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Policy on Recruitment and Hiring Policy for full and part time employees

1. Purpose

In accordance and compliance with federal laws, gubernatorial executive orders, the State Department of Human Resource Management (DHRM) Policies and Procedure Manual, the Delegated Authority Agreement, and the VCCS Policy Manual, all recruitment and selection processes are conducted to maintain and promote equal opportunity.

2. Revision History

3. Policy Statement

The following guidelines and procedures are set forth to ensure compliance with all applicable federal, state and college laws, rules and regulations. A **Hiring Manager Checklist** has been created to assist in the Recruiting process and can be found on the Intranet (Forms and Templates>Office of Human Resources). All questions about these guidelines and procedures and their application to any position at the college shall be directed to HR. The office of human resource management will provide policy guidance and interpretation to search committees and management during all phases of the process. If at any time during the employment process the Chief Human Resources Officer determines noncompliance with these procedures, the process may be stopped or delayed until compliance is met.

4. Definitions

KSA: **Knowledge** – A body of information applied directly to the performance of a function. It is usually a range of information of a factual or procedural nature, which, if applied makes adequate performance of the work possible.

KSA: **Skill** – A present, observable competence to perform a learned, psychomotor act. The essence of a skill and its difference from either knowledge or ability is that a skill embodies observable, quantifiable and measurable rates of performance (e.g., computer skills, supervising employees, equipment troubleshooting & repair, proofing, designing).

KSA: **Ability** – A demonstrated competence to perform an observable behavior or a behavior that results in an observable product (e.g., lifting, analyzing, problem-solving, coordinating, teaching, training, consulting).

Competency – A behavior, knowledge and skill that directly and positively impacts the success of employees and LFCC (e.g., communication, customer service, accountability, leadership, self-development).

License, registration and certification – Required by State law to perform the job functions (e.g., registered nurse, certified public accountant).

Faculty Ranked: Must meet the degree requirements as outlined on the "Normal Minimum Criteria for Each Faculty Rank" – VCCS-29 as approved by the State Board. Refer to VCCS Policy 3.2.0.

Adjunct Faculty: Minimum qualifications for ranking from assistant instructor through professor are based on the VCCS-29.

Administrative/Professional Faculty: Normal minimum criteria is listed in Columns 1 and 2 of the VCCS-29. Columns 3 and 4 of the VCCS-29 may be used if there is appropriate justification. The minimum academic credential for Provost, Vice President of Instruction, and Vice President of Instruction and Student Success in the VCCS is an earned doctorate. Refer to VCCS Policy 3.2.1.

Classified Staff: Minimum qualifications are the knowledge and skills, abilities and experience that an applicant must possess in order to perform the critical job requirements. At a minimum, all classified hires are required to hold a high school degree or GED equivalent.

CHRO: Chief Human Resources Officer.

ATS: Applicant Tracking System.

SC: Search Committee.

Conflict of Interest: Occurring when the search committee member or the applicant in some way benefit from the ifluence, either materially or in terms of status or prestige.

5. Procedures

  I.   **General Provisions**

  A. **EQUAL EMPLOYMENT OPPORTUNITY**: Lord Fairfax Community College (LFCC) is an equal opportunity institution providing educational and employment opportunities, programs, services, and activities and does not discriminate on the basis of race, color, sex, age, religion, disability, national origin, marital status, political affiliation, sexual orientation, or other non-merit factors. LFCC also prohibits sexual misconduct including sexual violence or harassment. EEO regulations emphasize the importance of recruitment efforts. Please refer to DHRM Policy 2.05 Equal Employment Opportunity.

  B. **PREFERENTIAL TREATMENT**: The College does not permit the lowering of bona fide job requirements, performance standards, or qualifications to give preference to any college employee

or applicant for college employment. All reasonable means should be utilized to attract qualified applicants for posted positions. Consequently, selection shall be based on the applicant's KSAs and fitness for vacant positions.

