

Subject: Recruitment and Hiring of University Employees

Responsible Parties: Human Resources  
Office of Access, Compliance and Community (OACC)  
All Hiring Departments

### **Posting Requirements**

All faculty and classified staff positions must be advertised using the university's online applicant tracking system. Hiring authorities and department heads must approve the request to post a job opening prior to the recruitment process. The individual with ultimate hiring authority will identify the specific criteria for the posting including the required and preferred qualifications. All requests for recruitment will be reviewed and approved by Human Resources prior to posting.

### **Job Announcements**

Announcements must include the following information:

- summary of job duties;
- any educational qualifications required by law;
- any bona fide occupational requirements (BFOQs);
- any occupational certification or licensing required by law;
- hours of work if less than 40 per week, with a note indicating whether health benefits are available;
- notification if the position is "restricted" or is funded only for a finite period of time.

We also encourage the department to include:

- when providing a salary range, language that the range is commensurate with education and experience;
- any preferred qualifications;
- any requirement or preference for related experiences (not specific to years of experience);
- information about conditions of employment such as shift schedule, work hours, full time/part time status, requirements for background or financial check, drug testing, etc.;

- application options for forwarding materials and departmental contact information;
- any other information regarding the application process that would be helpful to applicants.

## **Advertising**

George Mason works with many vendors to promote open positions. For a list of posting options contact the Talent Acquisition team at [jobs@gmu.edu](mailto:jobs@gmu.edu).

## **Faculty Postings**

Faculty positions that are posted externally (i.e., applications considered from general public) must remain open for a minimum of two weeks or the equivalent of 10 business working days. Internal faculty searches, open to current George Mason employees only, may be posted for a minimum of five (5) business days. For positions that may require additional applicant considerations such as work authorization, visa sponsorships, PERM labor certifications, etc., please consult George Mason's Office of International Programs and Services (OIPS) for further job posting guidance.

## **Classified Staff Postings**

Classified positions that are posted externally (i.e., applications considered from general public) must remain open for a minimum of two weeks or the equivalent of 10 business days. Classified positions posted internally (i.e., applications considered from current George Mason University employee pool only) must remain open for a minimum of one week or the equivalent of five (5) business days. The aforementioned posting requirements are in-line with State policy.

## **Student Wage Employee Postings**

All available student wage positions must at minimum be advertised via the university's designated student employment platform, e.g. [Handshake](#), for the period of two weeks or the equivalent of 10 business days. Supervisors who are rehiring former student employees, and who are not seeking new candidates for their available position(s), are not required to advertise.

## **Posting Guidelines**

The following must be considered prior to changing established close dates for Faculty and Staff searches:

- Close dates may be extended beyond the initial posting period.

- Closing dates may never be changed to less than the minimum posting time for the position category.
- If the ad states that review of applications will begin on a specific date, the closing date cannot be changed to any time prior to that date.
- Positions that are "Open Until Filled" should contain a line in the job announcement stating when review of applications will begin (that date must comply with close date rules).
- Positions that are "Open Until Filled" should close when the hiring department selects a finalist.
- Positions may be canceled at any time if the hiring department has decided not to fill the position (for budget reasons, for example). Departments should send letters to interviewed applicants to inform them of this decision. All applicants should be notified that the position has been canceled.

**Note:** Weekends and holidays do not qualify toward equivalent business days. Wage, Adjunct, Graduate Assistant, Research Assistant, or other pooled positions can be closed at any time, but should be encouraged to remain open for two weeks or the equivalent of 10 business days after which, they can be closed.

### **Faculty Search Process**

A search committee must be established for the recruiting and hiring of university faculty positions. The primary role of the search committee is to determine which candidates will be interviewed and progress in the search process based on the required and preferred qualifications of the position description. An essential responsibility of the search committee is to ensure that all applicants are considered equitably throughout the review process. The department is encouraged to consider establishing diverse committees by seeking participants reflective of the university environment and who can bring different perspectives to the group. All scheduled interviews must be completed before a final selection decision and job offer are made.

