

Policy 1313

Classified and Wage (non-student/part-time) Positions - Recruiting, Selecting and Hiring

Date of Current Revision: August 2023

Responsible Officer: Director of Human Resources

1. PURPOSE

The purpose of this policy is to provide requirements for an efficient and consistent recruiting and selection process for classified and non-student wage employees at James Madison University (JMU) that promotes equal employment opportunity and a highly effective and diverse workforce.

2. AUTHORITY

The Board of Visitors has been authorized by the Commonwealth of Virginia to govern James Madison University. See Code of Virginia § 23.1-1600; § 23.1-1301. The board has delegated the authority to manage the university to the president.

STATE OR FEDERAL STATUTE AND/OR REGULATION

This policy is written in conjunction with and under the authority of Virginia Department of Human Resource Management (DHRM) Policy [2.10](#)-Hiring.

Title VII of The Civil Rights Act of 1964 as amended

The Americans with Disabilities Act Amendments Act (42 U.S.C. § 12101 et seq.) and Section 504 of the Rehabilitation Act (29 U.S.C. § 791 et seq.)

Code of Virginia 2.2-1213 – Alternative Hiring Process

3. DEFINITIONS

Alternative Hiring Process

A process for the employment of persons with a disability, which is non-competitive in nature, and includes an option for state agencies to convert a position filled through the non-competitive process into a position that is normally filled through a competitive process.

Classified Position

A salaried position assigned to an Occupational Family and Career Group based on duties and responsibilities, and to a Role Code based on the compensable factors of Complexity, Results, and Accountability. See DHRM Policy [2.20](#)-Types of Employment.

JMU-Only Position

A position for which only current JMU non-student employees may apply. (This excludes individuals designated as affiliates.)

Open Recruitment

A position for which all state employees and the general public may apply.

Veteran Preference

As directed by Virginia Code 2.2-2903, a veteran's military service shall be taken into consideration by the Commonwealth during the selection process, provided that such veteran meets all of the knowledge, skill and ability requirements for the available position. Additional

consideration shall also be given to veterans who have a service-connected disability rating fixed by the United States Veterans Administration.

Wage Employment

Employment within the university to meet part-time, temporary or seasonal needs. Wage employees are limited to working no more than 1,500 hours during each 12-month period of May 1 - April 30. In addition, wage employees may not exceed an average of 29 hours per week over the standard measuring period, May 1 - April 30 of each year. Supervisors may allow wage employees to temporarily exceed the 29-hour limit during periods of high demand provided this exception is planned for and hours are reduced later in the measurement period.

4. APPLICABILITY

This policy applies to all persons involved in recruiting, selecting and hiring classified and non-student wage employees at James Madison University.

5. POLICY

The university will recruit, select and hire classified and non-student wage employees in accordance with federal and state law and university policies. To comply with these policies, to ensure that employment practices are effective and to provide equal employment opportunity, the following procedures must be observed in filling all classified and non-student wage positions.

James Madison University does not discriminate and will not tolerate discrimination or harassment on the basis of age, color, disability, gender identity or expression, family medical or genetic information, national origin, parental status (including pregnancy), political affiliation, race, religion, sex, sexual orientation or veteran status. Conduct by a member of the university community that constitutes discrimination or harassment on the basis of any protected class is a violation of university policy and is sanctionable. See Policy [1324-Discrimination and Harassment \(Other than Sexual Harassment and Misconduct\)](#). The policy concerning harassment and misconduct on the basis of sex, sexual orientation, gender and gender identity or expression, including sexual assault, sexual misconduct, and sexual violence, can be found in Policy [1340-Sexual Misconduct](#).

When requested, departments must provide reasonable accommodation throughout the application and selection process to persons with a qualified disability in accordance with the Americans with Disabilities Act.