C. **DELEGATED AUTHORITY AGREEMENT:** A formally documented agreement between the Chancellor and the President of Lord Fairfax Community College for the delegation of responsibility for certain named human resource functions. Classified staff positions will be widely posted on campus, listed in the DHRM recruitment system, and well-advertised through local media. Teaching faculty will be advertised nationally. Administrative and Professional faculty will be advertised regionally or nationally as appropriate. Adjunct faculty hiring process should be competitive. Additionally, this agreement requires a search committee for hiring. Therefore, wage and adjunct hires should have at least two members reviewing the candidates for hire.

D. **VETERANS**: Consistent with the requirements of the Code of Virginia §2.2-2903 and DHRM Policy 2.10, a veteran's military service shall be taken into consideration by the college during the selection process, provided that such veteran meets all of the knowledge, skills and abilities (KSAs) requirements for the available position. Consideration shall also be given to a veteran who has a service-connected disability rating fixed by the U.S. Department of Veterans Affairs, surviving spouse or a child of a veteran killed in the line of duty, and member of the National Guard, provided that such applicant meets all of the KSAs requirements for the available position. Additionally, the college will maintain endorsement as a Virginia Values Veteran's (V3) certified company as designated by the Commonwealth of Virginia Department of Veteran Services through the implementation of a comprehensive Veteran Hiring Plan. LFCC hiring managers will receive on-going training as needed as to the contents of the hiring plan to ensure consistency and fairness in the hiring process.

E. **PERSONS WITH DISABILITIES**: When requested, agencies must provide reasonable accommodation throughout the hiring process to applicants with disabilities when such applicants are being considered for employment. Please contact HR for more information.

F. **TRAINING**: The College's HR department shall provide training regarding recruitment and selection at regularly established intervals. This training may be formal and informal.

G. The **DHRM Hiring Policy** (2.10) applies to all full time and part time classified employees. Agencies are given three recruitment options: Agency Internal Recruitment, State Employees Only, Open Recruitment. It is strongly encouraged that all non-restricted, classified positions are openly recruited. Agency Internal Recruitments should be an exception and based upon college needs and require approval from the President. All positions must be posted for five (5) business days. Please consult the DHRM policy and HR for exceptions to recruitment options.

H. The **VCCS Recruitment and Selection Policy** provides special considerations for faculty searches and exceptions to recruitments. Please consult the VCCS Recruitment and Selection policy and HR for exceptions to recruitment options.

I. **LFCC's Vision and Core Values**: LFCC enriches communities as we provide exemplary educational opportunities based on our core values. All participants in a recruitment process are expected to exhibit these core values:

1. **Learning**: We foster an environment that ignites and sustains a passion for lifelong learning.
2. **High Performance**: We are focused, responsive, collaborative and accountable.
3. **Integrity**: We exemplify honesty, character and respect for our communities.
4. **Positive Spirit**: We value creativity, enthusiasm and a "can-do" attitude.
5. **Diversity**: We honor the uniqueness of individuals and communities.

A hiring manager, search committee, search committe chair, and candidate may exemplify these values in the following ways (to include but are not limited to): interview questions may reflect LFCC's passion for fostering lifelong **learning**, all participants are to ensure they operate with **integrity** in order to ensure candidates (i.e. internal) are not provided undue advantage *or* disadvantage in a search process, enable **diversity** by ensuring candidates and search committee members are not excluded from the process because they may be diverse in nature, exhibit a professional, **positive** enthusiasm throughout each interview, and by being truly collaborative in your committee work, individuals can exhibit **high performance** by collaborating in a search committee and fully documenting decision points for accountability.

II. SEARCH COMMITTEES (SC)

The hiring manager will invite the invite search committee members and the search committee will select their chair. Formation of the search committee (SC) requires the president's approval, which is obtained via the requisition in the ATS. All appointed members of a SC must either complete recruitment training provided through the VA Learning Center or the hiring manager shall schedule a meeting of the SC members and the office of human resource management where proper interviewing techniques and employment procedures will be discussed. Search committees are not required to take the VA Learning Center training every time they serve. The SC, SC chair, and hiring manager are expected to follow the guidelines within and seek guidance from Human Resources regarding any questions and concerns.

