

# **Recruitment Handbook**

**A Guide to the Instructional and  
Administrative Appointment Process**

**VALDOSTA STATE UNIVERSITY**

**Office of Equal Opportunity**

**Programs and Multicultural Affairs**

July, 2005

Dear Reader:

The purpose of this document is to outline Valdosta State University's legal obligations in the instructional and academic administrative appointment process and to suggest procedures to be followed, including the posting of open positions, recruitment activity, and search committee responsibilities. Before addressing these issues, however, it might be helpful to review the sequence of the action-steps required in this process; these steps are illustrated in the Flow Chart for Faculty/Administrative Recruiting.

This information should help search committee chairs, members, and other staff having responsibilities in the areas of recruiting and hiring.

Sincerely,

Ronald M. Zaccari  
President

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## RECRUITMENT FLOW CHART

RECEIVE PERMISSION THROUGH THE POSITON MANAGEMENT PROCESS  
TO OPEN SEARCH

PREPARE POSITION ANNOUNCEMENT  
AND ADVERTISEMENT

CONDUCT SEARCH

IDENTIFY FINALISTS

REQUEST PERMISSION TO INVITE FINALISTS  
FOR INTERVIEWS

CONDUCT ON-CAMPUS INTERVIEWS

REQUEST PERMISSION TO MAKE OFFER

ACADEMIC VICE PRESIDENT MAKES FINAL OFFER

COMPLETE AA/EEOC DOCUMENTATION,  
IF OFFER HAS BEEN ACCEPTED

## **I. OVERALL UNIVERSITY POLICY AND LEGAL REQUIREMENTS**

Valdosta State University has established that its regular faculty and administrative positions of half-time or more are significant enough to encourage a number of qualified individuals to apply for employment. Since the university wishes to attract the widest possible variety of highly qualified candidates, it has established a policy consistent with that of the Board of Regents of the University System of Georgia to post all such open positions. In case of academic administrative and tenure track instructional positions, policy requires that the position be posted and nationally advertised with the exception of emergency one year appointments. In every case, potential minority and female applicants should be notified of openings, especially for departments or colleges where women or minorities are employed in numbers lower than their availability in the workplace would indicate. If this underutilization occurs, departments or colleges should set goals, advertising their open positions in media directed specifically at potential female and/or minority applicants.

These procedures (details of which can be found in Section IV, Guidelines for Search Committees) are only part of the university's overall response to the multiplicity of affirmative action and non-discrimination regulations requiring wide outreach and special recruiting efforts directed toward legislatively protected groups.

In matters of employment, Valdosta State University enforces the following statutes:

### **Civil Rights Act of 1964**

**Title VI:** Prohibits discrimination based on race, color, or national origin in institutions that receive federal funds, grants, loans, or contracts.

**Title VII:** Prohibits discrimination in all terms and conditions of employment on the basis of race, color, religion, national origin, or sex.

**Civil Rights Act of 1991:** Amends Title VII of the Civil Rights Act of 1964, the Americans With Disabilities Act of 1990, and the Age Discrimination in Employment Act of 1967. The Act prohibits impermissible consideration of race, color, national origin, religion, sex, or disability and allows compensatory and punitive damages to be sought by victims of intentional discrimination based on sex, religion, or disability.

**Title IX, Education Amendments of 1972:** Title IX prohibits sex discrimination in any educational program or activity in institutions that receive federal funds.

**Equal Pay Act of 1963:** The Equal Pay Act prohibits sex discrimination in salaries and fringe benefits for all employees of educational institutions/agencies, including those in professional, executive, and administrative positions.

**Vietnam-Era Veterans Readjustment Assistance Act of 1974:** The Act requires employers with federal contracts greater than \$10,000 to take affirmative action to employ and promote qualified disabled veterans and Vietnam-Era veterans.

**Age Discrimination in Employment Act of 1967 (ADEA):** As amended in 1978 and 1986, prohibits employment discrimination on the basis of age against persons age 40 and over.

**Rehabilitation Act of 1973:** Section 504 of the Rehabilitation Act of 1973 prohibits discrimination against the disabled in access to employment and educational opportunities in any institution receiving federal funds.

**Americans with Disabilities Act of 1990 (ADA):** The Americans with Disabilities Act prohibits discrimination based on disability in employment, public service, public accommodations, telecommunications and transportation.

**Executive Order 11246 as amended, 41 C.F.R. § 60-2:** Prohibits employment discrimination on the basis of race, color, religion, sex, and national origin and furthers requires the recipient of any government contract to take affirmative action in employment. The affirmative action addresses employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; compensation; and selection for training.

### **Affirmative Action**

In keeping with the dictates of Executive Order 11246 (41 C.F.R. § 60-1 et seq., as amended, 41 C.F.R. § 60-2), Valdosta State University has established a written Affirmative Action Plan (“Plan”). This Plan is designed to provide guidance to management with respect to the University's commitment to full implementation of its Equal Employment Opportunity/Affirmative Action policy which provides as follows.

Valdosta State University is an equal opportunity educational institution. It is not the intent of the institution to discriminate against any applicant for admission or any student or employee of the institution based on the sex, race, religion, color, national origin or person with disability, or sexual orientation of the individual.

To this end, Valdosta State University strives to provide equal employment opportunity to all qualified persons and as such seeks to identify and analyze all areas of its employment process so as to further the principles of equal employment opportunity. This mission of equal opportunity includes but is not limited to employment, upgrading, demotion, or transfer, recruitment, advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training. In further keeping with the foregoing law, Valdosta State University supports the engagement of affirmative action to recruit minorities or women who are underrepresented or concentrated.

