

The VCU Classified Recruitment and Employment Process

- A Resource Guide for VCU Personnel Administrators -

If we want to be successful, we must first select good employees.

**VCU's selection process
includes the following steps:**

1. Evaluate need to fill position
2. Identify selection criteria
3. Recruit/advertise/Complete a Job Posting using eJobs@VCU
4. Screen applications/resumes
5. Interview candidates
6. Evaluate and select candidate
7. Check references
8. Offer the job

1. Evaluate Need to Fill Position

When a position becomes vacant, or there is the need to establish a new position, begin by reviewing the department's organizational needs in general.

Respond to these questions for vacant positions:

- Do we need to fill the position as it currently exists?
- What type of position is needed? Same or different class?
- Should we redesign the position?
- Should we redistribute assigned tasks to others?
- Can we abolish position and function altogether?
- What are our budget implications/constraints?
- What are other alternatives? (For example: outsourcing, independent contractors (ICs), overtime work, overload jobs)

For proposed establishments:

- What type of position is needed?
- What are our budget implications/constraints?
- What are the other alternatives? (for example outsourcing, ICs, overtime work, overload jobs)

After you have answered these questions, carefully review, revise, or develop an Employee Work Profile (EWP) and submit it through eJobs. The EWP is the cornerstone of the recruitment and employment process.

- If it is necessary to Establish, Redefine, or Role change the Position, submit the request through eJobs@VCU to your Human Resource Generalist (HRG).

HRGs consult with department managers and Personnel Administrators (PAs) to develop a recruitment plan to identify, target, and reach qualified applicants for the revised or newly created position. This action will help improve the caliber of the job candidates and ultimately produce better results.

Work with your HRG to:

- Review market reference data and determine a hiring range.
- Develop Posting Specific Questions for the eJobs@VCU job posting.
- Determine if eJobs will be enough or will it be necessary to post the position in other periodicals and/or other websites.
- Develop interview questions.
- Determine the Interview Process (telephone screening, one-on-one, panel, etc.).
- Determine if there is other assistance needed from your HRG.

2. Identify Selection Criteria

Define Your Target Candidate

Base your target candidate on information included in the eJobs Employee Work Profile (EWP).

- What skills and qualities does the candidate need?
- What special competencies, knowledge, skills, or abilities (KSAs) does your department currently need?
- What are the essential criteria for doing the job – and for doing it well?
- What competencies/behaviors are critical to success in the position?

Responses to these questions will provide information on the education, work history, job skills, professional affiliations, and behavioral competencies of the

Selection Criteria

- Extracted from accurate, up-to-date EWP; therefore, job related.
- Typically written as minimum qualifications and preferred qualifications.
- Specific to a particular position not Career Group or Role.
- Posting Specific Questions developed from this selection criteria can help with screening and ranking of applicants.

employees to be targeted. This job-related selection criteria is used for the following:

- Developing the job posting announcement and/or advertisement.
- Screening out unqualified candidates.
- Determining who will be interviewed.
- Developing interview questions.
- Determining whom to hire.

The EWP's "Purpose of Position" and "Qualifications" are automatically populated into each new job posting in eJobs. You may need to modify these to clarify minimum qualifications versus preferred qualifications.

The minimum and preferred qualifications are the elements that lead to success (or failure) in the position, and these will show as "Qualifications" in the eJobs job posting:

Minimum Qualifications

Minimum qualifications are the critical knowledge and skills/education and experience that an applicant **must** have to perform the core responsibilities as indicated in the Employee Work Profile (EWP).

- Describe critical entry-level qualifications for this position. These qualifications must relate to what the employee actually needs to do in the job within the first few months.
 - Be objective and accurate.
 - Try not to overstate or inflate information about the job.
 - Base qualifications on the typical duties and responsibilities of the job under normal conditions, not on unusual circumstances or temporary assignments.
- Include KSAs, which a new employee must have within the first six months on the job.
 - **Knowledge:** A body of information applied directly to the performance of a function (usually factual or procedural in nature), such as knowledge of generally accepted accounting or budgeting principles.
 - **Skill:** A proficiency in a present, observable learned psychomotor task, such as driving a semi-truck or having specific computer operation skills.
 - **Ability:** The demonstrated ability to perform a certain observable aspect of a job, such as prioritizing multiple tasks or handling emergencies in a fast-paced environment.
 - **Competency:** A behavior, knowledge, or skill that directly and positively impacts the success of employees and the organization; for example, customer service, teamwork, and communication skills; achieving results; and personal effectiveness and leadership.
 - **Special licenses, registration, and certification:** Required by Virginia law to perform the job duties; for example, documentation required for such professions as nursing, medicine, or law enforcement