Confidentiality – SC members are not to discuss any information pertaining to the search with individual candidates or others not directly involved in the process. Information pertaining to the search is considered perpetually confidential. SC members serve as an aid to the hiring manager in determining the strengths and weaknesses of candidates relative to the job requirements. SC members, the SC chair and hiring managers shall hold confidential all information related to candidates, all committee documentation and any reports of strengths and weaknesses of candidates. If a member of the search committee feels they may have a conflict of interest, they are required to notify human resources. The most recent incumbent of a vacancy is not eligible to be part of the SC. Hiring managers may ask the incumbent for their opinions during the job description phase prior to advertisement.

Role of the Search Committee – The SC's role is to recommend qualified applicants to the respective hiring manager following an inclusive search process. The SC will use the selection criteria for the vacancy utilizing the vacancy's job description, in conjunction with the hiring manager, and the position posting. Unofficial transcripts are required prior to the SC chair scheduling an interview for faculty positions. The SC will review the candidates and identify those candidates selected for interviews, develop job-related interview questions and obtain approval from human resources before the commencement of interviews, contact candidates for interviews, interview selected candidates and submit recommendation for hire in the form of three unranked candidates to the hiring manager. The final decision for hire will come from the hiring manager with approval from the unit vice president and president.

Role of the Search Committee Chair – The SC chair's role is to provide general leadership to the SC, ensuring collaboration and freedom to express ideas and viewpoints. The chair will be responsible for ensuring participation from all members of the committee, scheduling committee meetings, inviting candidates to the selection process, coordinating meeting rooms, providing documentation for the recruitment file as outlined in the procedures section, providing communication to the hiring manager, ensuring a timely search, and notifying human resources at each step of the recruitment process (as outlined below in Section III: Recruitment and Selection Process).

Role of the Hiring Manager—(For Faculty, Professional Faculty and Administrative Recruitment) The hiring manager is the supervisor of the vacant position. The hiring manager outlines recruitment timeframe, invites diverse SC members, submits the requisition, and provides selection criteria in the form of a job description, position advertisement, and the prioritization of required and preferred skills, knowledge, and abilities (KSAs). All of the aforementioned items are ultimately approved via the ATS by human resources, the unit vice president and the president. Upon receiving candidates the SC recommends for hire, it is the hiring manager's responsibility to select a final candidate, conduct reference checks, and request approvals to extend an offer of employment. While the hiring manager is not a member of the SC, he/she will have access to the candidate pool in the ATS, receive links to recorded interviews (if conducted), and may observe interviews. **Deliberations on candidates to recommend for hire by committee will not include the hiring manager**. Approval of the recommendation must be communicated through the ATS using the appropriate chain of command with the President making the final decision. The hiring manager may at his/her discretion conduct a final interview with the candidate(s) being considered for offer. The hiring manager will have access to candidate pool in ATS, will receive links to recorded interviews (if conducted), and may observe interviews.

Role of the Hiring Manager—(For Classified Recruitment) The hiring manager is the supervisor of the vacant position. The hiring manager outlines recruitment timeframe, invites diverse SC members, selects the SC chair, submits the requisition, and provides selection criteria in the form of a job description, position advertisement, and the prioritization of required and preferred skills, knowledge, and abilities (KSAs). All of the aforementioned items are ultimately approved via the ATS by human resources, the unit vice president and the president. Upon receiving candidates the SC recommends for hire, it is the hiring manager's responsibility to select a final candidate, conduct reference checks, and request approvals to extend an offer of employment. The hiring manager manager is not required to serve but may at their discretion. Approval of the recommendation must be communicated through the ATS using the appropriate chain of command with the president making the final decision. The hiring manager may at his/her discretion conduct a final interview with the candidate(s) being considered for offer.

