

HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT



Employee Recruitment

CITATION REFERENCE

OFFICIAL TITLE	POLICY ON EMPLOYEE RECRUITMENT
VOLUME	HUMAN RESOURCES
RESPONSIBLE OFFICE	USG HUMAN RESOURCES OFFICE
ORIGINALLY ISSUED	JULY 1, 2023
REVISED	

[Return to Human Resources Administrative Practice Manual Table of Contents](#)

Policy Statement

The University System of Georgia (USG) is an Equal Opportunity Employer. Recruitment for faculty and staff should be completed in accordance with the procedures set forth by the Institution's Chief Human Resources Officer ("CHRO"), approved by the President in consultation with Legal Affairs and the appropriate leadership level (i.e., Vice President). Recruitment should also be in compliance with Board of Regents (USG), state, and federal policies, regulations, and laws.

Recruitment procedures promulgated by the Institution must include standards for recruitment screening, and guidance as to who can make hiring and compensation decisions on behalf of the Institution.

In accordance with the USG Statement on Principles, an Institution's recruitment procedures shall be free of ideological tests, affirmations, and oaths. The basis and determining factor for hiring, promotion, and tenure should be that the individual possesses the requisite knowledge, skills, and abilities associated with the role, and is believed to have the ability to successfully perform the essential functions, responsibilities, and duties associated with the position for which they are being considered. At the core of any hiring, promotion, or tenure decision is ensuring the Institution's ability to achieve its mission and strategic priorities in support of student success.

Applicability

All employees and units of the USG are covered by this policy.

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

Who Should Read This Policy

Human Resources staff, hiring managers, and employees within the USG should be familiar with this policy.

Definitions

These definitions apply to these terms as they are used in these policies and procedures:

- **Affirmations** – the action or process of affirming a strongly held belief as a requirement for employment.
- **Ideological Tests** – Tests or questions based on or relating to a system of ideas and ideals, especially concerning economic or political theory and policy.
- **Oaths** – A solemn attestation of truth, adherence, or agreement to belief system or structures unrelated to the standards required for employment. The State of Georgia Loyalty Oath is excluded from this definition and policy.
- **Uniform Guidelines on Employee Selection** - In 1978, the EEOC (Equal Employment Opportunity Commission) adopted the Uniform Guidelines on Employee Selection Procedures or “UGESP” under Title VII. See 29 C.F.R. Section 1607.1. UGESP provided uniform guidance for employers about how to determine if their tests and selection procedures were lawful for purposes of Title VII disparate impact theory.
- **Title VII of the Civil Rights Act of 1964 (42 U.S.C. Section 2000e et seq.)** – As amended, protects employees and job applicants from employment discrimination based on race, color, religion, sex, and national origin.
- **Title IX of the Education Amendments of 1972 (20 U.S.C. Section 1681 et seq.)** – Protects people from sex discrimination in educational programs and activities at Institutions that receive financial assistance.

Process and Procedures

The following guidelines apply for the recruitment of faculty and staff:

Screening Requirements and Data Collection

- Faculty and staff recruitment for all USG Institutions should be based on Institutional need and the availability of resources to fulfill the stated mission of the Institution. The Employee Applications HRAP (Human Resources Administrative Practices) governs the requisite data collection process for employment candidates. The Institution is responsible for establishing a screening and selection framework to effectively assess the qualifications, knowledge, and skills of candidates. This process should be relegated to determining whether candidates are able to perform the stated duties of the role. The

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

screening process should not extend beyond the stated mission and values of the Institution and functional expectations of the departmental unit. Likewise, departmental units should not develop or institute mission or value statements that are not aligned with and in support of the overall Institutional mission and values.

- Generally, hiring managers should conduct the following steps:
 - (1) Identify the need for an opening and review and/or modify the existing job description to ensure alignment with current organizational business needs. If the vacancy is associated with a new function or significant organizational change it may be necessary to partner with human resources in conducting a job analysis for the position.
 - (2) Job requirements such as minimum and preferred qualifications are considered selection tests and must be validated by human resources to ensure they are job-related and consistent with business necessity. Candidates shall not be required to submit any political litmus tests or ideological oaths, including personal statements related to diversity or supporting specific populations, as part of the employment process. Institutions may include appropriate scenario-based questions during the interview process to collect information related to specific experience supporting specific student populations when it is directly correlated and relevant to the duties associated with the role. See appendix II for examples.
 - (3) Develop a job advertisement or position announcement and decide whether to hire externally or internally. Job advertisements should be clear and accurately represent the open position. At a minimum, they should include a brief description of the Institution and mission, a short summary of the role's purpose, a list of responsibilities, a list of job requirements, and how to apply. The job advertisement should also include and be consistent with the USG Statement of Core Values and Institutional Values and Equal Employment Opportunity requirements. (Reference BOR (Board of Regents) Policy 6.5 Freedom of Expression)
 - (4) Select appropriate recruitment source(s) (external or internal) for posting the opening and decide on the selection stages and timeframe. Internal jobs postings should remain open for a minimum of three (3) business days. External job posting should remain open for a minimum of five (5) business days. The Institution's minimum timeframes for internal and external postings must be clearly stated and followed consistently to ensure fair and equitable. Institutions that have set forth the organizations rules on job postings within an affirmative action plan (AAPs (Affirmative Action Plan)) must follow those rules to ensure compliance with their own AAP (Affirmative Action Plan).