Standard List of Modifiers for Years of Service

Use this list of modifiers rather than advertising specific years of experience:

- **Working Knowledge:** 6 months or less experience
- **Knowledge:** 6 months to 2 years of experience
- **Experience:** 2-4 years of experience
- **Several years:** 4-6 years of experience
- **Significant:** 6-8 years of experience
- **Extensive:** 8 or more years of experience

- **Education:** Educational background or training, if required by law;
- **Experience:** The level and type of work experience needed to perform the work of the position.

Preferred Qualifications

Preferred qualifications are additional ranking of KSAs, education, experience, credentials, competencies/behaviors that are critical to success:

- Allow the hiring department to rank applicants in terms of qualifications;
- Narrow down a pool of applicants; and
- Identify the most promising candidates.

Preferred qualifications include additional job-related education, experience, credentials, and behavioral competencies desired by the hiring department. They may include the following:

- Education (if not required by law state that a combination of experience, education, and/or training may be substituted);
- Types and degrees of experience (but not specific years of experience);
- Specific experience in the important job duties and responsibilities of the position;
- Critical technical skills and competencies of the position;
- Critical behavioral competencies, including interpersonal and interactive skills of the position; and
- Professional affiliations.

Applicants who possess these advanced credentials would be considered the top candidates for the position. Other ways to phrase the preferred job skills including the following:

- Ideal candidate will have the following...
- Previous experience desired in...

Develop Posting Specific Screening & Ranking Questions

These questions are used to determine the following:

- If qualified in the eJobs@VCU system. For example, “*Do you have work experience in data entry?*” If data entry experience is required and the applicant answers “No,” the applicant is disqualified.
- To be used to help rank applicants in the eJobs@VCU system. For example, “*Do you have previous work experience in a college or university setting?*”

3. Recruit/Advertise

The quality of individuals hired using any selection system is determined by the quality of the applicants first attracted to apply for the position.

The use of recruitment sources varies with the type of job. All classified VCU vacancies are listed on the eJobs@VCU website at <https://www.vcujobs.com>. Consider targeting your advertising so that you obtain a diverse applicant pool.

- Typically, **clerical and entry-level jobs** are recruited locally: sometimes by using local newspapers, from walk-in applicants, through Virginia state government vacancy listings, and/or through employee referrals.
- **Professional and technical** candidates are usually recruited from a larger labor market and may, in addition, require using specialized publications.
- **Managerial and executive-level** recruitments often include a regional or national search.

Advertising Considerations

- Internal or external?
- How long to post?
- Where to recruit/advertise?
- Salary (identify hiring range)?
- Advertising title?
- Restricted funding source?

Internal or External?

Generally, these methods can either limit or expand your advertising audience:

1. **VCU only** – restricts applicants to VCU's current classified and wage employees.
2. **General public** – further broadens recruitment to the general public.

How Long to Post?

Several posting options exist, but all involve a minimum posting period of at least 5 consecutive workdays:

- **Fixed posting period** – identify a specific close date.
- **Open until filled** – recruitment is closed once a suitable pool is identified or when the position is filled. (The vacancy must be open at least 5 consecutive workdays.)
- **Continuous recruitment** – used for jobs where recruitment is difficult and the organizational need for these jobs is on-going.

Where to Recruit/Advertise?

Some options your HRG may suggest to you...

Internal Referrals – usually the highest quality and the least expensive. PAs and managers can ask within/outside their departments if anyone knows individuals who might be interested. Or, perhaps when they're talking with other departments in the same area, let them know about the opening and ask if they could recommend potential candidates.

Internet – industry-specific web sites; diversity web sites, such as latpro.com, Monster.com, Hotjobs, etc. These postings are generally inexpensive and reach a greater number of people than traditional methods, such as newspaper advertising and walk-ins. Cost is often the same or less than a newspaper ad (for example, the bigger the ad – the more words/lines), and it will reach a much broader pool of candidates than individuals only in the Richmond area.

Advertising – newspaper; industry specific. Advertise in an industry-specific paper or periodical. To place an ad in the newspaper, use eJobs@VCU.