While federal regulations do not outline in specific detail what kind of recruitment efforts are expected, it is the policy of Valdosta State University that merely meeting minimum requirements is not sufficient to produce equal employment opportunity and a staff of the highest quality. To achieve the heterogeneous pool of highly qualified candidates needed

for faculty and academic administrative positions, it is necessary to have broad searches and vigorous recruiting.

A strong commitment to equal opportunity by the faculty and administration is only part of the solution. Only when that commitment is supported by vigorous and aggressive recruitment and special efforts to attract women, minorities, and individuals with disabilities will the goals of high quality coupled with diversity be realized.

### **Role of Affirmative Action Officer (AAO):**

The Affirmative Action Officer:

1. Aids, advises, and encourages departments and units in implementing Affirmative Action effectively.
2. Provides leadership in monitoring implementation of the University's Affirmative Action goals, analyzes and interprets for the VSU administration data which relate to Affirmative Action efforts in compliance with Equal Employment Opportunity Commission (EEOC).
3. The AAO serves as liaison between the University and individuals in protected classes and community organizations to ensure that all members of protected groups are afforded a full opportunity and are encouraged to participate in all university-sponsored events.

The following section contains suggested procedures to be followed by faculty and academic administrative search committees to achieve the goal of diversity in the workforce.

## **II. GUIDELINES FOR SEARCH COMMITTEES**

The highest priority of every college and division at Valdosta State University is to maintain the excellence of its teaching and research activities while at the same time carrying out an effective affirmative action and non-discrimination employment program. Both of these needs can be met by undertaking careful and thorough searches each time a new faculty or academic administrative appointment is to be made. The efforts made to locate and attract outstanding female and minority candidates will increase the likelihood of identifying other excellent candidates as well.

While the decentralized nature of the university and the differences between the various colleges and divisions make iron-clad rules for conducting searches impractical, it is hoped that the following guidelines will serve to: (1) familiarize search committee members' with the overall process, (2) clarify search committee members' general responsibilities, (3) outline a model procedure that can be followed as given or adapted to fit the individual needs of a department or college, and (4) suggest some effective strategies for increasing the participation of women and minorities in the recruitment process and in the pool of candidates.

**1. Appointment of the Search Committee:** Search committees must be appointed in the following cases. When faculty positions of half-time or more and administrative positions

(as determined by the Dean or responsible Director) are to be filled, the administrative head of the employing unit or its Executive Committee should appoint a search committee to recruit and screen candidates for the positions.

**2. Size and Composition of the Search Committee:** The size of search or personnel committees will vary, but experience indicates that usually they should be no smaller than three nor larger than eight or ten members. Ideally, there should be female and minority faculty members on the committee, but it is recognized that in some cases this may not be possible. A department with few female or minority faculty may wish to utilize its female or minority students in the search process. A department may wish to enlist appropriate faculty or administrators including the Affirmative Action Officer from outside the department to either serve on the search committee itself or to act as consultants, reviewing the committee's search process at several points along the way to ensure that female and minority interests are being properly represented. Both of these techniques have been tried and found successful by a number of departments at the university.

Another possibility is to designate one of the search committee members or an additional interested faculty member as the Affirmative Action liaison. This person is responsible for informing the committee of affirmative action requirements and procedures and for ensuring that the committee meets those requirements. When a final decision has been made, the Affirmative Action liaison signs the Affirmative Action Checklist verifying that appropriate affirmative action procedures have been followed. **In cases where under representation is apparent, a plan of action to correct this should be approved by the Affirmative Action Officer.**

**3. Position Management Form and Advertisement:** The administrative head of the employing unit will be responsible for submitting the Position Management Form (PMF) to the Budget Advisory Council and advertisement copy to the Office for Academic Affairs. For more information regarding the PMF process refer to Attachment A (PMF Approval Process). The advertisement copy should include the following information (in no particular order):

- a) Minimum qualifications for the position. These are the qualifications (both quantitative and qualitative) that are absolutely essential to the performance of the position to be filled and without which candidates will not be considered.
- b) Rank.
- c) Appointment Date.
- d) Deadline for application or a statement reflecting when review of applications will begin.
- e) Length of appointment (ten or twelve month contract).
- f) Tenure track or non-tenure track.
- g) List of application materials to be submitted.
- h) Address where application materials are to be sent.
- i) Employing Unit.
- j) AA/EO statement: Valdosta State University is an equal opportunity education institution.

**4. Advertising the Position:** Instructional positions (excluding part-time instructional positions) are to be advertised nationally. The Office for Academic Affairs will place and pay for the advertisements in the following publications/locations:

- a. University System of Georgia Applicant Clearinghouse – A database of registered individuals that may meet job specifications.
- b. [www.higheredjobs.com](http://www.higheredjobs.com) – an online listing of higher education faculty and administrative vacancies.
- c. The Chronicle of Higher Education.

If the employing unit wishes to place an advertisement in any other outlets, then that employing unit will be responsible for associated advertising costs. Other outlets for advertising and/or recruitment may include special newsletters, journals, and job listings aimed at a particular discipline, and national conferences. A list of other outlets may be obtained by reviewing faculty search guidelines at [www.eop/ma.edu](http://www.eop/ma.edu).

All advertisements must be approved by the Office of Academic Affairs.

Employing units/search committees should carefully document all advertisements and other recruitment efforts since such documentation is required to establish the university's good faith efforts to recruit all candidates equitably.

**5. Handling Nominated Candidates:** Frequently, candidates' names will be put into nomination by members of the search committee or others. In these cases, the committee should review the nominees' credentials and should decide which nominees they wish to consider more seriously. Letters should then be written inviting nominees to submit their vitae and an Application of Employment (Attachment I).