6. PROCEDURES

6.1 Initial Steps

- a. Before beginning a recruiting and selection process hiring authorities must:
 1. Analyze the vacant position and determine if any changes in the job have occurred that would require a new or updated position description.
 2. Update the position description to reflect current duties and responsibilities (applies to classified positions; not wage).
 3. Determine the necessary and preferred knowledge, skills, and abilities (KSAs) or competencies for the position and identify up to five job-related screening criteria associated with the KSA's that are predictive of a candidate's ability to successfully perform the job.
- b. In consultation with Human Resources, hiring authorities must:
 1. Identify any education qualifications required for the position.

2. Identify any bona fide occupational qualifications (BFOQs).
3. Determine if the position may be filled through the Alternative Hiring Process.
4. Determine, if the position is assigned to the proper role and make role changes as necessary.
5. Determine the appropriate salary hiring range.

6.2 Advertising

- a. The hiring authority determines the recruitment strategy that best fits the department's needs. This may be done in collaboration with Human Resources.
- b. Positions may be posted for a fixed period of at least five consecutive workdays (excluding weekends and holidays) from the posting date. When choosing a fixed period, a closing date must be included in the announcement. The initial day of posting is day zero of the posting period.
- c. Positions may also be posted with an open-until-filled statement. If this method is chosen for a classified position, the announcement must be posted on the JMU JobLink recruitment system and the state's Virginia Jobs system for at least five consecutive workdays (excluding weekends and holidays).
- d. Job announcements must be job related and include the following:
 1. An Equal Employment Opportunity statement.
 2. The position's state role title and working title.
 3. Any BFOQs. Contact Human Resources for help in determining appropriate requirements.
 4. A summary of job duties.
 5. Minimum qualifications.
 6. Postings must not specify a certain number of years of experience.
 7. Educational qualifications, occupational certification or licensing required by law, regulation, or accrediting body.
 8. A statement that employment is contingent upon the successful completion of a criminal background investigation, or fingerprint-based criminal history check if required for the position.
 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. Positions funded by a grant must include a statement that the position is contingent upon continued funding.
 11. Salary or hourly pay rate (ensuring that the [Salary Administration Plan](#) is adhered to and involving the HR Consultant to verify appropriate salary), hiring officials may choose to advertise one of the following:
 - a) Specific hiring range
 - b) Maximum starting salary
 - c) Minimum starting salary
 - d) Statement such as "commensurate with experience." Advertised pay rates must be based on the appropriate pay bands and be within the budgeted amount for the position.
 12. Number of hours of work per week if 29 hours or less, with a notification that health benefits are not included.
 13. Number of positions being filled from the same applicant pool, if more than one.
 14. Contact information of resources for applicants having disabilities who need assistance in applying for the position.
 15. A statement regarding the Alternative Hiring Process, if applicable.
- e. Job announcements may also include additional considerations:

1. Supplemental knowledge, skills, and abilities or competencies beneficial to successful job performance.
 2. Specialized training that is beneficial to successful performance of essential job duties.
 3. Specialized job-related experience, must not specify years of experience
 4. Experience with job-relevant software applications.
 5. Other aspects of the position such as shift, work hours, etc.
- f. Advertisements for all classified positions will automatically be placed:
1. In the JMU JobLink recruitment system (including JMU-only announcements).
 2. In the state's Virginia Jobs system. Job announcements, including JMU-only announcements, must be posted for at least five consecutive workdays (not including weekends and holidays).
 3. Through the JMU Career Opportunities listserv which is sent to several diversity related sources such as Historically Black Colleges and Universities, Hispanic Association of Colleges and Universities, the Virginia Department of Aging and Rehabilitative Services, etc.
- g. Exceptions to the requirement for automatic advertisement placement are allowed for the following:
1. Positions that will be used as a placement for employees affected by a layoff.
 2. Positions to be filled by university-initiated demotions, promotions or reassignments.
 3. Similar positions that become vacant within 90 calendar days from the closing date of the previously recruited positions. The hiring authority may use the same candidate pool if the two positions have the same role title, primary duties, work title and organizational unit.
- h. Departments may also choose to advertise in newspapers, journals, websites, or other print or electronic periodicals, etc. A directory of diversity advertising sources can be found [here](#). This is done through Recruitment and Employment Services in Human Resources. Advertisements must meet all required Equal Employment Opportunity Commission regulations.
- i. The university does not require that non-student wage (part-time) positions be advertised. The departments may fill these positions without interviewing or screening applications; however, if a department chooses to conduct a formal search, the guidelines set forth in this policy must be followed.