Professional Associations – network; attend meetings; review membership lists. Great opportunity to network with people within the same line of business and obtain membership lists for recruitment.

“Cold” Calls – contact competitors; ask for referrals. Great opportunity to network and build a pool of good candidates.

Affirmative Action Sources – use *Richmond Free Press* or other relevant sources. Whenever an ad is placed in the *Richmond Times-Dispatch*, the same ad is automatically placed in the *Free Press*.

Previous Recruits – contact (by phone or email) new or previous hires and request referrals of potential candidates.

College Recruiting – work with the VCU Career Placement office (University Student Commons) to seek potential student/graduate applicants.

Hiring Range

It is important to determine the hiring range prior to advertising the position. HRGs can often provide departments with related internal and external salary data to help determine the hiring range.

Be aware of your budget for the position. If the budget is limited, you may want to include that information in the job posting.

You may have identified a minimum below which you will not pay; or a maximum above which you will not pay. Once a hiring range is determined, the department decides what salary to advertise.

Advertising Salary

Examples for advertising salary ranges:

- No salary, hiring range or pay band
- Entire pay band
- A market-based hiring range within the width of the appropriate pay band
- Maximum salary of the pay band (for example, up to \$45,000)
- Minimum salary only

Advertising Title

eJobs@VCU postings will show Working Title and Role Title of each vacancy. Departments also need to determine whether to focus on Role Titles or working titles in advertisements. Most positions at VCU are advertised with working titles.

Grant-Funded Positions

If the position is in a “ledger-5” funding source, that means it is restricted and of potentially limited duration. During the eJobs@VCU posting process you will be asked, “*Is any portion of this position grant-funded?*” Your answer will be reflected in the job posting that applicants view. Discuss the restricted nature of the position with applicants when they are interviewed. Explain any lack of layoff rights and benefits; contact your HRG if you have questions. The offer letter will also contain reference to the restricted nature of the position.

Create a Job Posting Using eJobs@VCU

Go to eJobs@VCU (www.vcujobs.com/hr) and log in with your user account. Step-by-step instructions are available at www.hr.vcu.edu/jobs/eGuide%20to%20eJobs.pdf. Your HRG can assist you with this process.

4. Screening & Ranking Applications

Most managers want to see the best (top) candidates first.

To find the best-suited applicants for interview, hiring managers need to screen the applications against the criteria listed in the job posting. Criterion used for screening and ranking applications can include experience, education, skills, abilities, preferences, and knowledge needed to perform the essential job duties.

Posting Specific Questions

Posting specific questions are available in eJobs@VCU, and they can assist with screening out and ranking applications. Using posting specific questions can help the candidates qualify or disqualify their own KSAs during the screening process. Also, when creating the posting specific questions, hiring managers can assign points to each closed-ended question. This will rank the applicants by points allowing the hiring manager to screen applicants based on the highest points received when answering the questions.

Screening by Human Resources and Departments

HRGs will conduct initial reviews of the applications for layoffs and criminal convictions before forwarding applications to departments. If departments need further assistance in screening applications, they can contact their HRG prior to the posting going live in eJobs.

All applications must be reviewed and screened by the departments during the time in which the position is open. Applications are screened against stated minimum and preferred qualifications as specified in the posting. Departments can screen and rank applications based on the applicant's KSAs, education experience, certifications, and any other specified qualification provided these qualifications were addressed in the posting.

Layoffs

- State layoff policy requires that an employee who is laid off be issued an **Interagency Placement Screening Form** ("yellow form").

This document grants the individual *preferential consideration* for vacancies in any agency while he/she is in pre-layoff status.

Preferential consideration means that the employee must be considered for any position for which he/she is "minimally qualified" in the same or lower pay band.

- After an employee is actually laid off, he/she may use a **Preferential Hiring Card** ("blue card"). This document grants the individual *preferential consideration* for vacancies in any agency while he/she is in pre-layoff status for any position for which he/she is "minimally qualified" in the same Role.

Departments: Reviewing and Ranking Applications

If the job requires excellent written or verbal communication skills – watch for typing errors, poor grammar, or lack of clarity in the application materials. If the candidates are otherwise qualified, make notes to conduct phone interviews if you need to clarify information on the application.

Review KSAs of the applicants as well as their work records, references, resumes, and cover letters as a total package. Careful review and elimination during the resume/application screening process reduces your probability of interviewing unqualified candidates.

