

# Employee Recruitment

## CITATION REFERENCE

OFFICIAL TITLE	POLICY ON EMPLOYEE RECRUITMENT
VOLUME	HUMAN RESOURCES
RESPONSIBLE OFFICE	USG HUMAN RESOURCES OFFICE
ORIGINALLY ISSUED	JULY1, 2023
REVISED	

## Policy Statement

The University System of Georgia (USG) is an Equal Opportunity Employer. Recruitment for faculty and staff should be completed in accordance with 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 (e.g., 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.



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- (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 act 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 USG Legal ([usglegal@usg.edu](mailto:usglegal@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. Upon selecting the final candidate, the hiring manager and the appropriate 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, 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 rehired 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 reported to the Georgia New Hire Reporting Program <https://ga-newhire.com/>.

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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:

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

#### Approvals

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particular, the Department or School concerned, would 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 18.2 Conflicts of Interest, Conflicts of Commitment, and Outside Activities)

#### Responsible

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

### Related Documents and Resources (External)

- x State Law - Loyalty Oath

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## 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. It is typically 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 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.

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Topic	Not Permissible	Permissible
Address/Length of Residence	<ul style="list-style-type: none"> <li>• About foreign addresses that would indicate national origin (such as birthplace)</li> <li>• Names or relationships of people with whom</li> </ul>	

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Topic	Not Permissible	Permissible
		may prevent him or her from meeting

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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	How do you handle problems with customers? Give an example. How do you go about establishing rapport with a customer? What have you done to gain their confidence? Give an example. What have you done to improve relations with your customers?
Conflict Resolution	Describe a time when you took personal accountability for a conflict. What was the issue and how was it resolved?
Decision Making	Discuss an important decision you have made regarding a task or project at work. What factors influenced your decision?

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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?