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

- (5) Review resumes collected via the Institution's applicant tracking system (ATS), source passive candidates (recruitment of those not actively searching) and identify the most qualified applicants to move to the next phase of the selection process.
- (6) Proceed through the screening and selection stages (including reviewing candidate's application materials, conducting interviews, verifying references, etc.) and select the most suitable candidate. When applicable, review internal candidates and enact Board Policy 8.3.3.1 Intrasystem Recruitment and USG HRAP on Eligibility for Rehire as appropriate by contacting the appropriate Institutional manager or HR department.
- (7) Social Media: Institutions that use social media as part of their hiring process should seek guidance from the Institution's Legal Office or USG Legal (usg-legal@usg.edu) and have written procedures in place to support compliance with applicable equal employment opportunity laws. An Institution that uses social media during the hiring process should disclose to potential applicants, in a manner determined appropriate by the Institution, that information found on publicly posted social media accounts may be examined.
- (8) Upon selecting the final candidate, the hiring manager and the appropriate HR official will collaborate to develop an appropriate offer of employment (including position title, compensation, hire date, etc.).

Some of these stages could potentially overlap or run concurrently. Hiring managers should work closely with their direct supervisor and the Office of Human Resources to ensure adherence to any associated policies, guidelines, rules, or laws. An appendix document with appropriate screening questions during the screening and selection process is included with this HRAP.

Georgia New Hire Reporting Program. Federal and State law requires employers to report newly hired and re-hired employees in Georgia to the Georgia New Hire Reporting Center. Institutions are to ensure that a process is in place for all hires and transfers to be reported to the Georgia New Hire Reporting Program <https://ga-newhire.com/>.

Recruitment Training Expectations/Requirements for Employees.

Institutions should provide training to employees responsible for recruiting and hiring faculty and staff to ensure that Institutional procedures are appropriately and consistently followed. All training performed by the Institution must be approved by Institution's Chief Human Resources Officer ("CHRO") and the Institution's President. The use of affirmations, ideological tests, and oaths (including diversity statements) are expressly prohibited and should not be utilized for recruitment and selection purposes. Additionally, individual units and departments are not permitted to mandate recruitment training for search committee members or departmental employees beyond that which is approved by those with the above referenced Institutional oversight.

Mandatory recruitment training should be limited to that which complies with Board of Regents (BOR), state, and federal policies, regulations, and laws.

HUMAN RESOURCES ADMINISTRATIVE MANUAL EMPLOYEE RECRUITMENT

Examples include:

- Title VII of the Civil Rights Act of 1964.
- Title IX of the Education Amendments of 1972.
- Functional training associated with hiring and recruitment software and Institutional data management.
- Best practices related to candidate engagement and communication.
- Any requirements encompassed with the USG HRAP on General Criteria for Employment.

Institutions are expected to maintain training records for all employees who are hiring managers, which may include sign-in sheets, electronic attendance records, or certificates of completion. Reference HRAP on General Criteria for Employment for guidance on other required training.

Direct appointment rules and permissibility.

A direct appointment refers to the regular appointment of a person, where the normal advertising and competitive selection process is not applied, and Institutional business needs support this approach for an appointee whose unique skills and qualifications are documented. Upon approval for a direct appointment from the Institution's Chief Human Resources Officer ("CHRO") and the Institution's President all employment policies (including background checks) must be followed and adhered to. Nominations and recommendations for direct appointments of staff or faculty can be made by a Vice President (or comparable senior level administrator as approved by Institutional procedures) and above.

This section is generally not applicable to internal, acting appointments, or promotions within the existing unit or reporting upline. However, all rules are applicable if and when an interim is assigned to the role on a regular basis. Each Institution is responsible for creating a process to ensure direct appointment rules are followed.