Review all applications:

1. for a sense of overall skills and qualifications available in the applicant pool; and
2. to help estimate an “average” level of these traits among the candidates.

Is there **direct evidence** of skills, knowledge, or experience? Don't speculate – if it's not there, don't guess or assume. It's the applicant's responsibility to provide clear evidence of his/her qualifications for the job.

You may want to divide the applications into four ranking stacks:

1. **Highly Competitive** – applicants have the minimum and preferred qualifications, plus the experience needed to do the job. (You may also wish to rank-order them.)
2. **Potentially Competitive** – applicants have the minimum and preferred qualifications, but not as much experience as the highly competitive applicants.
3. **Not As Strong** – applicants have some of the minimum qualifications, but none of the preferred qualifications.
4. **Unqualified** – applicants do not have the minimum or preferred qualifications.

Tips/Questions for Screening Applications/Resumes

Questions to Ask

- Frequent job changes without career advancement – *Ask why.*
- Gaps in employment history (although should be explored, seldom sufficient to screen out a candidate) – *Ask why.*
- Years of experience can be misleading (after 10 years some people are still performing as they did on the first month of the job) – *Explore depth of experience.*

Tips

- Achievements and awards show motivation.
- Topical resumes organized by activities, not by chronology – *Carefully review.*
- Well-crafted resume – *Difficult to know whether the candidate prepared it.*
- Salary – *Do not eliminate someone based on salary unless you contact them first.*

Departments: Developing a Criterion Chart

If distinguishing between levels is difficult, use a criterion chart. List the following types of information on the chart, and use the ranking scale mentioned above.

1. Educational requirements
2. Years of experience requirements
3. Most important job duties or responsibilities of the position
4. Most critical technical skills or competencies required for the position
5. Most critical interpersonal or interactive skills required for the position
6. Professional affiliations

Departments: Phone Interviews to Narrow the Applicant Pool

Once an applicant pool is determined (**the pool must be at least two**), the department can contact the applicants for interview. Preliminary phone interviews can be helpful in narrowing down a pool (of many candidates who may look good on paper) to a few top candidates. Also, phone interviews could save out-of-town candidates from unnecessary travel to interview. Prepare a list of job-related questions for the phone interviews and **use these questions for all applicants**. Interview questions should never include anything that is related to hobbies, personal relationships, health, religion, etc. If the job requires heavy lifting, use of special equipment or clothing, safety devices, chemicals, or weekend work, fully describe these requirements during the phone interview process.

Phone Interview Tips:

- Short and direct questions help you assess qualifications.
- Discuss salary/budget – if this is a concern or issue.
- Determine if the applicant can work during the times and days needed.
- Stay sharp during the phone interview to determine how well the person listens and responds to your questions and if he/she seems excited about the job.

5. Interview Candidates

The employment interview is a vital component in the hiring process. *Interviews also perform an important public relations function – you're also representing VCU!*

Change Applicant Status in eJobs@VCU

Prior to conducting interviews, always change the applicant status of all applicants referred to you to one of the following:

- Selected for Interview
- Not Interviewed (specify the reason)

Step-by-step instructions are available at www.hr.vcu.edu/jobs/eGuide%20to%20eJobs.pdf. Your HRG can assist you with this process.

Interviewing

In order to hire the most qualified applicant, the interviewer must understand how to conduct effective interviews. It is important to develop well-worded questions, use follow-up questions to clarify and get more detail, take good notes, and control the pace of the interview.

Important "Interviewer" Behaviors

Listen

- For frequent hesitancy.
- Does the candidate:
 - Avoid certain questions?
 - Digress to other topics?
 - Reluctantly (or unable to) answer questions?

Observe

- Overly nervous body language.

Take Notes

- To document the interview.
- To recall and review the interview when evaluating applicants and to make the hiring decision.
- To defend the accuracy of selection decision.

Structured Interviews

Good interviewing begins with a pre-planned agenda. It helps the interviewer (1) know in advance what to ask the applicant; (2) keep the interview process on track; and (3) generally provides information needed to make the hiring decision.

Because all applicants are treated consistently, it also is important documentation to support non-discrimination in hiring and selection.

- Use the qualities already identified as most important for someone in the position, and design questions that can assess whether the candidate possesses these traits.
- Provide each interviewer with an **interview packet**.
- Give each interviewer the guest username and password to this position in eJobs to view applications and associated documents online.