**6. Receiving and Processing Vitae:** As the vitae, letters of reference, and other documents are received from candidates, individual dossiers should be set up for all candidates and they should be notified when their documents have been received. **It is important to remember that all applicants who meet the minimum criteria must be sent a faculty application form. Further, applicants only become "official" upon receipt of a completed Application for Employment (Attachment I).**

**7. Screening Candidates:** The first screen is for minimum qualifications; any candidate not meeting the minimum qualifications should be sent a letter thanking them for applying and letting them know that the committee has not included them among the finalists. Sample letters of rejection are included as Attachment E. The committee should notify the other candidates of the status of their candidacy as soon as it is determined by the committee. Committees must ensure that minimum qualifications do not restrict successful candidates to those with degrees from or experience at certain specific colleges or universities.

After the initial screening, every committee member should read and rate the dossiers of those candidates meeting the minimum requirements of the position. In cases where hundreds of candidates remain in the applicant pool, however, it may be necessary to divide the remaining candidates. In order to assure uniformity of screening in such cases, committees should develop a rating instrument outlining the factors to be taken into consideration. Attachment C is a sample of such a rating instrument that may be useful as a guide.

Not only must the same criteria be applied to the candidates by all search committee members, but also all candidates must be treated equally. Any techniques or procedures (e.g. discussions with reference or evaluations of written materials) used to select or screen candidates must be applied uniformly to all candidates.

**8. Certifying the Search Process:** When the committee has completed the review process, it should identify the top three to five candidates and submit a certification packet to the Office of Equal Opportunity and Multicultural Affairs (EOP). This packet should detail the search process used and candidates identified as finalists. This packet of information should include the following:

- a. List of the total number of applicants
- b. List of the applicants categorized by gender/race
- c. List of finalists
- d. List of applicants identified as members of a protected class, who were excluded from the finalist list and reasons for exclusion
- e. Copy of position advertisement and list of media outlets
- f. Copies of application packets of finalist(s)
- g. Email address for the search committee chair.

If the applicants selected for interviews do not include minorities and women, particularly if the unit has goals for one or both, the Affirmative Action Officer in consultation with the Dean or Department Head may review the recommendations with the search committee and request the committee to include qualified minority and/or female candidates in the interviews. In extreme cases, the Affirmative Action Officer may request the search committee to reopen the search until some qualified women or minority candidates can be found.

In extreme cases, where, for instance, a goal exists (which indicates that women and/or minority candidates should be available) and very few or no applications have been received from women or minorities, the Affirmative Action Officer may request the search committee to reopen the search until some qualified women or minority candidates can be found.

In units where other traditional search procedures have consistently failed to identify minority and female candidates, it is suggested that a special committee be established to identify qualified women and minorities for future openings in the department. Thus,

when a position does become available, the search committee can obtain recommendations from the special committee. This policy may work best in units where the availability of women and minorities is especially low and qualified people are especially difficult to find.

**9. Requesting Campus Interviews:** While awaiting EOP approval of the search process, the committee should forward to the appropriate Department Head, Dean or Director a request to bring candidates to campus for interviews. This request should then be forwarded to the Vice President for Academic Affairs for review. This request should include a memo requesting campus interviews for the finalist(s). The request should also include the following documentation: the original completed faculty application form, a vitae for each individual, and the candidate's letter of application. For faculty positions, committees should recommend at least two finalists. For administrative positions, committees should recommend at least three finalists. Once EOP has certified the search process, the Vice President for Academic Affairs will then consider request for campus interviews. Permission to interview finalists for faculty positions must be granted by the Vice President for Academic Affairs prior to inviting these applicants for campus visits.

It is recognized as a good practice for units of the University System to employ faculty members from other units of the System. If the search committee has identified another faculty member in the System, the committee should alert the Vice President for Academic Affairs so that a request to bring this person in for a campus interview can be forwarded to the President of the sister institution.

If potential candidates decide to drop out of the pool or decline to come for a campus interview, then the committee should proceed to the next person in the pool of candidates submitted to the Affirmative Action Officer for review. If this is not possible, the search committee should confer with the head of the employing unit regarding whether or not to continue the search. If the search initially ran with a deadline date for application, the search can be either extended with a new deadline date, in which case it would have to be reposted, or the search can be closed. If the initial advertisement was worded with a statement of "open until filled" the committee may choose to keep the search open.

**10. Interviewing the Candidates:** Depending upon the resources available, the distances that the interviewees must travel and the wishes of the search committee, finalists should now be brought to campus for the interview phase. Reimbursement of travel expenses should be processed using travel expense statement found at [http://services.valdosta.edu/financial/forms/travel\\_expense\\_nonempstu.xls](http://services.valdosta.edu/financial/forms/travel_expense_nonempstu.xls). Applicants should be reminded that receipts are required. These documents are processed through the Vice President's office.

With regard to the finalist as in the previous phases of the selection process, it is extremely important that in the interview phase all candidates be treated in as equal a manner as possible. If one is invited to make a presentation or give a seminar, all must be invited to do so. If one is taken to a party, on a tour of the campus, or given some other special kind of treatment, all candidates must receive equivalent treatment. Only in this

way can the university prevent itself from being charged with favoritism or unfairness and only in this way will all candidates have an equivalent opportunity to present their credentials in person and receive equal consideration. Committees should prepare a list of predetermined questions to ask all interviewees; the same interviewers be present in each case; and the allotted time and other conditions should be as identical as possible for all interviewees.

**11. Selection of the Appointee:** After the interview process has been completed, all candidates will be discussed by the search committee. When two or more candidates possess equivalent qualifications, the candidate who will contribute most to the achievement of the unit and University affirmative action goals and its educational mission will be selected. It should be decided in advance if the committee's recommendations should take the form of a ranked or unranked list of candidates. The search committee itself does not make the final decision. Instead, it submits recommendations to the appropriate Department Head, Dean or Director who then makes a recommendation to the Vice President for Academic Affairs. All formal offers are made by the Vice President of Academic Affairs after consultation with the President. Upon written confirmation of the applicant's desire to accept an offer, the President recommends action to the Board of Regents.