### **Classified Search Process**

Classified staff searches must utilize an efficient and consistent competitive hiring process that promotes equal employment opportunity and a highly effective workforce. A competitive search must review multiple applicants equitably based on the required and preferred qualifications of the employee work profile. All scheduled interviews must be completed before a final selection decision and job offer are made. If utilizing a search committee to ensure that all applicants are considered equitably throughout the review process, the

department is encouraged to consider including those who can add diversity to the committee by seeking participants reflective of the university environment and who can bring different perspectives to the group.

**Note:** Effective April 4, 2022, all individuals involved in a search must have attended search training jointly provided by Human Resources and the Office of Access, Compliance and Community (OACC) within the past year. Each participant in a search should be included in the Search Committee tab in the applicant tracking system. When utilizing a search committee, it must be comprised of at least three members and be identified in the online application system prior to review of applicants. The use of a search committee is not required for classified and wage positions. Please see Decentralized Hiring Procedures and University Policy 2217: Wage Employment for more information on hiring hourly Wage, Student Wage, Adjunct, Graduate Assistant, Research Assistant, or other pooled positions.

### **Application Review**

The university's goal is to hire the best qualified candidate for each available position. During the search, it is crucial that each on-line State application and supplemental materials for that particular search are reviewed. If candidates have not met the posting criteria or fail to attach the required materials, those conducting the search process reserve the right to not consider the applicant. This method must be applied to all applicants consistently.

### **Determining Viable Candidates**

The hiring department will screen candidates objectively using a matrix based on the required and preferred qualifications listed in the job announcement. Once the department has selected candidates who meet the minimum requirements, preference should be given to those who are state classified layoff employees or veterans.

#### **A. State Classified Layoff Employees**

State classified layoff employees who meet the minimum qualifications for a vacant position must be interviewed (in-person).

Yellow Card – issued prior to individual being laid off

The candidate will be given preference to other classified vacancies in State agencies that are in the same or lower Pay Band as their current positions for which they are minimally qualified as determined by the minimum qualifications listed in the posting;

If they are minimally qualified, then the candidate is given preference over any external applicant who applies for the position, not including wage employees.

If they are deemed not minimally qualified, then a justification must be sent to Human Resources and clearly state why.

Blue Card – issued to individuals a day before actual layoff date / prior to going on Leave without Pay (LWOP)-layoff

The candidate is given preference to classified vacancies in other State agencies who are in the same role as their former position and for which they are minimally qualified as determined by the hiring matrix;

If they are minimally qualified, then the candidate receives preference over any external applicant and wage employees of the agency.

If they are deemed not minimally qualified, then a justification must be sent to Human Resources and clearly state why.

A member from the search process must review the Applicant List report to determine if a Layoff candidate is in the applicant pool. Contact Human Resources if you have any questions regarding the review and consideration of Layoff candidates.

#### B. Veteran Preference

Consistent with the requirements of the Va. Code §§ 2.2-2903 and 15.2-1509, a veteran's military service shall be taken into consideration by the university during the selection process, provided that such veteran meets all of the requirements for the available position.

Each search must ensure that preference to veterans is given. For example, if a veteran meets the minimum qualifications for a position, those evaluating candidates in the search should consider their status as an additional preferred qualification. Additional consideration must also be given to veterans who have a service-connected disability rating (determined by the United States Veterans Administration). Contact Human Resources if you have any questions.

#### **Interviewing**

Interview questions must be written prior to the commencement of the interview process.

Search participants are required to document information related to the interviews; this documentation becomes part of the recruitment file.

For all benefited searches (including classified, faculty, and administrative faculty positions), interview notes must be uploaded to the applicant tracking system.

Units and departments may retain local copies of search-related documentation for up to one year.

The hiring department will contact candidates selected for interviews. Interview questions must be compiled before the interview process begins and those in the search process must use the same initial questions and take notes during all interviews. Search participants may ask follow-up questions of each candidate in response to his or her answers.

First and second round interview questions must be uploaded using the online applicant tracking system. The method of interviewing must be consistent for each applicant. Each candidate must be afforded the same opportunity to interview. Search teams should consider alternative interview methods, including phone and virtual formats.

Applicant statuses should be updated as the search progresses, especially for applicants that were interviewed in-person. The desired candidate for the position should have a status of “finalist” prior to sending proposed offers to Human Resources. Candidates who are no longer being considered should have a status of “Not Hired” at which point a Reason for Non-Selection should be selected. As mentioned, these status changes should happen prior to moving forward with an offer.