Direct appointments may be possible as part of the hiring process to:

- appoint an internal candidate with relevant knowledge, skills and experience who uniquely meets the requirements and criteria for the role as specified in the position description;
- appoint an external candidate with significant leading status or international recognition in their field or a rare, exceptional skillset; or
- appoint a candidate who was a previous applicant for the same or similar position within the past 12 months.

HUMAN RESOURCES ADMINISTRATIVE MANUAL EMPLOYEE RECRUITMENT

All nominations or recommendations for appointments under this procedure shall contain the following information and require the relevant approval prior to commencing the appointment process:

- the written rationale for the appointment, explaining why a direct appointment process is preferable to a standard, competitive recruitment process;
- satisfactory evidence of how the proposed appointee meets the qualifications and possesses the requisite knowledge, skills and abilities as delineated within the position description;
- rationale explaining how the appointment is expected to contribute to the Institutions' strategic vision;
- the candidate's CV or resume, qualifications, appropriate references, and details of their current position (if applicable) within another organization or Institution.

Please note it is the Institution's responsibility to use this option judiciously and ensure that all requirements are met and recorded for audit, as requested by internal or external agency requests.

The justification materials for the direct appointment nomination or recommendation may also be used for the HRAP Advanced Salary Increase request when necessary.

Approvals

The following approvals are required prior to directly appointing a candidate:

- President
- Chief Financial Officer
- Dean and the Provost (for faculty positions and staff within a reporting unit)
- Chief HR Officer
- University System Office official, as appropriate by policy where there is shared reporting to the system office.

Appointment Notification and Offer Letters

Prior to approval of the appointment, all information and supporting documentation as referenced above must be submitted to the Office of Human Resources.

In consultation with the Hiring Manager, the HR Office will ensure that all policies and requirements are met and will subsequently issue an Offer of Employment to the preferred appointee and provide all information relevant to the appointment.

Procedural Fairness

Whenever the discretion not to advertise is exercised in accordance with this procedure, care must be taken to ensure that there is no other member of staff in the Institution, and in

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

particular, the Department or School concerned, who could be deemed a suitable candidate for the position. Where this may be the case, it is recommended that the role is advertised internally, allowing all staff to be equitably considered for the role.

Conflicts of Interest

Particularly where the nominated appointee is an internal candidate, the staff member who is proposing a direct appointment must declare any conflicts of interest prior to commencing the appointment procedure process. (Reference BOR Policy 8.2.18.2 Conflicts of Interest, Conflicts of Commitment, and Outside Activities)

Responsible Parties and Contact Information

Party	Responsibility	Phone/Email/URL
Vice Chancellor for Human Resources, USG	Maintain policy, provide guidance to Institution Human Resource Officers on effective utilization of policy, monitor for compliance, update the system as necessary, and respond to campus requests for updates.	404-962-3235 usg-hr@usg.edu
Institution Chief Human Resources Officers	Ensure implementation of policy and development of institution level recruitment and selection procedures to include related training.	See University System HR Officer Listing
Institution Legal	Provide consultation to Institution HR and hiring managers to ensure compliance with policy.	Internal Listing

Website Address for This Policy

Appendices (Internal Documents, Forms and Web Links)

- [BOR 6.5 Freedom of Expression and Academic Freedom](#)
- [BOR 8.2.1 Equal Employment Opportunity](#)
- [BOR 8.2.18.12 Statement of Core Values](#)
- [BOR Policy 8.2.18.2 Conflicts of Interest, Conflicts of Commitment, and Outside Activities\)](#)
- [BOR 8.3.3.1 Intersystem Recruitment](#)
- [8.3.1 Faculty Employment](#)
- [HRAP on Advanced Salary Administration](#)
- [HRAP on Employment Applications](#)

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

- [HRAP on Eligibility for Rehire](#)
- [HRAP on Equal Employment Opportunity](#)
- [HRAP on General Criteria for Employment](#)
- Appendix I and II - USG Recruitment HRAP Appendix Document Regarding Appropriate Screening Questions

Related Documents and Resources (External)

- State Law – Loyalty Oath

[Return to Human Resources Administrative Practice Manual Table of Contents](#)