Search Committee Selection—Careful consideration must be made to ensure the SC is inclusive. Diversity can be obtained by utilizing community stakeholders, staff from other departments, and staff from different locations. Diversity comes in many forms; from socio-economic status to professional experience. Each committee must represent diverse perspectives and experiences. This approach can help hiring managers achieve inclusion without overburdening individuals from underrepresented groups with service obligations. Guidelines for search committee compositions are:

Faculty (minimum of 5 members)

- Faculty in the teaching discipline and faculty from other disciplines to equal a minimum of 3 total required faculty; preferably at least two in the discipline for those disciplines with multiple teaching faculty
- Administrator/s
- Classified Staff
- Community Stakeholder (if applicable/not required)

Administrators/Professional Faculty (minimum of 5 members)
- Faculty
- Administrator/s
- Classified Staff
- Colleague
- Community Stakeholders (individuals outside of LFCC, if applicable/not required)

Classified Staff (3-5 members)
- Classified Staff
- Faculty
- Administrator/s

Part-time (wage) (minimum of 2 members)
- Classified Staff
- Wage Staff

Adjunct Faculty (minimum of 2 members)
- Dean
- Dean's Assistant or Faculty

Note: Adjunct faculty may be invited to serve on a search with the understanding there is no additional compensation for the service to the committee.

Human resources will review the Search Committee members to (1) ensure a Confidentiality Agreement is on file (2) VA Learning Center Training is Complete and (3) have access to the posting.

III. RECRUITMENT AND SELECTION PROCESS

The following steps shall be followed when there is a vacancy at LFCC. Per DHRM policy, all full time positions must be advertised (via internal or external recruitment) for a minimum of 5 business days.

1. **Review the Job Description or Employee Work Profile**
An accurate job and well written job description is is essential in the recruitment process. A poorly written job description can attract unqualified applicants and could cause the hiring of the wrong candidate. The hiring manager is responsible for ensuring the Employee Work Profile (EWP) or job description is updated accurately. The hiring manager will consult with faculty and/or colleagues when reviewing/revising the job description for posting. However, minimum requirements shall align with bonafide qualification and/or VCCS 29 requirements only.

2. Create Requisition in Applicant Tracking System (ATS)

Position requisitions are required for all vacancies and are created, processed, and approved in the ATS. The hiring manager creates the requisition in the ATS utilizing the most recent Employee Work Profile (EWP) or job description. The human resources staff reviews the requisition for required information and adds language regarding EEO Statement, Application Procedures, Compensation, and Diversity. Once the requisition is complete and meets compliance, the human resources staff routes for approval by the CHRO, the hiring manager, the department vice president, the vice president of finance & administration and the president.

DHRM Policy recommends a salary be listed on every requisition. Per guidance from DHRM, the minimum of the pay band should be listed as the compensation and pay ranges are not recommended for a variety of legal reasons.

DHRM Policy recommends experience on a posting is not defined by years. Therefore, please follow the below chart for defining the experience level required for a position:

Demonstrated = 1-3 years of experience
Considerable = 4-7 years of experience
Significant/Substantial = 8+ years of experience

Please refer to the Intranet:
Creating a Requisition
Approving a Requisition through Email

Posting of the Position It is a requirement within the hiring process of LFCC that all candidates must complete a state employment application within the ATS for position consideration (Please note, for internal postings only, candidates may use the state application already on file). Human resources will contact the invited SC members to grant access and to convene the SC. The search committee members will evaluate the candidates in the ATS.

3. Screening Candidates

All applicants in the pool must receive consideration by the search committee ensuring a fair and thorough review of candidates. It is required that candidates who are not qualified based on the minimum qualifications are noted and not granted interviews. This should be accomplished by using the candidate selection form or a qualifications matrix.