Interviewing Techniques

Interviews can take several forms – phone, video, one-on-one, and panel interviews. There are a variety of different interviewing questioning techniques:

A. Behavioral-Based Questions

Today many employers use behavioral interviewing to evaluate an applicant's experiences and behaviors and to determine potential for success in a particular job. Use the desired competencies/behaviors to structure open-ended questions that will elicit detailed responses from the applicant.

These questions assist the interviewer in helping to assess a potential applicant's future success based on actual past behaviors and reactions to specific situations. Behavioral-based questions challenge applicants to provide concrete examples of their achievements and reactions in different types of work-related situations.

These interviews are based on the job candidate's responses to certain types of situations in the past as good predictors of how that person will respond in the future.

The following are examples of behavioral interview questions:

- Describe a time when you were faced with a problem at work that tested your coping skills. What was the situation and how did you respond to that situation? How did it work out?
- Give me an example of a time when you had to deal with a difficult customer. Describe the situation, the person's reaction, and how you addressed that customer's concerns/issues. Were you successful in resolving the customer's concerns?

Opening the Interview

- Put the applicant at ease by beginning in a friendly manner.
- Express appreciation for the applicant's interest in the position.
- Mention that you will be taking notes.

The Interview Packet [What to Include]

- Interview schedule
- Job announcement
- Employee Work Profile (EWP)
- Interview questions and space for interviewer's notes
- Copy of the interview questions to share with applicants.
- Copies of the interviewees' applications/resumes

- Describe a situation when others you were working with on a project disagreed with your ideas. What were your ideas and how did you react to their feedback? What was the outcome?
- Describe the most difficult/complex presentation you have given. What was the size of the group? How did it turn out?

B. Background Questions

These questions are general inquiries about the applicant's background. They are based on information included in the application or resume and should focus on the most relevant jobs and experiences. Following are some examples you can use:

- What are/were your major responsibilities and duties? Has there been any recent change in responsibilities?
- Did you have supervisory or management responsibilities?
- What did you like best about this position?
- What equipment did you operate?

C. Knowledge-Based Questions

These questions help determine whether the candidate has the technical expertise to perform the job. Answers to these questions confirm that the applicant possesses the technical expertise he/she has described on the application form.

- What software applications have you used? Describe the most difficult/complex assignment you've ever undertaken with this software.
- Explain the steps you go through to...

D. Case/Scenario Questions, Hypothetical and "What If" Questions

Describe a situation to the applicant that he/she may encounter in a real-life work situation in the position and ask how he/she would react in a similar situation. In the absence of real experience in the area, this is a good way to determine technical knowledge and analytical and problem-solving abilities.

- What would be your first steps in establishing yourself as a manager of this section?
- You're in charge of inventory and you discover that a large amount of inventory is missing since your last count. What do you do?

Interview Tips

- As an interviewer, part of your job is to draw out the **best** in every applicant so you can hire the strongest person for the position.
- Explain the interview process to each applicant, including the kinds of questions that will be asked. Stress the importance of your learning what the individual's strengths are.
- Keep the specific needs of the organization clear.
- Target the interview questions toward the content of the Employee Work Profile (EWP).
- Structure a question so that it (1) focuses on a specific aspect of the job; (2) requires more than a "yes" or "no" answer; (3) provides sufficient information to make an appropriate candidate selection; and (4) does not lead the applicant to the answer.
- Consider the applicant's responses to **all** questions rather than focusing on one (good or not-so-good) response - to get a sense of the person's overall strengths and weaknesses.

E. Questions about Specific Job Requirements

These questions consider whether the candidate is willing to accept certain unusual requirements of the job:

- Are you willing to work overtime on a regular basis?
- Are you willing to travel extensively?
- Are you willing to work specific hours?

F. Thought-Provoking Questions

The following are sample questions to expand on an applicant's background and determine if the applicant has the qualities needed for the position:

- Why should you be chosen for this position?
- Describe the biggest challenge on the job where you succeeded and the biggest challenge where you failed.
- What additional strengths do you have that we haven't talked about?
- Describe the three most important events of your education and career.
- Tell me about the three most important people in your education and career.
- Describe your most satisfying work experience.

