



Last N/A
Approved
Effective N/A
Next Review N/A

Area Employment
(Procedures)
Chief Or Chief Human
Responsible Resources
Office Officer

Recruitment and Direct Appointment

Authority for procedure granted by [UWG PL #4001, Human Resources Administrative Practice and Services](#).

A. Applicability and Scope

Per the Board of Regents (BOR) Policy Manual [2.6.3, Personnel Polices](#), state and federal laws and regulations, and the [Human Resource Administrative Manual \(HRAP\)](#), all USG institutions must maintain formal written procedures for recruitment and direct appointment and these formal written procedures must be approved by the President and Chief Human Resource Officer (CHRO) or designee(s). These procedures establish our institutional protocols for recruitment, hiring and employment.

Recruitment is one of the most important processes the University of West Georgia (UWG) undertakes to fill the talent pipeline and to become an employer of choice. The Office of Human Resources (OHR) seeks to improve the candidate's experience, hire the right people, and cultivate and enhance work culture through recruitment best practices and processes.

To aid in this, the following procedures are a resource to ensure fair and efficient best practices related to the recruitment and selection of top talent across all stages of the hiring process.

This guide applies to:

- Classified positions
- Administrative & Professional (A&P) Staff positions
- Faculty positions

B. Required Procedures

1. Job Requisition

For position vacancies (backfill), reclassification, and promotions as well as new positions, the

Hiring Manager should consult with the HR Business Partner and complete a [Job Requisition Form](#). Please see below documents to support the Job Requisition process:

- i. New or existing job description for position review
- ii. Department, division or unit organization chart(s)
- iii. Budget amendments or other related documents for position approval

2. Creation of a Job Posting

Thorough documentation ensures consistency in evaluation and enables effective communication with all stakeholders.

For new positions, please work with the HR Business Partner to create a [Position Description Form](#). There are resources to aid in developing the position description and applicable factors that are important in the [classification process](#). Appropriate documentation ensures consistency in position evaluation and enables effective communication between OHR and hiring managers. Each process element below is designed to support a successful search.

Minimum Requirements:

- i. The job posting is aligned with the job description.
- ii. Job Postings must not contain ideological tests, affirmations, oaths, or diversity statements.
- iii. Job Postings must include the following:

USG Statement of Core Values

- a. **Minimum Qualifications:** Determine the minimum qualification requirements, the minimum experience required, skills, knowledge and / or abilities that would be required to fulfill the duties and responsibilities of the position. Please refrain from using qualifiers and adjectives such as “excellent” or “good.”
- b. **Preferred Qualifications:** Similar to the minimum requirements, please determine the preferred education, experience, skills, knowledge and / or abilities that a top candidate should have.
- c. **Job Duties:** Clearly outline the scope of the work that the position will be responsible for. This should be focused on what the position does, not how it does it, to aid in not excluding people with disabilities. This should also never be focused on a person but should only be focused holistically on the position duties.
- d. **Consequence of Error:** Provides the classification analyst the level of impact to the institution in terms of the money, time, and effort it takes to correct the error. Impact factors may include policy input or policy making, impact on the work of related units, and the level and breadth of the position’s internal and external contacts. “Consequence of error,” or outcomes of error, may also be an impact factor.

C. Search Committee Formation

Search committee composition is crucial to the success of the recruitment process. Committees should represent varied perspectives and expertise while maintaining appropriate size and efficiency. The search committee should be formed and confirmed upon the completion of the [UWG Search Committee Form](#) and submitted to the Talent Acquisition (TA) team prior to the start of applicant review.

Minimum Requirements:

1. Submit search committee form to OHR.
2. Strive to include representation across:
 - Departments
 - Roles
 - Demographics
 - External constituents or stakeholders
3. Ensure each committee member has received employee recruitment training and has reviewed all Board policies related to employee recruitment. Search committee training is available on demand via Develop West or in person, upon request to OHR. Register for [Search Committee Training](#).
4. Establish search committee charge (if applicable). HR Representative to conduct charge meeting and serve as Equity Advisor for the search.
5. **If a search committee or panel will not be used, it is best practice to have at least one other person other than the hiring manager interview the candidates.**

D. Advertising the Position

Broad advertisement of the position to qualified candidates is an important part of any recruitment effort. UWG utilizes the following minimum timetables for posting duration, and may be extended by sending a request to the assigned TA:

1. For an internal search, a minimum of 3 days
2. For internal and external search, a minimum of 5 days

Note: The Institution standard is 10 days for external postings.

E. Conducting the Search

The applicant screening is the initial phase of the search and is designed to help ensure the best and most qualified applicants advance to the interview stage.

Minimum Requirements:

All applicants for positions must apply via the institutional Applicant Tracking System (ATS). This applies to both internal and external applicants.

- The position description will be used to develop the candidate evaluation criteria.
- Once candidates are selected for an interview, a predetermined set of screening and interview questions should be developed to evaluate the candidate's knowledge, skills, and competencies required for success in the role.

See the USG HRAP on [Employee Recruitment Appendices I \(Appropriate Screening Questions\) & II \(Appropriate Competency Based Employment Questions\)](#) for appropriate screening and competency-based employment questions.

- Questions must be free of ideological tests, affirmations, oaths, and diversity statements.