### **Reference Checks**

Once the top candidate has been selected, reference checks must be completed prior to moving forward with recommendations for an offer. All reference checks should be conducted through the applicant tracking system. In circumstances where the applicant tracking system is not available or cannot be used, the approved reference check form should be completed. Three reference checks, including one from the most recent supervisor, are required prior to a job offer being extended. All completed reference checks must be uploaded to the applicant tracking system and retained in accordance with records management.

### **Selecting a Finalist**

For classified positions, departments must notify Human Resources of the selected candidate through the applicant tracking system.

For faculty positions, the hiring department must complete a faculty hiring proposal and route it to the Office of the Provost. The proposed offer shall be approved by OACC prior to being extended to the candidate.

For all benefited positions, departments must upload the screening matrix, interview notes, reference checks, and search completion form to the applicant tracking system.

If documents cannot be uploaded to the applicant tracking system, all search materials shall be submitted to Talent Acquisition, Human Resources, Attention: Employment & Recruitment.

### **Interviewed – Not Selected**

Applicants that were interviewed but not selected should be contacted by the hiring department once the offer has been accepted. The hiring department must update all remaining applicants using the Reasons for Not Selecting. All materials related to applicants who were interviewed but not selected must be included in the documentation uploaded to the applicant tracking system.

### **Finalizing the Hiring Process**

New employees hired into benefit-eligible positions must complete required paperwork including but not limited to: W-4/VA-4, Form I-9, benefit forms, selective service, etc. For the I-9, the Immigration Reform and Control Act requires an employee to complete an I-9 no later than close of business on the first day of work, and employers to certify the I-9 no later than the close of business on the third day of work.

### **New Hires**

New faculty and staff employees will need to come to Human Resources on their first day of work to complete section 2 of their I-9. Please email [hr@gmu.edu](mailto:hr@gmu.edu) if you have any questions regarding the completion of your I-9. If you are a foreign National employee, please email the International Tax Office if you have any questions regarding the completion of your I-9, prior to your first date of employment at [inttax@gmu.edu](mailto:inttax@gmu.edu).

### **Criminal Background Check**

New faculty and staff in selected positions or departments are required to undergo a criminal background check, which may include a credit check. Please refer to [University Policy 2221: Background Investigations](#) for more information.

### **Wage Employees**

Wage employees are limited to 1450 hours of work during in the twelve month period of May 1 through April 30 and may not exceed an average of 29 hours per week. Wage employees who reach the 1450 hour limit must immediately stop working and may not be reemployed until May 1. Student employees are limited to a maximum of 20 hours per week. During semester breaks students may work up to 29 hours per week.

For additional information, please see [University Policy 2217: Wage Employment](#)

## **Restrictions on Employment**

### **Employment of Minors**

Consistent with federal and state law, the minimum hiring age for university employees is 14 years of age. Please consult with University Human Resources for limitations on permissible hours and times of day for 14- and 15- year olds. Certain positions that require the use of hazardous equipment or involve exposure to hazardous materials may require a minimum age of eighteen years. The hiring department must be knowledgeable about federal and state regulations pertaining to minors with reference to hours of work, time records requirements, hazardous occupations, payment of wages, establishment of regular pay period, equal pay without regard to sex, discrimination because of physical handicaps, and the Minimum Wage Act (Code of Virginia §40.1-28.8 et seq.) and the Federal Fair Labor Employment Act 29 U.S.C. §201 et. Seq.).

### **Employment of University Retirees**

Retired employees should note that based on IRS rulings, George Mason is required to establish a bona fide break in service prior to a retiree's return to work in a noncovered part-time position (e.g. wage positions, not to exceed an average of 29 hours per week and 1450 hours May 1 through April 30). This means that the retired employee and their employer must not have a predetermined date for the retired employee to return to non benefit-eligible employment. Additionally, in accordance with guidance from the Commonwealth's Department of Human Resource Management (DHRM), a 26-week separation period must be required before a former George Mason employee (including retirees) can be re-hired into any wage or adjunct role at George Mason. The 26-week separation applies to both classified and faculty positions. However, the 26-week period does not apply to retirees coming from other state agencies to be employed at George Mason.