For full-time positions, depending on the quality and quantity of the applicant pool, HR may request a SC utilize RIVS (Interview Stream or one- way recorded video interviewing) or phone screening prior to conducting final interviews. Video interviewing allows long-distance candidates to be more viable and diverse. Unlike conducting a phone interview or reading a resume, a video interview lets the employer observe candidates' body language and how they answer questions; however, its key advantage is a reduction in travel costs and a more efficient use of time for both the recruiter and candidates.

There are various optional tools available to screen candidates such as: RIVS (Interview Stream), teaching demonstrations, writing samples, open forums, screening candidates through use of the testing center via candidate testing, and phone screenings. Teaching demonstrations/candidate forums are to be open and communicated to the entire college community for voluntary participation.

Committee members must attend. Contact human resources regarding questions about these techniques.

If a candidate fails to provide a complete application package (cover letter, resume, and transcripts for Faculty/Professional Faculty/Administrator positions) and the search committee requires a completed application package, then **all** candidates without a complete application package must be disqualified. Should the search committee consider a candidate with an incomplete package, the committee must thoroughly document (via Interview Selection Form or qualifications matrix) why others with incomplete packages are dismissed. It is important for the committee to document how a candidate was or wasn't chosen to move forward in each step of the hiring process.

The hiring manager and human resources will be advised by SC chair when the search committee has selected finalists to interview. The hiring manager and/or human resources may ask the search committee to consider other candidates or remove candidates if not qualified for the position based on the job description/personnel files.

4. **Preparing for the interviews**

Candidates invited for the next hiring step should be contacted to schedule interviews within two weeks after the position's closure to ensure desireable candidates receive a timely response to their application submission. Using the job description and specific position criteria, the SC will develop job-related interview questions. Develop questions that include background (where the candidates have worked and their experience), knowledge-based questions, behavioral questions and "what if" questions. Avoid Yes or No questions—use questions that will produce dialogue.

Diversity is a core value of LFCC. With this in mind, we ask that you include one of the following queries in your final list of interview questions. *

Suggested opening remark: Our College values diversity among its students, faculty, and staff, and we have made a commitment to promoting and increasing diversity. We believe that issues about teaching and leadership within a diverse environment are important, and we'd like to discuss your experience with and views about diversity.

- What do you see as the most challenging aspects of an increasingly diverse academic community?
- What have you done, formally or informally, to meet such challenges?
- How have you worked with students and others to foster the creation of an environment that's receptive to diversity in the classroom, in the curriculum, and in the department?
- How have you mentored, supported, or encouraged students on your campus? What about underrepresented minority students, women, or international students?
- In what ways have you integrated diversity as a part of your professional development?

You may utilize the below evaluation notes when reflecting on the candidate's responses to diversity interview questions:

- Is the candidate at ease discussing diversity-related issues and their significance to the position? Or is the candidate reluctant to discuss diversity issues?
- Does the candidate address all the members of the interview committee?

No interviews shall be conducted until the human resources staff has reviewed and approved the questions. Provide at least 24 hours (1 business day) for HR review of interview questions. Only approved interview questions should be asked during an interview.

Also at this time, **the SC Chair must document the committee's decision point as to which candidates are selected for interview and/or the next stage of the hiring process. This is required for all positions.** Documentation can be completed by:

Complete the **Interview Selection form** or **qualifications matrix form that is created by the SC Chair through a collaborative effort with the SC** and forward to HR along with your interview questions. HR will upload to the ATS system for documentation purposes.

The SC Chair should not discuss specific salary with candidates, but may discuss budgeted hiring range. This may address any compensation expectation differences before the search committee and candidate spend time interviewing.

5. **The Interview**
The SC Chair or member of the search committee will coordinate the interview itinerary and a tour of campus for each candidate. During the interview, introduce each member of the SC and give a brief overview of the College and the vacant position. **Interview notes are subject to EEO audit review; therefore, care must be taken to ensure the notes include the name of the committee member taking the notes, the date, the questions asked and that the notes are legible, objective and job-related.** Upload the interview notes for each candidate (notes from each member of the search committee must be included) into their profile in the ATS.