Appendix I

USG Recruitment HRAP Appendix Document Regarding Appropriate Screening Questions

Screening and interview questions should focus on the candidate's ability to successfully perform the position for which they are being considered. Generally, state, and federal equal opportunity laws prohibit the use of pre-employment inquiries that disproportionately screen out members based on protected status when the questions are not justified by some business purpose. The EEOC and state agencies take the position that the information obtained through pre-employment inquiries should be aimed solely at determining qualifications without regard to criteria based on irrelevant, non-job-related factors. Accordingly, inquiries that reveal information bearing no relationship to the qualifications for the job sought (e.g., year of graduation from high school, childcare arrangements, country of origin) have been viewed as evidence of an employer's discriminatory intent. Unless the information is for a legitimate purpose (see information under "Bona Fide Occupational Qualifications" above and "Application Forms" below), pre-employment questions about disability, race, gender, religion, national origin, or other protected classes can suggest that the information will be used as a basis for making selection decisions. If the information is used in the selection decision and members of particular groups are excluded from employment, the inquiries can constitute evidence of discrimination.

A bona fide occupational qualification (BFOQ) is a provision that permits discriminatory practices in employment only if a person's "religion, sex, or national origin is a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise". To establish the defense of a BFOQ, the employer has the burden of proving that a particular class of employees would be unable to perform the job safely or efficiently and that the BFOQ is reasonably necessary to the operation of the business. Typically, it is difficult for most employers that are not religious organizations to invoke the BFOQ defense, as the parameters surrounding it are limited. Title VII does permit employers to hire and employ employees on the basis of religion if religion is "a bona fide occupational qualification reasonably necessary to the normal operation of that particular business or enterprise."

The following includes high level guidance regarding screening and interview questions that are legally permissible. The list is not intended to be exhaustive, but rather for illustrative purposes. Each Institution's Human Resources department is responsible for providing assistance and guidance in developing and utilizing legally compliant interview and screening questions.

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

Topic	Not Permissible	Permissible
Address/Length of Residence	<ul style="list-style-type: none"> • About foreign addresses that would indicate national origin (such as birthplace) • Names or relationships of people with whom applicant lives • Whether applicant owns or rents 	<ul style="list-style-type: none"> • How long have you lived in (city, town)? • Phone number and other contact information
Age	<ul style="list-style-type: none"> • Age or date of birth • Questions that would tend to identify persons who are 40 and older (“Do you remember being at work before e-mail was introduced?”) 	<ul style="list-style-type: none"> • If a minor, require proof of age in the form of a work permit or a certificate of age • If age is a legal requirement, can ask, “If hired, will you be able to furnish a proof of age?”
Arrest and Conviction	<ul style="list-style-type: none"> • Have you ever been arrested? 	<ul style="list-style-type: none"> • For certain positions (for example, law enforcement), criminal history inquiries may be permissible during the interview phase. Always consult with Human Resources in advance for guidance.
Attendance, Reliability	<ul style="list-style-type: none"> • Number and/or ages of children? • Who is going to baby-sit? • What is your religion? • Do you have pre-school age children at home? • Do you have a car? 	<ul style="list-style-type: none"> • What hours and days can you work? • Are there specific times that you cannot work? • Do you have any responsibilities that will interfere with specific job requirements such as traveling?
Citizenship/ National Origin	<ul style="list-style-type: none"> • What is your national origin? • Are you native-born or a naturalized citizen? • Where are your parents from? • What is your maiden name? 	<ul style="list-style-type: none"> • Are you authorized to work in the United States? • Have you ever worked under a different name?
Credit Record	<ul style="list-style-type: none"> • Do you own your home? • Have your wages ever been garnished? • Have you ever declared bankruptcy? 	<ul style="list-style-type: none"> • No questions.
Disabilities, Handicaps, Illness	<ul style="list-style-type: none"> • Do you have any (job) disabilities? May not ask: • About the nature of or severity of a disability/handicap. • What happened to you? • How will you get to work? • What sort of treatment do you need? 	<ul style="list-style-type: none"> • Can you perform the duties of the job you are applying for (describe duties to candidate)? How would you perform this particular task? • State the attendance requirements and ask if the candidate can meet them.