**12. Making an offer to the Selected Candidate:** Once an appropriate starting salary has been negotiated the Department Head/Dean/Director should begin informal negotiations with the candidate. Once informal negotiations have been accepted then the Vice President for Academic Affairs will send out a formal offer letter to the specified candidate.

**13. Preparation of Affirmative Action Packet:** After an offer is accepted, the employing unit should complete the Affirmative Action packet and submit it to the Office of Academic Affairs. This packet should include a total of eight items as more fully set forth in Attachment F. The dean will verify that all of the above steps have been completed prior to submitting the Affirmative Action folder to the Vice President's Office. All forms are available from the Office of Academic Affairs.

The Department Head or (Screening Committee) then has the responsibility of notifying all other candidates that they are no longer under consideration. Notification should be in writing and a copy of the letter of rejection (Attachment D) should be attached to each application.

Common practices which tend to negate affirmative action efforts and may jeopardize the legality of the search are set forth below:

- a. Failure to document recruitment activities.
- b. Word of mouth advertising or reliance on recommendations of colleagues.
- c. Changes in employment criteria after the position have been advertised.
- d. Changes in employment status without advertising, i.e., temporary to regular.

- e. Writing the position announcement to fit qualifications of a predetermined candidate

#### **IV. ATTACHMENTS**

Attachment A: Recruitment Flow Chart

Attachment B: Position Management Procedures

(Position Management Approval Process; Position Management Form Instructions; Position Management Form)

Attachment C: Position Announcement Form for External Distribution (sample)

Attachment D: Sample Rating Instrument

Attachment E: Sample Letters of Rejection

Attachment F: Checklist for Screening Committee

Attachment G: Affirmative Action Checklist

Attachment H: Employment Compliance Form

Attachment I: Managing the Search Process

Attachment J: Faculty Application for Employment

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**ATTACHMENT A  
RECRUITMENT FLOW CHART**

RECEIVE PERMISSION THROUGH THE POSITION MANAGEMENT PROCESS  
TO OPEN SEARCH

PREPARE POSITION ANNOUNCEMENT  
AND ADVERTISEMENT

CONDUCT SEARCH

IDENTIFY FINALISTS

REQUEST PERMISSION TO INVITE FINALISTS  
FOR INTERVIEWS

CONDUCT ON-CAMPUS INTERVIEWS

REQUEST PERMISSION TO MAKE OFFER

ACADEMIC VICE PRESIDENT MAKES FINAL OFFER

COMPLETE AA/EEOC DOCUMENTATION,  
IF OFFER HAS BEEN ACCEPTED

**ATTACHMENT B**  
**VALDOSTA STATE UNIVERSITY**  
**POSITION MANAGEMENT APPROVAL PROCESS**

*Revised January 31, 2006*

**I. Introduction:**

In the Fall of 2002, Valdosta State University initiated an approval process for position review and management for the following purposes:

- To facilitate strategic use of the university's resources,
- To increase the university's ability to respond to shortfalls in state revenues, and
- To consider new or collaborative ways to achieve the University's mission in conjunction with the Strategic Plan.

All position changes require a Position Management Form (PMF) as an authorization for action. All approved PMF forms, with a job description attached, should be sent to the Human Resources office for review.

Position changes for the Educational and General budget requiring additional funding will be forwarded to the Budget Advisory Council for approval. Examples include new positions or a change in a current position that requires additional funding. In this situation, a Budget Amendment Request Form should accompany the Position Management Form.

**II. Process:**

The position management process was built on the Position Management utility that exists in the PeopleSoft Human Resources Management System. Following are the concepts and process flow for Position Management Forms:

- 1) The Department Head, Director or Principal Investigator should complete a Position Management Form, attach a job description and forward them to their supervisor and the Cabinet Level officer for approval.

- 2) The form and specific line instructions are located at <http://services.valdosta.edu/financial/budgets/budgetinfo.html>. Human Resources and Employee Development is available for consultation regarding general employment issues as well as proposing reorganizations to maximize the use of funding.
- 3) Responses to the following questions must accompany a request for a new position only. These questions are provided on page two of the Position Management Form also:
  - Explain the new position's relationship to the institutional mission including its connection to the Strategic Plan.
  - Will the new position have direct impact on classroom instruction? Provide supporting information/data.
  - Explain the level of current staffing and the impact of not adding the new position. Support with data (number of students served or other services provided, workload required, hours of availability, etc).
  - What internal reorganization has been considered? Are there any duplicative functions that are handled or could be handled elsewhere in the University?
  - What are the requirements of the new position – what skills or background are necessary? Are there current VSU faculty/staff who meet the requirements? Would an internal hire for the new position be appropriate?
  - Could the function be accomplished via out-sourcing, temporary employees, or students?
  - Explain the requested budget amount and funding source.
  - What are the implications for the University's mission if the position is not approved?
- 4) After reviewing for information and accuracy as well as obtaining appropriate signatures, the form should be forwarded to Human Resources and Employee Development.
- 5) Human Resources and Employee Development will review the request from a university-wide perspective and make suggestions about reorganization, compensation or reclassification. They will check the pay level to verify that it is consistent with the VSU pay

plan and policies. They will also confirm compliance with state and federal laws and regulations regarding wages and salaries.

