1967; the Americans with Disabilities Act of 1990; James Madison University Policy 1302; the established *Affirmative Action Plan* of the university; Section 402 of the

Vietnam Era Veteran's Readjustment Assistance Act of 1974; and Executive Order Number Five (Commonwealth of Virginia). Each department has access to the JMU Homepage via Internet for the most updated JMU Policy Manual. The *Affirmative Action Plan* is available for viewing in the Office of Equal Opportunity.

Although existing part-time and full-time administrators or faculty members are welcome to apply for openings, they may not be placed in full-time or tenure-track positions without conducting viable searches.

Promotion, Internal and External Recruitment

Faculty may be promoted. A representative from the hiring department must receive approval from the Office of Equal Opportunity to conduct a shortened search – less than 30 days, or an agency only search. Examples are resignations during or immediately prior to a semester, grant participants or other special projects, unfulfilled positions where the responsibilities or services not being met will negatively affect the faculty members. Any in-house search must meet the following requirements:

Grants with External Salary Support

Grant writers applying for external salary support are expected to observe equal employment opportunity laws by seeking the participation of females, minorities, and persons with disabilities, particularly in the early planning phases. Use of electronic communication systems through professional networks and the university are recommended for advertising in the initial stages. Completion of this procedure entitles project directors, coordinators, or facilitators of approved grants to make hires where extramural salary specifically is designated.

Opening a Search

The Search Committee - Departments must establish search committees that contain both male and female representation. In addition, it is strongly recommended that a minority representative be placed on the committee-- undergraduate and graduate students are very effective in this effort.

Request to Recruit – The *Academic Affairs Recruitment Use Only* box and *Section II* of a PAR form <http://www.jmu.edu/humanresources/forms.shtml> should be completed and submitted along with a copy of the job description to the Office of Academic Affairs. After the approval, a search can be opened.

The JMU JobLink System - All searches must be created in the JMU JobLink System <https://joblink.jmu.edu/hr>. The search chair or a designee must create a hiring manager user account prior to accessing the system. After you have access, the following are the steps to opening a search. If you have any questions on how to use the JMU JobLink System, please contact Recruitment Services @ 568.6165 or refer to the *Hiring Manager's Guide to JobLink* <http://www.jmu.edu/humanresources/employment/hiringguide.pdf>

Create a Posting – A posting may be created by using the state role title or from a previous posting

Add Posting Details - Description of Duties: In addition to the rank (or range of rank), the description of the duties for the position usually includes the types and levels of courses to be taught, administrative responsibilities, if any, and research

activities expected. **Qualifications:** The qualifications describe what is needed in the job and must be germane to the performance of the duties listed in the position description. Qualifications may include: degree held, desirable experience, demonstrative success in research, the sub discipline or subspecialty required, and other abilities pertinent to the position. Care must be exercised so that the qualifications are neither overly restrictive nor too vague. These qualifications do not require a specific number of years of experience. **First Review Date:** The advertisement must include:

- An acceptable "*First Review Date*". For a national search, the *First Review Date* should be at least one month beyond the date that the ad appears. Please use the following language:

Review of candidates will begin on (insert first review date). Applications should be received by this date.

Advertising - Determine Advertising scope and copy and paste job announcement into announcement field

- All full-time faculty positions plus administrative and professional faculty positions, including possible promotions to be filled for at least 9-12 months or more, must be advertised in at least one publication or professional journal with a national circulation. Any deviation requires approval by the Equal Opportunity Director. An example of a deviation might be a resignation just prior to the beginning of classes. Also, a few administrative and professional faculty positions may be advertised only regionally or statewide
- Minority advertising - The University goals for minorities and females require all searches to make a bona fide effort to advertise for minority candidates. All searches are advertised on a listserv for historically Black Colleges and Universities. In addition, committees may access female and minority directories located in the Office of Equal Opportunity.

