



## Employment Procedures for Policy 2224

**Subject:** Recruitment and Hiring of University Employees

**Responsible Parties:** Human Resources & Payroll - **Talent Acquisition Team**

Compliance, Diversity, and Ethics

All Hiring Departments

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For access to the Mason’s applicant tracking system, please complete the [access request form](#) and fax this to (703) 993-2601 or email to [jobs@gmu.edu](mailto:jobs@gmu.edu). For questions or to arrange training, please contact the [Talent Acquisition Team](#).

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## **Posting Requirements**

All faculty and classified staff positions must be advertised using the university's online applicant tracking system. Hiring authorities and department head 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.

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## **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:

- salary range (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**

Mason works with many vendors to promote open positions. For a list of posting options please see, [http://hr.gmu.edu/applicant\\_tracking\\_system/AdOptions.pdf](http://hr.gmu.edu/applicant_tracking_system/AdOptions.pdf).

## **Faculty Postings**

Faculty positions that are posted externally (i.e., applications considered from general public) must remain open for a minimum of four weeks or the equivalent 20 business working days.

Internal faculty searches, open to current Mason employees only, may be posted for a minimum of 10 business days. **Note:** Internal faculty searches must be approved by Compliance, Diversity, and Ethics.

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### **Classified Staff Postings**

Classified positions that are posted externally (i.e., applications considered general public) must remain open for a minimum of two weeks or the equivalent 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 5 business days.

The aforementioned posting requirements are in-line with State policy. These requirements serve as a catalyst to build diverse candidate pools in keeping with Mason's commitment as an equal opportunity employer encouraging diversity.

### **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.

**Note:** Weekends and holidays do not qualify toward equivalent business days.

Wage, Student 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.

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### **Search Committees**

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 role of the search committee is to ensure that all applicants are considered equitably throughout the review process.

A search committee must be established for the recruiting and hiring of all university faculty and classified staff positions. 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:** Neither the supervisor, nor hiring authority can be on the search committee. Effective May 1, 2016, all search committee members must have attended search committee training jointly provided by Human Resources & Payroll and Compliance, Diversity, and Ethics (CDE) within the past year.

Each member of the search committee should be included in the **Search Committee** tab in the applicant tracking system. The search committee 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 wage positions. Please see [Decentralized Hiring Procedures](#) for more information on hiring hourly Wage, Student Wage, Adjunct, Graduate Assistant, Research Assistant, or other pooled positions.

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### **Application Review**

The University's goal is to hire the best qualified candidate for each available position.

During the search, it is crucial that the committee review each online State application and supplemental materials for that particular search. If candidates have not met the posting criteria or fail to attach the required materials, the committee reserves the right to not consider the applicant. This method must be applied to all applicants consistently.

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### **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 committee has selected candidates who meet the minimum requirements, preference should be given to those who are state 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 hiring matrix;

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 crafted as to why and sent to Human Resources & Payroll.

**Blue Card – issued to individuals a day before actual layoff date / prior to going on 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 crafted as to why. The justification should then be sent to Human Resources & Payroll.

A member from the search must review the Applicant List report to determine if a Layoff candidate is in the applicant pool. Contact Human Resources & Payroll 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 committee must ensure that preference to veterans is given. For example, if a veteran meets the minimum qualifications for a position, the search committee should consider his/her veterans 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).

A member from the search committee must review the Veteran Report before interviewing candidates. Contact Human Resources & Payroll if you have any questions.

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### **Interviewing**

Interview questions must be written prior to the commencement of the interview process. Committee members are required to document information related to the interviews; this documentation becomes part of the recruitment file. Interview notes for classified searches must be sent to Human Resources & Payroll at the end of the search. Human Resources & Payroll will retain the file for three years. Search related documentation in faculty and administrative faculty positions must be retained in the local unit or department for one year and then archived for an additional four years.

The hiring department will contact candidates selected for interviews. Interview questions must be compiled before the interview process begins and committee members must use the same initial questions and take notes during all interviews. Committee members 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 on-line applicant tracking system. The method of interviewing must be consistent for each applicant. Each candidate must be afforded the same opportunity to interview. Search should consider alternate methods of interviewing (phone, skype, video, etc.). The final interview should be conducted in person.

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 & Payroll. 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.

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### **Reference Checks**

Once the top candidate has been selected, reference checks must be completed prior to moving forward with recommendations for an offer. Departments should use the [reference check form](#) when completing reference checks.

Three reference checks, including one from the most recent supervisor are required prior to a job offer being extended. Completed reference checks should be maintained in the recruitment file.

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### **Selecting a Finalist**

For classified positions, departments must notify Human Resources & Payroll of the selected candidate using the online system and send paper copies of the screening matrix,

interview notes and reference checks to Human Resources & Payroll. All search materials should be sent to Human Resources & Payroll; ATTN: Employment & Recruitment.