6.3 Screening

- a. All applications received by the closing date must be considered.
- b. Departments may either interview all applicants for a position or reduce the applicant pool by screening applications/resumes. Before screening applications, the hiring authority must choose up to five job-related criteria (as noted in 6.1 above) based on the position description and populate a screening grid. These job-related criteria must be included as qualifications in both the JobLink posting and in related advertisements. [Recruitment Specialists](#) are available to assist departments with screening.

- c. Departments must screen applications according to:
 - 1. Minimum qualifications.
 - 2. Relevant work experience, excluding specific number of years
 - 3. Veterans' preference.
 - 4. Additional Considerations established for the position, if applicable.
 - 5. Candidates with a Yellow or Blue Card must also be screened for preferential placement as outlined in DHRM Policy 1.30, Layoff.
 - 6. Candidates applying through the Alternative Hiring Process can receive priority consideration.

6.4 Interviewing

- a. Interviews must be conducted for all advertised classified positions. An exception to this policy regards persons on layoff status. If a person in layoff status is minimally qualified for the position, no interview is required to make an offer of employment to that person. All candidates selected for an interview must be interviewed before an offer is made; however, departments are not required to reschedule interviews with applicants who were unable to make the initial scheduled interview.
- b. Interview questions must be developed before the interviewing process and all questions must be asked of each applicant interviewed. Questions must be job-related and based on knowledge, skills and abilities. Additional follow up questions may be asked in response to statements or questions from the applicant, or to clarify information provided by the applicant.
- c. Interviews may be conducted by the hiring authority, persons designated by the hiring authority or by a search committee. The following are expectations and responsibilities for search committee members conducting interviews:
 - 1. Search committee members must represent a diverse population.
 - 2. Search committee members should familiarize themselves with the basic responsibilities of the position.
 - 3. If they are classified employees, search committee members should be in the same role or a role with greater authority than the position for which they are interviewing candidates (unless the panel members are a human resource professional whose responsibilities include interviewing applicants).
 - 4. Search committee members will receive appropriate training, instruction or guidance on lawful selection before participating in the interview and selection process.
 - 5. Search committee members must excuse themselves from the search process if they are related to or have knowledge of a candidate that creates a conflict of interest.
 - 6. Search committee members should make recommendations regarding their choice of applicants to the hiring authority.
 - 7. Search committee members must hold confidential all information related to the interviewed applicants and the recommendation or selection.

6.5 Reference and Criminal History Checks

- a. Reference checks must be conducted in accordance with Policy [1320](#)-Providing and Obtaining Employment Reference Information.
- b. Criminal background checks must be conducted in accordance with Policy [1321](#)-Criminal Background Checks.

6.6 Selection

- a. Prior to extending an offer to a candidate, confirm that no family relationships exist that would result in a violation of Policy 1301 - Policy [1301](#)-Nepotism and Employment of Family Members.

- b. Reasons for non-selection of applicants must be specific and job-related, and for each applicant who is not selected a 'reason for non-selection' must be noted in JobLink.
- c. Using any of the following criteria as reasons for non-selection is prohibited by law and university policy:
 - 1. Age, color, disability, gender identity or expression, family medical or genetic information, national origin, parental status (including pregnancy), political affiliation, race, religion, sex, sexual orientation or veteran status.
 - 2. Mental or physical disability that does not interfere with the applicant's ability to perform the essential functions of the job with or without a reasonable accommodation.
 - 3. Other factors that have no bearing on job-related requirements.
- d. Appropriate reasons for non-interview or non-selection may include any one or a combination of the following:
 - 1. Unsatisfactory references or relatively weak references.
 - 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.