Interviewing and The Law

Federal and state legislation precludes you from asking certain questions during an interview, and these regulations apply to virtually every aspect of the employment process:

- Title VII of the **1964 Civil Rights Act** prohibits discrimination based on race, sex, color, national origin, and religion.
- The **Age Discrimination in Employment Act** prohibits questions about a person's age.
- The **Americans with Disabilities Act (ADA) of 1990** protects qualified individuals with disabilities from discrimination in employment.

Questions relating either directly or indirectly to age, race, color, national origin, gender, religion, sexual orientation, veteran's status, political affiliation, or disability **must** be avoided. If information is needed about an applicant that potentially infringes on any of the above categories, the question must relate to a bona fide occupational qualification or to a federal or state requirement. If you are not sure if a question violates federal or state law, either (1) don't ask it; or (2) check with your HRG.

The following are some examples of **acceptable** and **unacceptable** interview questions:

– Unacceptable –	– Acceptable –
Are you a U.S. citizen?	For purposes of compliance with The Immigration Reform and Control Act, are you legally eligible for employment in the United States? Under the Immigration Reform and Control Act of 1986, you will be required to fill out a certification verifying that you are eligible to be employed and verifying your identity. Further, you will be required to provide documentation to that effect should you be employed.

How old are you?	Are you over the age of 18? (This question is viable only in limited positions where minimum age is a criterion for employment – check with your HRG before use of this question.)
What clubs or organizations do you belong to?	What professional or trade groups do you belong to that you consider relevant to your ability to perform this job?
What disabilities do you have?	Are you able to perform the essential functions of the job for which you are applying? (<i>Be sure to tell the applicant what the “essential functions” are.</i>)
How is your health?	<i>There is no acceptable way to inquire about this or any other medical condition.</i>
Tell me about yourself	<i>This question should not be asked during an interview because it can allow for personal information to be revealed. Depending on what job-related information you are trying to gather, this question can be rephrased numerous ways.</i>

6. Evaluate & Select Candidate

Once you’ve completed the interview process, you need to evaluate the evidence concerning the candidates. This process will differ in complexity and length based on the number of candidates interviewed. The basic idea, however, is to assess the candidates against the criteria that you have previously decided were the most important.

- Evaluate the evidence. A three-tiered rating scale may be helpful here:
 - ✓ Little or no evidence (-)
 - ✓ Some evidence (=)
 - ✓ Meets the criteria (+)
- Select the candidate who most closely matches your needs; or initiate another candidate search if none of the candidates meets your needs.

When you are faced with a large number of applicants, you may wish to use a worksheet or flipchart.

If a panel interview is used, ideally, the entire panel will be in consensus regarding the candidate selected. Consensus usually comes about through the sharing of observations and examples from the interview. Sometimes a panel is not in consensus initially; however, a group consensus usually can be reached after sharing the rationale behind differing candidate assessments.

Change Applicant Status in eJobs@VCU

Change the applicant status of all applicants interviewed, providing reasons and explanations where required. The eGuide to eJobs explains this process and is located on the eJobs Web site.

7. Check References

Reference checks are critical to the recruitment process. They can provide the Hiring Manager with important new information and/or confirm information obtained through the application review and interview processes. They represent the last opportunity to assess and validate the candidate's job-related qualifications, performance, and shortcomings.

Prior to checking references, the Hiring Manager or the department's PA should verify that the applicant signed the section of the VCU application for employment consenting to verify employment information and check references.

At least one reference check is required; however, the department should contact the candidate's current/most recent employer/supervisor and at least one former employer/supervisor. Reference checks should attempt to obtain such information as the following (click [here](#) for the reference check form):

- Employment dates
- Position title and duties
- Quality of work and work habits
- Initiative
- Overall work performance
- Attendance and punctuality (dependability)
- Teamwork (compatibility)

Under the **Virginia Privacy Protection Act**, applicants are not allowed to examine reference data or recommendation letters gathered during the reference check process. Therefore, such documents should be retained in a separate confidential file – not placed in the employee's official personnel file.

Probationary Transfer

If the selected candidate is in his/her probationary period, the HRG will consult with the department to determine whether to extend the probationary period.

Criminal Record Checks

The VCU application for employment requires candidates to disclose any previous criminal convictions (not arrest records), including traffic violations. Failure to disclose conviction information may be reason to disqualify an applicant for falsification of the application.