Interview documentation must focus solely on candidates' job-related qualifications, including their skills, professional experience, behavioral responses, and relevant knowledge. **Do not include observations about physical appearance, personal characteristics, or any protected class attributes, which could potentially be perceived as discriminatory.**

F. Applicant Pre-Screening

The TA Partner assigned to the search will perform the initial pre-screening to ensure applicants meet the minimum qualifications (education, years of experience, skills, certifications) outlined in the position description and job posting. Upon conclusion of position posting, the TA Partner will provide the pool of qualified applicants to the hiring manager or search chair for review. In addition, the TA Partner will provide the search chair or hiring manager with the Certification of Pool form.

Note: See [UWG PL 4001 Associated Procedure, Background Investigations](#) for additional information regarding Background Check requirements.

1. During the selection review phase, the hiring manager or search chair will work with the search committee or panel to formalize the criteria which will be used to review and screen applicants.
2. Other screening criteria that may be utilized:
 - Completeness of application (employment history or education)
 - Additional documentation provided (cover letter, resume / cv, statements of intent, work samples, reference letters)
 - Preferred qualifications
3. Upon completion of reviewing qualified applicants, the search chair or hiring manager will note the applicants that are moving forward in the interview process on the previously provided certification of pool form to be submitted to the TA Partner.

G. Selection

Each applicant selected to move to the final phase of the interview process should meet the minimum requirements and qualifications for the applied position. Applicants that meet both the required and preferred qualifications will represent the best qualified applicants. Each applicant should demonstrate through their experience and qualifications their ability to perform the position's duties. All applicants that move through the interview process should have the same interview process and the questions should be the same and follow search guidelines that can be found here. If the hiring manager or search chair needs assistance in preparing for an interview, the HR Business Partner can assist.

H. Employment Offer Process

To submit a Request to Offer, visit Talent Services Resources.

Minimum Requirements:

- Reference checks must be conducted prior to an employment offer being extended. At a minimum reference checks must include:
 - Confirmation of current or previous relevant employment history and information related to performance, if provided.
 - If the candidate is currently or was formerly employed by USG or one of its institutions, a reference check with the current or former supervisor must be conducted, including rehire eligibility status. **Note:** For executive and applicable faculty searches, if the candidate is currently employed at another USG institution, the Hiring Manager must work with the Institution CHRO to ensure outreach between the USG Presidents occurs prior to making a verbal offer of employment.
- Once reference checks and required USG outreach has been completed, the Hiring Manager will coordinate with OHR before extending a job offer to the final candidate recommended for hire.
- After obtaining proper approvals, OHR will extend the official employment offer to the finalist (including salary negotiations).

I. Failed Search Procedures

If no acceptable candidate is found, or if all acceptable candidates decline or withdraw from the search, the Hiring Manager has two options:

1. Extend the search or,
2. Request the search be designated as failed.

If a search fails, the Hiring Manager may work with OHR to review the job posting and/or classification for reposting. All job changes must be compliant with the established classification structure as administered by OHR.

When revising job responsibilities or minimum job requirements, the changes should be for the purpose of widening the qualified applicant population and may not be for the benefit of a single candidate.

J. Documentation Requirements

At the completion of the search, the search committee chair or Hiring Manager should gather the search materials and submit them to OHR for records retention, in compliance with the USG Employee Recruitment Policy.

Minimum Required Documentation:

- Candidate packets from all applicants (i.e., letters of application or application forms, curriculum vitae or resumes, academic transcripts, samples of writing or publications, and reference letters)
- Job posting
- Position advertisements
- Approval documentation to initiate the position search
- Evaluation rubrics and scoring sheets for applicants
- Interview questions (including those for telephone and face-to-face interviews) and interview notes
- Reference check notes

K. Direct Appointments

Direct appointments may be used instead of the competitive recruitment described above.

Circumstances might include:

- Appointing 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;
- Appointing an external candidate with significant leading status or international recognition in their field or a rare, exceptional skillset; or
- Appointing a candidate who was a previous applicant for the same or similar position within the past 12 months.

As with the competitive recruitment process, there are several approvals, procedural and documentation-related requirements associated with Direct Appointments which must be followed. If considering a direct appointment, the Hiring Manager must discuss with the CHRO **before** proceeding.

BOR policies 2.6.3, 3.2.1.2 and 8.3.7.4 apply to all direct appointments and consultation with the Chancellor or Chancellor's designee is required for positions indicated by policy.

UWG Office of Human Resources Contact Information

For talent acquisition and workforce planning request and consultation, please contact the department/division HR Business Partner.

General HR Services Inquiries

hrrservices@westga.edu Direct: (678) 839-6403

OHR Talent Services Resources

<https://workwest.westga.edu/hr/talent-resources.php>

Forms

[Job Requisition Form](#)

[Position Description Form](#)

[UWG Search Committee Form](#)

Appendices/Other Resources

Board of Regents Policy Manual

- [2.6.3 Personnel Policies](#)
- [3.2.1.2, Administrative Officers](#)
- [8.3.7.4, Award of Tenure](#)

USG [Human Resources Administrative Manual \(HRAP\)](#)

- [Employee Recruitment - Policy on Employee Recruitment Appendices I \(Appropriate Screening Questions\) & II \(Appropriate Competency Based Employment Questions\)](#) for appropriate screening and competency-based employment questions.
- [Employee Recruitment and Direct Appointment](#)

[UWG PL 4001 Associated Procedure, Executive Searches](#)

Approval Signatures

Step Description

Approver

Date