### **Employment of Spouses and Dependents**

The university adheres to the State and Local Government Conflict of Interests Act (Va. Code §2.2-3100 et seq.), which states that an employee shall not be in a position to exercise any control over the employment or the employment activities of a member of his/her immediate family and the employee is not in a position to influence those activities. Exercising control over the employment or the employment activities of an employee includes, but is not limited to, making decisions regarding initial appointment, retention, promotion, salary, leave of absence, and evaluation. For purposes of this policy, a member of the immediate family is defined (per the State and Local Government Conflict of Interests Act) to include an employee's spouse and any other person residing in the same household as the employee who is a dependent of the employee or of whom the employee is a dependent. A dependent is

a person, whether or not related by blood or marriage, who receives from the employee or provides to the employee more than one half of his financial support.

#### Federal Contractors and Subcontractors

Federal contractors and subcontractors may be subject to E-Verify. E-Verify is an Internet based verification system operated by the Department of Homeland Security (DHS) in partnership with the Social Security Administration (SSA) that allows participating employers to electronically verify employment eligibility.

#### The Immigration Reform and Control Act (Applies to International Students)

The Immigration Reform and Control Act requires employers to verify employee identity and U.S. employment eligibility, commonly known as a Form I-9 whether you are a U.S. citizen or not. As such, the individual must present original (not photocopied) documents for verification on the first day of employment. Please review the list of acceptable documents. Employment is contingent upon receiving work authorization from U.S. Citizenship and Immigration Services. The Office of International Programs and Services (OIPS) at George Mason University can answer any questions you may have regarding employment authorization for international wage hires. OIPS will prepare the Form I-9 before the individual begins working. OIPS Staff can be reached at (703) 993-2949.

#### Roles and Responsibilities

##### Hiring Department Responsibilities

The hiring department must adhere to university recruiting and hiring policies and procedures and must treat all candidates in an equitable and unbiased manner. The hiring department must complete necessary trainings sponsored by Human Resources and the Office of Access, Compliance and Community. The hiring department must contact applicants that were interviewed in person but not selected for the position. This can be communicated via email or sent via U.S Postal Service. See Interviewed But Not Selected. The status of those applicants that were not considered or interviewed in person should have updated Reasons for Non-Selection.

##### Office of Access, Compliance and Community (OACC) Responsibilities

The primary responsibility of OACC regarding hiring is to ensure that equal employment opportunity practices are followed at all times. To that end, OACC will assist in designing and planning recruitment policies, procedures, and strategies to monitor hiring practices relative to equal employment opportunity. Office of Access, Compliance and Community will provide search process briefings in conjunction with the Human Resources Department to review

best practices for conducting searches/interviews and hiring. OACC will approve faculty requests to hire.

#### Legal Requirements

OACC will participate in monitoring the recruitment, selection, and hiring process to ensure that procedures are consistent with the university's equal opportunity requirements. OACC will provide training regarding applicable laws and best practices for search processes. Office of Access, Compliance and Community will investigate allegations of illegal discrimination in the recruitment, selection, or hiring process if based on a violation of George Mason's [University Policy 1201 – Non-Discrimination Policy](#).

#### Human Resources Responsibilities:

Advertising positions – Human Resources will announce eligible vacant positions on the university's employment website and may advertise with other appropriate outside venues, when applicable. Human Resources will advise hiring managers on best practices for recruitment and interview techniques, tools and resources as well as approve the terms and approve hiring incentives (annual leave only) prior to extending the official job offer. Human Resources will maintain the online system used for submitting requests to recruit, advertising positions, and submitting hiring proposals. Human Resources will assist with the placement of advertisements to reach the widest pool of qualified candidates. Human Resources Leadership will oversee the recruiting and hiring process to assist with compliance of the provisions contained in this policy.

#### Legal Requirements

Human Resources will train university staff in conjunction with Office of Access, Compliance and Community on current recruitment policies and procedures, including interviewing, selection, and record keeping requirements. Human Resources will monitor proper documentation of the selection process and extend job offers to selected candidates for Classified Staff searches. As previously noted, requests for faculty hires will be routed through the Office of the Provost and the Office of Access, Compliance, and Community, after which the offer is extended by the hiring department.

*May 12, 2026*