- a. If the request **does not** require additional funding and is approved by Human Resources and Employee Development, the position will be posted for hire using the job description as a guide. The form will be forwarded to Budget Services for processing and filing. It will not be reviewed by the Budget Advisory Council and there will not be further notification regarding the status of the request.
  - b. **If the request is for an Educational and General position that requires additional funding** and is approved by Human Resources and Employee Development, the position request form will be forwarded to the Budget Advisory Council for approval. The form will be sent to Budget Services where it will be logged for consideration at the next regular Budget Advisory Council meeting. Forms must be received by Budget Services before 5:30 Wednesday evening in order to be reviewed at the Budget Advisory Council meeting on the following Friday morning.
  - c. **If the request is NOT approved** by Human Resources, the position request form will be returned to the Cabinet Level Officer or Director.
- 6) The Budget Advisory Council will review Educational and General position management requests requiring new funding. If necessary, the Council will make recommendations to the President.
  - 7) After Budget Advisory Council consideration, Budget Services will notify the form's initiator, the divisional Vice President or Cabinet Officer and the Human Resources and Employee Development Department of the request's status.
  - 8) Upon approval, Budget Services will make necessary changes in the Human Resources Management System position data and

department budget table panels. Budget Services will provide copies of the Position Management Form to Human Resources and Employee Development for their files and to make changes on the employee's job data panels when necessary. Once the system is updated, the original Position Management Forms will reside in Budget Services.

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VALDOSTA STATE UNIVERSITY  
**POSITION MANAGEMENT FORM INSTRUCTIONS**

*(Revised January 31, 2006)*

The Position Management Form (PMF) is used to communicate the need for establishing, changing or rehiring positions at Valdosta State University. Once the position request is approved, the form serves as the source documentation for data changes in the PeopleSoft-Human Resources Management and Financials System. Listed below are the blocks in the Position Management Form with general instructions for completing each blank. If you have questions, please contact Jan Fackler at ext 5715 and email: [jfackler@valdosta.edu](mailto:jfackler@valdosta.edu) or Barbara Meeks at ext. 4388 and email: [bgmeeks@valdosta.edu](mailto:bgmeeks@valdosta.edu).

**The Department of Human Resources and Employee Development will provide information regarding appropriate classification options as a consulting service prior to taking the following steps:**

**I. Routing for Approvals Instructions:**

Each level of management with financial responsibility for the position will sign to approve the request. This step communicates the actions to all levels of management. Here are the sequential steps in approval:

1. The department head or manager initiates the form.
2. The Dean/Director is the second level of approval.
3. The Vice President for the requesting division is the third level of approval.
4. ***For those Divisions, Departments and Offices who report directly to the President: the President must provide signature approval before sending the form to Human Resources and Employee Development.***
5. The Human Resources and Employee Development Department reviews the PMF after the appropriate approvals have been obtained.
  - a. If the request **does not** require additional funding **and** is approved by Human Resources and Employee Development, the position will be posted for hire using the job description as a

guide. The department may proceed with the hire(s) when suitable applicants are identified. Reorganizations without additional funding requirements may be approved by the signature of the Director of Human Resources and Employee Development and the Vice President for the functional area or the President if the department reports directly to the President. The form will be forwarded to Budget Services for processing and filing. It will not be reviewed by the Budget Advisory Council and there will not be further notification necessary.

- b. **If the request is for an Educational and General position that requires additional funding and** is approved by Human Resources and Employee Development, the position request form will be forwarded to the Budget Advisory Council for approval. The form will be sent to Budget Services where it will be logged for consideration at the next regular Budget Advisory Council meeting. Forms must be received by Budget Services before 5:30 Wednesday evening in order to be reviewed at the Budget Advisory Council meeting on the following Friday morning. Budget Services will notify the requesting department, the related Vice President and Human Resources and Employee Development of the Budget Advisory Council's actions as soon as possible after the meeting.
- c. **If the request is NOT approved** by Human Resources, the position request form will be returned to the Cabinet Level Officer or Director.

## II. Requesting Instructions:

Check one of the following boxes:

1. New Position: check this box to create a new position.
2. Rehire for an existing position: check this box to fill an existing, funded position.
3. Other: use this area to describe changes not a request for a new position or a request to rehire in a funded position.

**Effective Date:** the earliest date you need the position or changes to be effective in the PeopleSoft Human Resources Management System (PS-HRMS).

**PS Position #:** the position number in the PeopleSoft Human Resources Management System.

This position number is found on the original budget printout titled, Detail of Personal Services, distributed to department heads at the beginning of the fiscal year. If you do not know the number, please contact Budget Services and we will provide it for you. When requesting a new position, there will be no Position number yet. Budget Services will fill in this blank when the position is established and assigned a number by the PeopleSoft Human Resources Management System.

**Status:** for current, occupied positions would be described as “Active”. For most new positions this blank would also be filled with “Active” also. Usually positions with no current funding are changed to “Inactive” on the system.

**Last Incumbent:** the name of the last employee who filled this position. When requesting a new position, leave this line blank.

### **III. Position Information Instructions:**

**If you have a question about the job category or title please contact the Human Resources and Employee Development Department for assistance at VSU ext. 5709.**

**Current Job Category:** This refers to the current Bcat/Bcategory (the University System of Georgia job classification system). It is labeled “Job Code” on the Detail of Personal Services sheet that is part of the original budget print outs.

**New Job Category:** This blank would only be used when requesting a change in the job description. It will be filled in by Human Resources and Employee Development when they review the form.

**Current Title:** This will be determined by the Bcat classification. For an existing position, it can be found under the heading “Job Descr” on the Detail of Personal Services original budget print out.

**New Title:** This blank will be filled in by Human Resources and Employee Development depending on the new job category defined.

**Current Department:** This blank would be filled with the department number where the position is currently budgeted. On the Detail of Personal Services it is the number following the label “DEPARTMENT:” at the top of page.

**New Department:** This blank will only be filled in if you want to transfer a position to a different department. If you need a new department number, please contact the Accounting Manager at VSU ext. 5708.

**Regular/Temp:** indicate “Regular” if this is a benefited position that is half-time or more. Enter “Temp” if the employee will work less than half-time OR will work for a brief period of time.