Review Posting Specific Questions – The search committee should determine if they want to require applicants to answer any or all of the posting questions.

Guest User – A guest user account is a helpful tool to enable others to view the applicant's information. A search chair may want to provide all the committee members with the Guest User information so that they may access the search and monitor its' progress.

Save or Submit to HR/OEO for Approval – You can save your posting for future editing or submit for approval. Once the posting is approved, it will appear to potential applicants on the JMU JobLink website.

***** All information must be retained for a minimum of three years in a manner that the complete recruiting effort for any position can be reconstructed, if necessary, for review by Equal Employment Opportunity or for legal inquiries. *****

First Review of Applicants and Establishing Eligibility

Using a standard screening form within departments for all candidates will help increase objectivity in the review process. Each department is free to create a screening form for use by its search committees.

The "*First Review Date*" is the day the search committee first comes together to begin discussing which applicants to interview either by phone or in person. To obtain the pre-interview applicant list, the chair or designee must log into the

JMU JobLink system. You can then view, sort and print any necessary report.

****The search chair or designee must remember to change the posting status to *Closed* when the committee feels they have an adequate pool of applicants.**

This will insure that no new applications are received once the review and interview process is underway.

It is critical to verify all candidates' employability in this country before inviting them to interview. The International Student Services Director is the university's expert in visas and immigration. The university will not assume responsibility for obtaining visas or other immigration documents for any candidate.

Nomination of Candidates

It is the responsibility of the chair to notify potential candidates who have been nominated for positions. The search chair should also include copies of the announcement and any pertinent application requirements or materials. Search chairs must notify unsuccessful applicants at the time of hiring the successful candidate.

Telephone Interview Guidelines

No interviews shall be conducted prior to the "First Review Date."

Telephone and video interviews are approved techniques in the hiring process. These interviews must be conducted in the same manner as campus visits with regard to questions or other inquiries. A list of interview questions must be used, but it may vary by position due to the nature of the responsibilities. ***Be certain at each stage of the screening process, that all applicants receive the same treatment.***

Campus Interview Guidelines

For each candidate invited to campus, prior approval by the appropriate vice president must be secured. How the chairs obtain approval to interview is up to their appropriate vice president.

All candidates must be interviewed using identical criteria. Developing a form for this purpose is recommended. The interview process (telephone, video tape, campus visit, etc.) should be logged to provide proof of consistency. When the search committee members check telephone references or make phone interviews, they must keep a record of the calls to show a good faith effort.

Although all visits must include interviews with appropriate administrators, the particular needs of a candidate should be considered. If it can be ascertained that a candidate might have specific interests (real estate, schools, etc.) in the community; an attempt should be made to allow him/her an opportunity to see what is available.

Questions asked of a candidate must be legal, and appropriate to duties and skills directly related to the position.

Prepare a list, in advance, of interview questions to be asked of all candidates; follow-up questions to candidates' answers invariably will differ. Telephone interviews must be conducted in the same manner as campus visits, as much as practicable. Here are some general guidelines:

Interviewing Guidelines

Category	Acceptable to Ask	Unacceptable
Name	Name	Questions seeking the current title held by the applicant
Age	Only if it is established by law that the applicant meets a minimum age requirement	Questions to determine applicant's age (i.e. date of high school graduation)
Birth Place	Don't Ask	Place of birth and national origin are not acceptable questions
Race or Color	Don't Ask	Race and color are not relevant to the selection process
Gender	Don't Ask	Not relevant to the selection process
Religion	Don't Ask	Religious beliefs and church affiliation are irrelevant to the selection process
Sexual Orientation	Don't Ask	Sexual Orientation is irrelevant to the selection process
Disability	Questions may be asked if necessary to determine applicant's ability to perform essential job duties	Any further questions are not relevant to the selection process
Citizenship	Proof of citizenship can only	Any questions about whether the