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

Topic	Not Permissible	Permissible
	<ul style="list-style-type: none"> • Have you ever been addicted to illegal drugs or treated for drug or alcohol abuse, ever received workers compensation, or been hospitalized/ treated for physical or mental health conditions, or ever been absent from work due to illness? • Will you need accommodations? • What kind of accommodations will you need? 	<ul style="list-style-type: none"> • What was your attendance record at your prior job? • Wait until the candidate requests or mentions an accommodation before discussing the topic of accommodations (it is the candidate's responsibility to make a request for accommodation).
Education	<ul style="list-style-type: none"> • When did you graduate from high school or college? 	<ul style="list-style-type: none"> • Do you have a high school diploma or equivalent? • Do you have a university or college degree? • What academic, professional, vocational schools did you attend? • Can you provide us with an official transcript?
Gender	<ul style="list-style-type: none"> • Do you wish to be addressed as Mr., Mrs., Miss, or Ms.? • What is your maiden/birth name? 	<ul style="list-style-type: none"> • Generally, no questions may be asked about gender unless gender is a bona fide occupational qualification (e.g., locker room attendant).
Language	<ul style="list-style-type: none"> • What is your native language? • Inquiry into how candidate acquired ability to read or write or speak a foreign language. 	<ul style="list-style-type: none"> • What languages do you speak and write fluently? (If the job requires additional languages.)
Military Record	<ul style="list-style-type: none"> • What type of discharge did you receive? 	<ul style="list-style-type: none"> • What type of education, training, work experience did you receive while in the military?
Organizations	<ul style="list-style-type: none"> • List all clubs, societies, and lodges to which you belong. 	<ul style="list-style-type: none"> • Inquiry into candidate's membership in organizations which the candidate considers relevant to his or her ability to perform job.
Parental Status	<ul style="list-style-type: none"> • Inquiry into whether candidate has children, plans to have children, or has childcare arrangements. 	<ul style="list-style-type: none"> • May ask if candidate can meet specified work schedules or has activities, commitments, or responsibilities that

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

Topic	Not Permissible	Permissible
		may prevent him or her from meeting work attendance requirements. If such questions are asked, they must be asked of both sexes.
Physical Features	<ul style="list-style-type: none"> • It is illegal to ask about weight, height, impairment, or other non-specified job-related physical data. 	<ul style="list-style-type: none"> • No questions.
Race or Color	<ul style="list-style-type: none"> • Complexion or color of skin. 	<ul style="list-style-type: none"> • No questions.
Reference Checking	<ul style="list-style-type: none"> • What is your father's surname? • What are the names of your relatives? 	<ul style="list-style-type: none"> • By whom were you referred for this position? • Names of people willing to provide references.
Religion or Creed	<ul style="list-style-type: none"> • Inquiry into candidate's religious denomination, religious affiliations, church, parish, pastor, or religious holidays observed. • Willingness to work any particular religious holiday. 	<ul style="list-style-type: none"> • Can advise candidate about normal hours and days of work required by the job to avoid possible conflict with religious or other observances.
Sexual Orientation	<ul style="list-style-type: none"> • No questions. 	<ul style="list-style-type: none"> • No questions.
Worker's Compensation	<ul style="list-style-type: none"> • Have you ever filed for worker's compensation? • Have you had any prior work injuries? 	<ul style="list-style-type: none"> • No questions.

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

APPENDIX II

**USG HRAP RECRUITMENT APPENDIX REGARDING APPROPRIATE
COMPETENCY BASED EMPLOYMENT QUESTIONS**

Examples of Competency Based Interview Questions (Technical and Behavioral Competencies)

JOB RELATED COMPETENCY	SAMPLE QUESTIONS
Customer Orientation	<p>How do you handle problems with customers? Give an example.</p> <p>How do you go about establishing rapport with a customer? What have you done to gain their confidence? Give an example.</p> <p>What have you done to improve relations with your customers?</p>
Conflict Resolution	<p>Describe a time when you took personal accountability for a conflict. What was the issue and how was it resolved?</p>
Decision Making	<p>Discuss an important decision you have made regarding a task or project at work. What factors influenced your decision?</p> <p>Everyone has made some poor decisions or has done something that just did not turn out right. Has this happened to you? What happened?</p> <p>Tell us about a time when you had to defend a decision you made even though other important people</p> <p>What was your most difficult decision in the last 6 months? What made it difficult? doing it?</p>
Detail-Oriented	<p>Have the jobs you held in the past required little attention, moderate attention, or a great deal of attention to detail? Give me an example of a situation that illustrates this requirement.</p>
Technical Skills	<p>What type of software programs do you consider yourself an expert in?</p> <p>Tell us about a time that you utilized a software program to resolve a business issue and improve efficiencies.</p> <p>What kinds of problems have you had coordinating technical projects? How did you solve them?</p>

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT**

Professional Expertise	Tell us about a time that your knowledge and subject matter expertise were instrumental in the successful development and/or implementation of a project or program for the organization that you worked for.
Employee Development	Tell us about a training program that you have developed or enhanced. Have you ever had an employee whose performance was consistently marginal? What did you do?
Delegation	How do you make the decision to delegate work? What was the biggest mistake you have had when delegating work? The biggest success?