6.7 Hiring

- a. After the hiring authority, person(s) designated by the hiring authority, or the search committee has completed interviews, reference checks, and made a decision on the candidate who should receive an offer, the hiring authority must contact their [HR Consultant](#) to discuss the appropriate starting salary. After speaking with an HR Consultant, the hiring authority may extend an offer of employment. When the offer has been made and accepted, the candidate and the hiring authority can determine a start date, and the hiring authority must then submit the [ePAR](#) (electronic Personnel Action Request) to Human Resources.
- b. Under Affordable Care Act (ACA) regulations the university shall not rehire a former JMU full-time employee into a wage position until the employee has been separated for a minimum of 26 weeks. Hiring supervisors should contact their HR Consultant or Recruitment Specialist for assistance when making rehire decisions on any JMU employee who was most recently employed in a full-time position at JMU and who wishes to return to JMU in any part-time capacity.
- c. The selected candidate will be required to complete the onboard process prior to the hire date. Through the onboard process, employees are informed of campus resources, compliance obligations, and orientation programs where the employee can begin to engage with the campus community. As part of the onboard process the candidate must present appropriate documentation in a timely manner to comply with requirements of the Form I-9 and the E-Verify system. Human Resources will send a welcome letter outlining terms and conditions and an orientation checklist to all new classified employees.
- d. Supervisors confirm that employees are compliant with all onboard requirements including the form I-9 when they receive notification via the ePAR routing notice that contains the comment "Onboard Complete." At this point, supervisors may allow employees to perform job tasks and to begin their assigned work schedule.
- e. Supervisors are encouraged to ensure that new employees participate in orientation programs offered by Human Resources. In addition, managers and supervisors are responsible for providing newly appointed, promoted, or transferred employees with job training and information specific to departmental operations.
- f. Once the hiring process is complete and the selected employee begins working, the

supervisor will ensure that the newly appointed, promoted or transferred employee receives all job training and information specific to the position.

6.8 Recruitment and Selection Records

- a. The recruiting process is one that is closely monitored by state and federal agencies. It is critical that the process for hiring employees at JMU reflect a commitment to hiring practices that do not discriminate on the basis of age, color, disability, gender identity or expression, family medical or genetic information, national origin, parental status (including pregnancy), political affiliation, race, religion, sex, sexual orientation or veteran status.
- b. For the protection of those involved in applying for positions, the information related to the recruiting and selection process shall be kept confidential. In addition, under the Virginia Freedom of Information Act (2.2-3700), agencies are not required to allow applicants to examine reference data or recommendation letters. Therefore, documentation of reference checks and information obtained must be maintained in strict confidence.

6.9 Documentation

It is important to provide thorough documentation for each selection. Therefore, all hiring supervisors of classified positions (and of wage positions when a competitive search has been conducted) must submit *all* of the following documentation to Human Resources within 14 days of making a selection:

- a. The Screening Criteria Grid found in JMU JobLink documenting the following:
 1. Names for *all* the applications received
 2. Specific criteria used to evaluate applicants
 3. Ratings based on the established criteria for all applicants
- b. Interview notes/questions on all applicants interviewed from all selection panel members
- c. Reference check forms
- d. Any correspondence to or from the applicants

7. RESPONSIBILITIES

Hiring managers at JMU are required to use all the information sources available to make effective selection/hiring decisions. In addition, hiring managers are responsible for:

- maintaining clear, specific position descriptions for each classified position
- developing well-targeted and effective recruitment advertising
- designing specific, job-related candidate screening criteria
- conducting legal, fair and effective job interviews
- conducting open, complete and job-related reference research
- confirming compliance with form I-9 regulations
- providing job training and information specific to department operations

Human Resources coordinates the recruiting, hiring, and onboarding of classified and wage employees and oversees this policy.

All departments, offices and employees that generate, receive or maintain public records under the terms of this policy are also responsible for compliance with Policy [1109-Records Management](#).

8. SANCTIONS

Sanctions will be commensurate with the severity and/or frequency of the offense and may include termination of employment.

9. EXCLUSIONS

This policy does not apply to the hiring of instructional or administrative & professional faculty or student employees.

10. INTERPRETATION

The authority to interpret this policy rests with the president and is generally delegated to the director of Human Resources.

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