VCU Human Resources will conduct criminal records checks on new and rehired classified, hourly, and faculty employees and employees who are transferred or promoted into resource critical or sensitive positions to verify the accuracy and completeness of information disclosed on the application. Convictions disclosed or discovered in the employment process will influence the selection of an applicant where such information is related to drugs, violence, sexual behavior, or is job related.

References (Providing them to others on current or former employees)

Departments may be called upon by other University departments, Virginia state agencies, and outside employers to give references on current or former employees.

While it is important to provide and receive candid and meaningful references, it is important to understand that negative references can subject you and/or VCU to possible litigation. The U.S. Supreme Court has ruled that “actionable retaliation” under Title VII is broad enough to include negative job references. Based on this decision, an employer may be liable under Title VII if such a reference is given on an individual protected under Title VII, even if that individual no longer works for the employer providing the reference.

8. Offer the Job

In consultation with the HRG, the department negotiates the salary (see [Classified Pay Practices at VCU](#)), extends the job offer, and coordinates the starting date and work hours. The department notifies HR of the candidate’s acceptance, the final salary offer, and the individual’s starting date.

Change Applicant Status in eJobs@VCU

Change the applicant status of all remaining applicants, providing reasons and explanations where required. Step-by-step instructions are available at www.hr.vcu.edu/jobs/eGuide%20to%20eJobs.pdf. Your HRG can assist you with this process.

HR Generalist Review

Hiring Packet Checklist

When the interviewing process is completed, return the following materials to your **HR Generalist by uploading your documents under the documents tab in eJobs**:

- Interview Questions and Interview Notes [for each person interviewed].
- Names of interview panel members.
- Reference Checks/Notes [person(s) spoken with, date(s), questions asked and responses].

The HRG reviews the final selection, taking the following actions:

1. Reviews the department’s hiring package for compliance with established policies and procedures;
2. Consults with the department, as necessary, on a potential salary offer and related justification; and

3. Changes the status of the job posting to either:
 - a. "Make Offer" or
 - b. "Department Action Needed."

Once the status has been changed to "Make Offer," the department can move forward with the job offer negotiation with the selected candidate.

Salary Negotiations

Starting Pay, Promotion, Voluntary Demotion, and Voluntary Transfer are negotiated processes between the selected candidate and the Hiring Manager with HRG consultation. For more information and definitions, see the [Classified Pay Practices at VCU](#) chart.

The **Pay Action Worksheet (PAW)** tab in eJobs is used to document the combination of [pay factors](#) considered when making pay decisions. No one factor should be used exclusively to determine salary.

The combination of factors considered in making hiring pay decisions will vary based on the individual circumstances of the hiring decision. No one factor should be used exclusively to determine pay (for example, applicant's current salary). Additionally, the percentage of pay increase should not be treated as a fixed amount (for example, 10% above the candidate's current salary). Situations will occur in which the negotiated salary is less than, the same as, or more than the candidate's current or most relevant salary.

After Applicant Accepts Job Offer

Final new hire paperwork should be submitted through the **ImageNow Fax System**. Instructions and the fax number are available at www.hr.vcu.edu/forms/ImageNow_Fax_Instructions.pdf. **Remember:** when faxing new hire paperwork for more than one employee (new hire packets, you must fax each employee's paperwork separately. Questions regarding this process can be submitted to pafs@vcu.edu.

Confirmation/Offer Letter

Once the department has completed the job offer, enter data on the applicant in Express Hire. The HRG sends the formal offer letter to the applicant with a copy to the PA with instructions on the I-9 process, background checks, and orientation date.

Change Applicant Status in eJobs@VCU

Departments must change the applicant status of all applicants referred to them by HR providing reasons and comments where required. Step-by-step instructions are available at www.hr.vcu.edu/jobs/eGuide%20to%20eJobs.pdf. Your HRG can assist you with this process.

The following are applicant status options that a department can use. They are listed in the order in which they appear on drop-down menus in eJobs:

Vacancy Cancelled: If a vacancy is cancelled, the department must change the status of all applicants to this option.

Forwarded to Department: This is the initial status that a department sees once your HRG releases an applicant to your department. (Departments may change an applicant's status back to this option if the status later changes from those listed below.)

Selected for Interview: As interviews are scheduled, departments must change the status of these applicants to this option.