For Faculty/Professional Faculty/Administrative Positions: The hiring manager will have access to candidate pool in ATS, will receive links to recorded interviews (if conducted), and may observe interviews. Deliberations on candidates to recommend for hire by committee will not include the hiring manager.

Please refer to the Intranet:
Quick Sheet: The Interview
Uploading Attachments to a Candidate's Profile

6. **SC Recommends Finalists**
Upon completion of the interview process, the search committee members must develop a list of strengths and weaknesses of each candidate interviewed (it's important that this list can be justified by the interview notes). As a goal, the final recommendation of three unranked candidates must be submitted to the hiring manager and human resources within 3 business days of the final interview. **Document the committee's decision point as to which candidates are being recommended for hire. This is required for all positions. Candidates must not be placed in rank order.** Documentation can be completed by completing the **Applicant Evaluation form** as found on the Intranet and forward to the hiring manager. The SC Chair will upload this documentation to the ATS for review and audit purposes.

Please refer to the Intranet:
Applicant Evaluation form
7. **Hiring Manager Selects Final Candidate**

Upon receipt of the SC's recommendation, the hiring manager will review the documentation and select a final candidate.

Whenever two candidates of equal merit are finalists for a position, the preference should be given to the candidate who helps LFCC ensure diversity. Please note the following items that are outlined in the General Principles: **Equal Employment Opportunity**, **Veterans**, and **LFCC's Vision and Core Values**.

The hiring manager may at his/her discretion conduct a final interview with the candidate(s) being considered for offer.   The hiring manager, with guidance and support from human resources, may select someone outside of the SC's recommendation. Support from human resources would be garnered based upon documented evidence that indicates the candidate meets the minimum qualifications of the position and is the best applicant for the position. This would be treated as an exception that requires not only careful consideration, but presidential approval.

8. **References**

It is recommended that at least three references be contacted for the candidate (two completed references are required with at least one of them from a current or former supervisor).   All references should be uploaded and attached to the candidate's profile in the ATS as was done with interview notes, and the applicant evaluation forms. Letters of reference are not accepted in place of reference checks conducted by the College. However, the reference check form may be completed by a reference and obtained via email. A reference check form is available for utilization; however, a hiring manager may wish to submit reference check questions to HR for approval. Regardless, references must be documented in the ATS. Once documented in the ATS, the hiring manager will notify human resources of the selected candidate.

Internal Candidates Only If the hiring manager is the employee's current manager, the supervisory reference is satisfied. If the hiring manager is not the employee's current manager, the hiring manager should review the employment file in the human resources office and obtain a reference from the current LFCC supervisor.

Past Employees as Candidates Only Hiring manager is requested to review the employment file in the human resources office and obtain a reference from the LFCC supervisor.

Faculty/Administrator/Professional Faculty vacancies: The Hiring manager is responsible for conducting reference checks on the finalists forwarded from the search committee. The hiring manager has the authority to delegate this task to a committee member, to include the committee chair. **Upon completion of reference checks, contact HR to notify of the recommendation to hire and initiate the next step towards offer and onboarding.**

Classified Staff and Wage Positions: The hiring manager is responsible for conducting reference checks on the finalists recommended from the search committee. The Hiring Manager has the authority to delegate this task to a committee member, to include the committee chair. **Upon completion of reference checks, contact HR to notify of the recommendation to hire and initiate the next step towards offer and onboarding.**

<u>Adjunct Faculty and Continuing Education Instructors:</u> The hiring manager/dean is responsible for conducting reference checks on the finalists recommended. **Upon completion of reference checks, email the Onboarding Memo with required information to human resources.**

Please refer to the Intranet:
Reference Check Form
Uploading Attachments to a Candidate's Profile

9. **Recruitment File Review**
Human resources will review the recruitment file via the ATS to ensure all steps of the process have been followed and completed accordingly. Prior to any job offers being made or any contact with the final recommended candidate, HR shall conduct an EEO assessment of the selection process. In the event any findings are found that must be addressed (EEO or procedural concerns), the CHRO shall discuss any potential areas of concern with the hiring manager and vice president. The CHRO is authorized to withhold any support for a selection decision where findings indicate that selection issues were not addressed.