**Full/part-time:** indicate “Full-time” if the employee will work 20 or more hours in the work week. Enter “Part-time” if the employee is expected to work less than 20 hours per week.

**Equivalent Full Time:** sometimes called the EFT, this number is the fraction of a 40-hour workweek you anticipate the employee will work expressed as a decimal (i.e., 19 hours would be .48EFT).

**Maximum number of incumbents:** indicate whether you will have “one” or “many” employees in this position. If this is a single incumbent, regular position, enter “1”. However, if this is a student assistant position or a temporary position where you may have several employees at the same time, enter “many”.

#### **IV. Funding Information Instructions:**

**Source of funds:** the type of funding used to pay the employee. The most typical sources of funds would be: education and general, sponsored,

departmental sales and services, special initiative, auxiliary fees, athletics fees or student activity fees.

**Expense Account #:** In this blank and the two below it provide all the account codes where the employees pay should be expensed with the percentage of the pay that should be expensed to each. If more space is needed, please use the box below for “Other Comments or Information”.

**Project ID:** This blank will only be filled if the position is funded by a grant. Please put the grant project ID number in this space. If you do not know the grant Project ID number, contact the Principal Investigator for the grant or the Grants and Contracts Accountant in Financial Services.

**Proposed Salary:** the annual rate you expect to pay the employee. Please contact the Human Resources and Employee Development Department regarding the rate of pay to verify that you are in line with the current VSU pay plan and other salary requirements set by the institution, the university system, or state and federal regulations. In the case of temporary or part-time employees you may need to indicate the hourly rate of pay.

**Estimate Fringes:** for full-time employees the fringes related to their pay need to be estimated using the following information. FICA, FICA Medicare and retirement will be approximately 17% of the proposed salary. The university’s health insurance expense ranges from \$2,952 to \$12,585 as of January 1, 2006 depending on the employee’s health plan election. For estimates the university assigns the maximum expense or \$12,585 for a vacant position. For part-time or temporary employees *only* FICA Medicare should be estimated. The FICA Medicare rate is 1.45% of projected earnings. There are no fringes estimated for Student or Graduate Assistant positions.

**Check One:** check one funding box:

1. Funds Exist: check this box if funding for this position already exists in the department.
2. Budget Amendment: check this box if funding is being provided from another budget. A Budget Amendment Request Form should be attached to the Position Management Form if the funds are to come from another budget.

**V. Rehire Information Instructions:**

This block is completed when an employee vacates a position.

1. The number of budgeted positions in this department: Enter the number of full-time positions that are budgeted in this department.
2. The number of positions vacant: Enter the number of positions that are currently vacant.
3. Annual leave hours accrued: Will be entered by Human Resources and Employee Development
4. Explain the consequences of not moving forward with a rehire. What will be the impact on your department and the university's operations overall.

**VI. Other Comments or Information Instructions:**

This space is provided for any further explanation of how the position is to be established or changes that you would like to make in the position.

**VII. Pay group Information Instructions:**

Check the box for the appropriate pay group for this employee's pay. If you are not sure which pay group applies, please contact Human Resources and Employee Development for the correct pay group at ext. 5709.

**VIII. Contact Information Instructions:**

Provide your current contact information so we can call or email the appropriate person if there are questions regarding the information provided. If this request needs Budget Advisory Council review, the contact information will also be used to notify you of the status. Position Management Forms received in Budget Services with necessary signatures by Wednesday at 5:30 PM will be considered by the Budget Advisory

Council at its next regular meeting. Budget Services will communicate the Budget Advisory Council actions as soon as possible following the meeting. If Budget Advisory Council review is not necessary (i.e. if no new or additional Educational and General funding is requested) there will be no notification.

**IX. For Budget Services Internal Use Section:**

This area is for internal use in Budget Services. It is not necessary for the department to enter any information in this block.

**Position Management Form – Page Two:** The second page of the Position Management Form will be submitted **only** when requesting a new position. This information should support and explain the request for the new position. Quantitative support as well as general reasons should be included. If you have questions about the information needed, please call the Budget Manager, Jan Fackler at ext. 5715.

# VALDOSTA STATE UNIVERSITY FORM

## POSITION MANAGEMENT

*Revised January 31, 2006*

This form is for establishing, changing or rehiring positions at Valdosta State University. Instructions for completing this form are available at the VSU Budget website. When completed, please forward as listed below in the "Routing for Approvals" section to obtain all necessary signatures. It must be signed by all levels of management responsible for the funding of the position and the Human Resources and Employee Development Department. Departments reporting directly to the President should obtain the President's signature.

**ROUTING FOR APPROVALS:** (Sign and date)

Department Head, Director or  
Principal Investigator: \_\_\_\_\_ Date \_\_\_\_\_  
Dean/Director: \_\_\_\_\_ Date \_\_\_\_\_

Vice President or Cabinet Officer: \_\_\_\_\_ Date \_\_\_\_\_  
President: \_\_\_\_\_ Date \_\_\_\_\_  
Human Resources and Employee Development: \_\_\_\_\_ Date \_\_\_\_\_

**Requesting:**

**Attach a Job Description for ALL requests**

New Position (Complete Page Two)  
Rehire for an existing position (Omit Page Two)  
Other: \_\_\_\_\_

Effective Date: \_\_\_\_\_  
PS Position #: \_\_\_\_\_  
Status: \_\_\_\_\_  
Last incumbent: \_\_\_\_\_

**Position Information:**

Current Job Category: \_\_\_\_\_  
New Job Category: \_\_\_\_\_  
Current Title: \_\_\_\_\_  
New Title: \_\_\_\_\_  
Current Department: \_\_\_\_\_  
New Department: \_\_\_\_\_  
Regular/Temp: \_\_\_\_\_  
Full/Part-time: \_\_\_\_\_  
Equivalent Full Time: \_\_\_\_\_  
Maximum number of incumbents in this position: \_\_\_\_\_