Interviewed – Not Hired: Once interviews are completed, departments must change the status of these applicants to this option, as applicable, in eJobs@VCU. In doing so, departments must also select one of the following options from the "Not Hired Reason" list:

- **Less relevant experience and education than other applicants** - This applicant might continue to be in contention for the vacancy if the top or second choice candidates do not work out.
- **Less relevant experience than other applicants** - This applicant might continue to be in contention for the vacancy if the top or second choice candidates do not work out.
- **Less relevant education than other applicants** - This applicant might continue to be in contention for the vacancy if the top or second choice candidates do not work out.
- **Did not meet preferred qualifications** - This applicant might continue to be in contention for the vacancy if the top or second choice candidates do not work out.
- **Poor communications skills** (*Provide comments explaining this option.*)
- **Application Withdrawn** - This reason is used when an applicant notifies a department that he/she wishes to withdraw his/her application. In addition, an applicant can go into the eJobs@VCU system and withdraw his/her own application.
- **Falsified Application** (*Provide comments explaining this option.*) For example: "Applicant didn't include all jobs on application" or "Applicant misrepresented references; for example, listed friend as supervisor."
- **Layoff Hired** - when a layoff candidate from within or outside of VCU is hired.
- **Applicant Declined Offer - Salary**
- **Applicant Declined Offer - Other**
- **Received Poor References.** References must be documented to use this option. Request a reference check from your HRG if necessary or desired.
- **Second Choice** (*Provide comments explaining this option.*) Offer the position if the first choice declines. Sometimes, two applicants are qualified to fill the position and either could do the job. Your first choice is the one you ranked highest in all areas. However, if that candidate does not accept the job offer, you can offer the position to your second choice.
- **Other** (*Provide comments explaining this option.*)

Not Interviewed: Departments must change the status of applicants not interviewed to this option in eJobs@VCU. In doing so, departments must also select one of the following options from the "Not Hired Reason" list:

- **Less relevant experience and education than other applicants** - This applicant might continue to be in contention for the vacancy if the top or second choice candidates do not work out.
- **Less relevant experience than other applicants** - This applicant might continue to be in contention for the vacancy if the top or second choice candidates do not work out.

- **Less relevant education than other applicants** - This applicant might continue to be in contention for the vacancy if the top or second choice candidates do not work out.
- **Did not meet preferred qualifications** - This applicant might continue to be in contention for the vacancy if the top or second choice candidates do not work out.
- **Qualified, but Not Interviewed** (*Provide comments explaining this option.*) Although minimally qualified, applicant lacks specific education, experience, competencies, knowledge, skills, education, and/or ability. Typically, applicant lacks depth of experience in specific area. For example: “Applicant has received training on Word, Excel, and Access but does not have experience using these applications in a work situation.”
- **Application Errors/Incomplete** - Used when an applicant displays poor communication skills on the application. The application or resume may be incomplete or inconsistent. During review of the application, you see misspellings and/or typing errors.
- **Falsified Application** (*Provide comments explaining this option.*) For example: “Applicant didn’t include all jobs on application” or “Applicant misrepresented references; for example, listed friend as supervisor.”
- **Received Poor References** - Reference must be documented to use this option. Request a reference check from your HRG if necessary or desired.
- **Unable to Contact** (*Provide comments explaining this option.*) Document date and time of attempts and telephone number(s) used. Departments should attempt to contact applicant at least two times. **Note:** If you leave messages for applicants, indicate good times to reach you, and give the applicants sufficient time to get back with you.
- **Layoff Hired** - when a layoff candidate from within or outside of VCU is hired.
- **Other** (*Provide comments explaining this option.*)

Offered Job: Change the status of the applicant selected to this option.

Rejection Letters

The department sends rejection letters to interviewed applicants. See the sample letter on the VCU HR Forms web page at www.hr.vcu.edu/forms/.

Immigration Reform and Control Act

For classified hires, VCU Human Resources verifies the employment eligibility status of all candidates hired according to the **Immigration Reform and Control Act of 1986**.

A Form I-9 must be completed by all new employees *within three days of hire*. For instructions, refer to the “Handbook for Employers (M-274), Instructions for Completing Form I-9 (Employment Eligibility Verification Form)” on the U. S. Immigration and Naturalization Service’s website at www.uscis.gov/files/nativedocuments/m-274.pdf.

Note: For all other hires, departments are responsible for verifying completion of the Form I-9.

Canceling Job Posting

When the department decides that it no longer wants to fill the vacancy as posted, change the Job Posting status in eJobs@VCU to “Cancel.” Contact your HRG if you need help with this option.