	be requested after the hiring decision has been made	applicant is a natural-born citizen or a naturalized citizen or about the citizenship of spouse are not relevant to the selection process
Arrests and Convictions	Questions about crimes and convictions specific to the qualifications of the position are acceptable	No inquiry may be made into arrests that did not result in convictions
Education	It is acceptable to ask about language skills and the nature and extent of academic, professional or vocational training	Don't ask questions that would reveal nationality or religious affiliation of the schools where training occurred
Relatives	Don't Ask	The applicant's relatives are not relevant to the selection process
Organizations	Questions may be asked about memberships and offices held by the applicant	Don't ask questions about memberships, office, or organizations that would reveal race, color, religion, sex, nationality, disability, age, or ancestry of the applicant or the organizations
Military Service	When military service is relevant to the job qualifications, questions concerning the service may be asked; and requirement of military discharge certificate may be made after the applicant is hired	Avoid questions about military service in any country other than the United States. Do not request military records. Do not ask questions concerning military discharge
Work Schedule	Questions about the applicant's willingness to work the required job schedule may be asked	Don't ask about the applicant's willingness to work on religious holidays

Preparation for the Reference Check

1. The interviewer should make the reference check .
2. Make a checklist of relevant questions concentrating on the particular job for which the applicant is being considered.
3. Be sure to verify that the applicant has given permission to check references and current employer by referring to the applicant's JMU JobLink faculty application. The applicant's present employment should not be jeopardized.

Making the Actual Call for a Reference Check

1. Call the person who had direct supervision over the applicant. Do not attempt to get the information from someone in a staff relationship (such as the personnel department) or any other secondary source, unless no other channel is available. The personnel office or accounting department can verify dates of employment and termination, but usually neither is in a position to give valuable information regarding the applicant's duties, skills, former or current work habits, or job performance. Also see *telephone reference* <http://www.jmu.edu/humanresources/forms.shtml>.

Completing the Search

When the prime candidates have been established, make a telephone offer to the top person. Once a candidate agrees to accept the appointment, the search chair must

1. Make a formal written offer and receive a written acceptance.
2. Complete the PAR form including signatures from the appropriate administrators and forward it to the Office of Academic Affairs.
3. Forward official transcript(s) of the person's highest degree (for accredited instructional positions only), a copy of the new employee's social security card, resume, a current vitae, I-9 (new hires only), and a New Hire and Personal Information Changes (new hires only) to HR. Forms can be downloaded from the HR website <http://www.jmu.edu/humanresources/forms.shtml>
4. Within the JMU JobLink System, choose the specific search; identify the applicants that were interviewed, the reason for disqualification, and the person hired.
5. Change the posting status to Filled, No Email or Filled Send Email. By choosing Filled, No Email, the search committee will be required to notify all applicants that the position has been filled. By choosing Filled, Send Email, an email will automatically be sent to those individuals who were not interviewed. **With either option, the search committee is required to follow-up in their customary manner with those individuals that were interviewed.**

The President via Human Resources prepares a contract and forwards it to the department. The department mails the contract to the appointee with a *Standard Letter of Transmittal* prepared by the department head. The standard letter must also contain the direct deposit pay stipulation. When the signed contract is

returned to the Office of Human Resources, it is forwarded to the president for signature. Copies are distributed to the following: appointee, appropriate vice president, dean, department head, and personnel file.

**** A file of credentials for unsuccessful candidates for positions and other pertinent information must be retained in the department or the search chair's office for three years after the respective date of hire. The link for records disposal is <http://www.jmu.edu/JMUpolicy/1109.shtml>.**

Each semester, the Office of Equal Opportunity examines the records of 4 -6 searches, and reports its findings to the president of the university. These reviews are intended to assure appropriate documentation for compliance with federal or state laws, and serve as a model or candidate pool for future searches. The reviews are also important to emphasize and evaluate hiring in a manner consistent with the university's mission of diversity and equal opportunity.**