**Funding Information:**

Source of Funds: \_\_\_\_\_  
Expense Account #: \_\_\_\_\_  
(Split, if applicable): \_\_\_\_\_  
(Split, if applicable): \_\_\_\_\_  
Project ID: \_\_\_\_\_  
Proposed Salary: \_\_\_\_\_  
Estimated Fringes: \_\_\_\_\_

Check one:  Funds exist in this department/program  
 Budget Amendment Request attached

**Rehire Information:**

Number of budgeted positions in this department: \_\_\_\_\_ Annual leave hours accrued for current incumbent: \_\_\_\_\_

Number of positions vacant: \_\_\_\_\_

Please briefly justify below the need to rehire in this position including alternatives for accomplishing these tasks and the impact on VSU:

**Other Comments or Information:**

<b>Pay group:</b>		10 Mo Academic		P&A Monthly		Part-time Faculty Summer Faculty Retiree Monthly
		12 Mo Academic		Temp Monthly		
		Full-time Biweekly		Student Assistant		
		Part-time Biweekly		Graduate Assistant		
For information regarding this request, please contact:						
_____						
At Phone: _____ Or email: _____						
<b>FOR BUDGET SERVICES INTERNAL USE</b>					Notified:	
	Entered:			Dept		
PeopleSoft HRMS	Date		Initials	HR		
PeopleSoft Financials	Date		Initials	PR		
Budget Advisory Council					Date	

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The following information must accompany requests for a New Position:

Explain the new position's relationship to the institutional mission including its connection to the Strategic Plan.

- ✓ Will the new position have direct impact on classroom instruction? Provide supporting information/data.
- ✓ Explain the level of current staffing and the impact of not adding a new position. Support with data (number of students served or other services provided, workload required, hours of availability, etc.).
- ✓ What internal reorganization has been considered? Are there any duplicative functions that are handled or could be handled elsewhere in the University?
- ✓ What are requirements of the new position—what skills or background are necessary? Are there current VSU faculty/staff who meet the requirements? Would an internal hire for the new position be appropriate?
- ✓ Could the function be accomplished more efficiently via out-sourcing, temporary employees, or students?
- ✓ Explain the requested budget amount and funding source.
- ✓ What are the implications for the University's mission if the position is not approved?

## **ATTACHMENT C**

### **Position Announcement Form for External Distribution (sample)**

#### **FACULTY POSITIONS**

**College of Business Administration  
Valdosta State University  
Valdosta, Georgia 31698**

**The College of Business Administration of Valdosta State University invites applications and nominations for the following faculty positions for August 2004.**

**Assistant/Associate Professor of Accounting  
Assistant/Associate Professor of Management  
Assistant/Associate Professor of Marketing**

**Applicants should have an earned doctorate in the appropriate discipline, although ABDs with appropriate Master's will be considered for appointments as assistant professor. A level of achievement in scholarly activities is required for associate professor appointments.**

**Valdosta State University, a regional university within the University System of Georgia, has over 10,000 students. The College of Business Administration serves approximately 2000 undergraduates in five majors. The College is accredited by the American Assembly of Collegiate Schools of Business.**

**Appointment for all positions is September 1, 2004. The application deadline is June 1, 2004. Valdosta State University is an Equal Opportunity/Affirmative Action employer.**

**Applications, nominations, or inquiries should be sent to Kenneth L. Stanley, Dean, College of Business Administration, Valdosta State University, Valdosta, Georgia 31698.**

## ATTACHMENT D

### Sample Rating Instrument

**Points**

**Categories**

**2.0**

**0.5**

**1.5**

**1.0**

**1.5**

**2.0**

**Same scale  
as teaching  
experience**

#### **I. TO RATE PROFESSIONAL EDUCATION AND EXPERIENCE**

**Education**

**Earned Doctorate**

**Postdoctoral Work:**

**Graduate Certificate**

**An additional doctoral degree, including postdoctoral degree**

**Experience**

**Teaching Experience**

**3 – 4 years**

**5 – 7 years**

**More than 7 years**

**Related experience such as educational program administrator**

**1.0/course**

**1.0/occasion**

**1.0/article**

**1.0/paper**

**1.0/workshop**

**4.0/major**

**work**

**2.0/work**

**2.0/occasion**

**1.0/occasion**

#### **II. TO RATE TEACHING AND SCHOLARLY ACTIVITIES**

**Developed new theory/program/practice courses**

**Acted as consultant**

**Published articles on teaching/research/practice**

**Presented paper**

**Developed/conducted workshop**

**Major author of major book or monograph**

**Secondary author of major book or monograph**

**Keynote speaker at National meeting**

**Program panelist or chairperson**

## **ATTACHMENT E**

### **Sample Letters of Rejection**

**Dear (Applicant's title & name)**

**We at Valdosta State University very much appreciate your interest in joining our institution as evidenced by your recent application.**

**I regret to advise you that your application was not among the final applications selected for review for the position advertised. Nevertheless, we thank you for your interest and wish you well in your future endeavors.**

**Sincerely,**

**Dear (Applicant's title & name)**

**This is to advise you that we have selected a nominee for the position for which you recently applied.**

**We sincerely appreciate your interest in our institution and wish you well in your future endeavors.**

**Sincerely yours,**

**DRAFT**

## ATTACHMENT F

### Checklist for Screening Committee

The folder which goes to the Chair of the Screening Committee should include the following items:

- \_\_\_\_\_ 1. **Advertisements:** A copy of all advertisements or a copy of the Notice of Vacancy with a list of institutions to which it was sent.
- \_\_\_\_\_ 2. **Application forms:** Completed application forms from all prominent applicants.
- \_\_\_\_\_ 3. **Copies of rejection letters:** A copy of the letter of rejection should be attached to the application form of each unsuccessful applicant.
- \_\_\_\_\_ 4. **Readout from applicant clearinghouse.**
- \_\_\_\_\_ 5. **Record of communications:** Records of all communications with and about all prominent applicants.
- \_\_\_\_\_ 6. **Request that a formal offer be made.**
- \_\_\_\_\_ 7. **Employment compliance form.**
- \_\_\_\_\_ 8. **Affirmative action checklist.**

### ATTACHMENT G

#### *University System of Georgia*

## **AFFIRMATIVE ACTION CHECKLIST** Full-Time Administrative and Academic Appointments Valdosta State University

1. Position applied for: \_\_\_\_\_

2. Recommended applicant: \_\_\_\_\_

Name: (Last) (First) (Middle): \_\_\_\_\_

3. Race/Sex: \_\_\_\_\_

4. Date of application \_\_\_\_\_

5. Date position offered: \_\_\_\_\_

6. Date accepted \_\_\_\_\_

7. Total number of applicants: \_\_\_\_\_

	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>	<b>White</b>	<b>Other</b>
<b>Total:</b>						
<b>Female:</b>	_____	_____	_____	_____	_____	_____
<b>Male:</b>	_____	_____	_____	_____	_____	_____

8. Number of applicants considered for final review:

	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>	<b>White</b>	<b>Other</b>
<b>Total:</b>						
<b>Female:</b>	_____	_____	_____	_____	_____	_____
<b>Male:</b>	_____	_____	_____	_____	_____	_____

**9. Number of applicants invited to visit the campus:**

	<b>Black</b>	<b>Hispanic</b>	<b>Asian</b>	<b>American Indian</b>	<b>White</b>	<b>Other</b>
<b>Total:</b>	_____	_____	_____	_____	_____	_____
<b>Female:</b>	_____	_____	_____	_____	_____	_____
<b>Male:</b>	_____	_____	_____	_____	_____	_____

**10. Number of applicants declining offered positions:**

<b>Date of Offer</b>	<b>Date of Refusal</b>	<b>Sex</b>	<b>Race</b>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**11. Include a statement describing special efforts to attract minority applications for this position. (Utilize the back or attach a separate sheet.)**

**Signed:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**ATTACHMENT H**

**Valdosta State University  
Employment Compliance Form**

**Department:** \_\_\_\_\_

**Position number:** \_\_\_\_\_

**1. List in descending priority those candidates who were considered:**

<u>Name</u>	<u>Degree</u>	<u>Date of Degree</u>	<u>Age</u>	<u>Sex</u>	<u>Minority</u>
-------------	---------------	-----------------------	------------	------------	-----------------

- a.
- b.
- c.
- d.
- e.

**2. Describe those procedures followed in developing the applicant pool for this position. Attach copies of advertisements letters announcing the position, etc.**

**3. Explain what criteria were used in reaching your decision and justify the priority ranking reflected above.**

**4. If candidate recommended for employment is not first on your priority ranking, explain why.**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Signature**

## **ATTACHMENT I**

### **Managing the Search Process**

**Employment recommendations are one of the most important functions of administrative and departmental units on campus.**

**When a search is approved:**

- 1. Be sure that the Search Committee is familiar with EEO/AA regulations.**
- 2. Be sure that the announcement is general enough to be inclusive.**
- 3. Identify and document that advertising includes media that target large portions of the protected class.**
- 4. Set reasonable dates for concluding the acceptance of applications.**
- 5. Design a system for recording and requesting additional information.**
- 6. Agree on a system of evaluation -- it should be such that it reduces subjectivity.**
- 7. Make an alphabetized list of applicants, indicate the date application was received, and note the date(s) of follow-up correspondence.**
- 8. Make a summary evaluation grid (remember an applicant may request a copy of notes or comments used to evaluate credentials).**
- 9. Complete application rating scale for all qualified candidates and identify candidates to be interviewed (send copy to Affirmative Action Office, see sample).**
- 10. If calls are made to persons other than those listed in dossiers, the same must be done for all applicants at that level.**
- 11. Determine the nature of questions such that there is consistency (evaluation checklist) or establish a predetermined list.**

**12. Set a specific date for contacting all applicants that are no longer under consideration (this should be done at each level of elimination) Common practices which tend to negate affirmative action efforts:**

- a. Failure to document activities.**
- b. Word of mouth advertising or reliance on recommendations of colleagues.**
- c. Changes in employment criteria after the position has been advertised.**
- d. Changes in employment status without advertising, i.e., temporary to regular.**
- e. Writing the position announcement to fit the qualifications of a predetermined candidate.**

**DO NOT:**

- 1. DO NOT try to give hints about where a person stands in the process.**
- 2. DO NOT make references to other candidates.**
- 3. DO NOT ask questions about ethnicity, sexual orientation, religion, disability, addictions, etc.**
- 4. DO NOT ask extraneous questions that have no relevance to the criteria that may be construed as a means of eliminating a candidate.**
- 5. DO NOT use information garnered in casual conversation.**
- 6. DO NOT compare candidates --measure candidates against the criteria established in the announcement.**
- 7. DO NOT change the criteria in mid-search to "fit" a candidate that Impresses the committee.**
- 8. DO NOT provide services for one candidate (amenities) that you are not providing for all candidates.**
- 9. DO NOT make offers that you don't have approval to make (computers, graduate assistants, etc.).**
- 10. DO NOT solicit information from sources other than those approved for each candidate.**
- 11. DO NOT correspond informally with candidates, all communication should be through the chair of the committee or the administrator (department head, dean, etc.).**

**ATTACHMENT J**

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