If the president directs a job offer be made in light of any human resource findings, human resources shall do so, but may do so with reservations clearly stated in writing. Any hiring manager or vice president who wishes to challenge human resource findings in the selection process may do so directly with the president, where all information shall be reviewed. The president shall have the final determination relative to all hiring decisions.

10. Offer/Hiring Procedures
Before an offer can be extended to a candidate, all recruitment materials (interview notes from each search committee member, reference checks, applicant evaluation forms, interview selection form or qualifications matrix form) **must** be uploaded to the ATS and the recruitment file must be finalized. HR may prepare a VCCS10/compensation analysis in anticipation of a recommendation, but the offer will not be extended until the recruitment file can be reviewed in full.

Newly appointed employees will be compensated according to the VCCS Policy Manual and the State Department of Human Resource Management (DHRM) Policies and Procedure Manual. **SC Chairs and hiring managers should not discuss specific salary with candidates, but may discuss salary ranges.** For faculty/professional faculty/administrator vacancies, the VCCS-29 and the VCCS-10 form will determine faculty entry-level salaries. For classified positions, the DHRM Policies and Procedures Manual will determine starting salary.

The CHRO will conduct a compensation review to determine recommended offer to candidate. The offer approval will then be routed to the hiring manager, vice president of academic and student affairs, vice president of finance & administration and the president via the ATS. Upon approval, human resources will extend an offer to the recommended candidate.

<u>Faculty/Professional Faculty/Administrators:</u> The vice president, in conjunction with the CHRO, will complete a VCCS-10 form. The recommended salary as noted on the VCCS-10 form will be reviewed with and approved by the president. Any changes to increase the recommended salary (per the delegated authority agreement) will be noted on the VCCS-10 form and signed by the president. A Faculty Employment Contract will be prepared and signed by the president.

The CHRO or his/her designee will contact the finalist to make the job offer. The office of human resource management will follow-up with the hiring manager, unit vice president and president of the acceptance or rejection of the position via email.

Classified Staff: The CHRO will conduct a compensation analysis and recommend a starting salary. The CHRO or his/her designee will contact the finalist to make the job offer. The office of human resource management will follow-up with the hiring manager, unit vice president and president of the acceptance or rejection of the position via email.

Part-time (wage): The hourly rate of pay is normally noted on the requisition form. This rate of pay is confirmed with the hiring manager and an offer is then extended by human resources to the finalist. The hiring manager is notified of the acceptance or rejection of the position via email.

Adjunct Faculty: Rate per credit is determined by VCCS 10 and hiring dean should not communicate pay until VCCS 10 is reviewed and approved. Once the VCCS 10 is approved, the hiring dean may communicate offer with adjunct faculty.

Workforce Instructors: The hiring manager extends offer and initiates rate per contract.

Onboarding
Upon offer acceptance, HR will move the candidate to the Hired stage in the ATS and Roll Out the Red Carpet for automatic integration with Onboarding.

If candidate counters, HR will update the offer approval with requested amount and seek approvals. If candidate declines, HR will consult with Hiring Manager for course of action.

11. Follow up with unsuccessful candidates
Upon acceptance of a position vacancy, the office of human resource management will distribute an e-mail notification to all other candidates who applied for the vacancy utilizing the ATS. The only exception to this is for internal candidates who were not selected. **Internal candidates should receive a personalized phone call from the hiring manager or SC chair immediately after the offer has been extended and accepted.** Hiring managers may also elect to personally contact candidates whom interviewed but were not selected, however, HR will nevertheless send an official email to notify them the position has been filled.