For faculty positions, the hiring department must complete a faculty hiring proposal and route to the [Office of the Provost](#). **The offer must then be approved by CDE before extended to the individual.** The hiring department must maintain all recruitment files for one year, however, can send these materials to Human Resources & Payroll; ATTN: Employment & Recruitment. A copy should be also kept in department in either event.

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### **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 candidates using the Reasons for Not Selecting.** Materials for all applicants who were interviewed, but not selected, must be included with the packet sent to HR.

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### **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.

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### **New Hires**

New faculty and staff employees will attend the New Employee Welcome Center on their first day of work, the I-9 is completed at this time.

New Wage, Student Wage, Adjunct, Graduate Assistant, Research Assistant, or other pooled employees will complete the Form I-9 within hiring department. Please see [Decentralized Hiring Procedures](#) for more information on Form I-9 completion and hiring hourly employees.

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### **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 Number 2221](#) for more information.

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### **Wage Employees**

State policy limits wage employees to 1500 hours of work in a 365 consecutive day period commencing from the date of hire. The duration of this position is determined by continuous need and funding availability, as well as job performance, and is considered “at will.” Student Wage employees may not work for more than 20 hours per week while school is officially in session. *For additional information, please see [Administrative Policy 2222 – Student Wage Employment](#) and [Administrative Policy 2217 – Wage Employment \(Non Student\)](#)*

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### **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.).

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#### **Employment of University Retirees**

Retired employees should note that based on IRS rulings, 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 28 hours per week and 1500 hours per fiscal year). 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, and that the retired employee must be off the payroll for no less than 30 days. For those employee’s on a 9- month contract a bona fide break in service is considered to be one semester. Also, the retired employee must not have the same duties or hours that were performed prior to retirement. Without this break in service, the retired employee will not be considered to have retired and the employee will not be permitted to begin their retirement benefits until the required break has occurred (Handbook for Members Virginia Retirement System, 2006-2007, p. 45).



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### **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.

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### **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.

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### **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 I9 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.

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## **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 & Payroll and Compliance, Diversity, and Ethics.

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 be updated Reasons for Non Selection.

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### **Compliance, Diversity, and Ethics Responsibilities**

The primary responsibility of Compliance, Diversity, and Ethics (CDE) regarding hiring is to ensure that equal employment opportunity practices are followed at all times. To that end, CDE will assist in designing and planning recruitment policies, procedures, and strategies to monitor hiring practices relative to equal employment opportunity.

Compliance, Diversity, and Ethics will provide search committee briefings in conjunction with the Human Resources & Payroll Department to review best practices for conducting searches/interviews and hiring. When needed, CDE will define underutilized job classifications and work with hiring departments to help diversify candidate pools.

Compliance, Diversity, and Ethics will assist with identifying targeted diversity-related advertising placements if requested, approve requests for internal faculty searches, and approve faculty requests to hire.

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### **Legal Requirements**

Compliance, Diversity, and Ethics will participate in monitoring the recruitment, selection, and hiring process to ensure that procedures are consistent with the University's equal opportunity requirements.

Compliance, Diversity, and Ethics will provide training regarding applicable laws and best practices for search processes.

Compliance, Diversity, and Ethics will investigate allegations of illegal discrimination in the recruitment, selection, or hiring process if based on a violation of Mason's Nondiscrimination policy found at <http://www.gmu.edu/facstaff/policy/newpolicy/1201gen.html>.

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### **Human Resources Responsibilities:**

#### **Advertising Positions**

Human Resources & Payroll 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 & Payroll will advertise classified positions through the Department of Human Resource Management (DHRM). Human Resources & Payroll will maintain the online system used for submitting requests to recruit, advertising positions, and submitting hiring proposals.

Human Resources & Payroll will offer briefings for search committees in conjunction with Compliance, Diversity, and Ethics and assist with the placement of advertisements to reach the widest pool of qualified candidates.

Human Resources & Payroll Leadership will oversee the recruiting and hiring process to assist with compliance of the provisions contained in this policy. In addition, serve as a backup for internal faculty search approval.

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#### **Legal Requirements**

Human Resources & Payroll will train University staff in conjunction with Compliance, Diversity, and Ethics on current recruitment policies and procedures, including interviewing, selection, and record keeping requirements.

Human Resources & Payroll will monitor proper documentation of the selection process and extend job offers to selected candidates for Classified Staff searches. As previously mentioned, requests for faculty hires will be routed through The Office of the Provost as well as CDE after which the offer is extended by the hiring department. Please see

[Decentralized Hiring Procedures](#) for more information on hiring hourly Wage, Student Wage, Adjunct, Graduate Assistant, Research Assistant, or other pooled positions.

Human Resources & Payroll will also maintain and self-audit records, prepare routine and non-routine reports, and dispose of records as procedures require.

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### **Criminal Background Check**

Human Resources & Payroll will facilitate background checks. Selected position(s) may be subject to a criminal background investigation. Employment is contingent upon the successful completion of the background check and investigation. Please refer to [University Policy Number 2221](#) for more information.

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### **[Employment and Related Forms](#)**