

# Recruitment Procedures



- Identify the need for an opening.
  - Provide supervisor expectations that align with the organizational structure, these must be validated by Human Resources/Employee & Organizational Development (HR/EOD).
- Positions must be posted for five days for internal and 10 days for external.
  - Hiring committee is responsible for advertising broadly.
- Applications are reviewed by the hiring committee to shortlist candidates.
  - The process used must be free of ideological tests, affirmations, and oaths.
  - Collaborate with HR/EOD for review/approval before interviews are conducted.
- Invite candidates for interviews.
- Reference checks are conducted by hiring committee.
- Hiring manager contacts selected candidate with verbal offer.
  - The formal offer is extended by either HR/EOD or Academic Affairs.
- Once the offer is accepted, candidates will continue the hiring process with HR/EOD.

Valdosta State University is required to conduct background checks, including criminal record checks and verification of educational and professional credentials, to ensure the accuracy of the information provided by the candidate.

**VSU Procedures for Employee Recruitment**  
**Reference: Employee Recruitment (USG HRAP)**

[https://www.usg.edu/hr/assets/hr/hrap\\_manual/HRAP\\_Employee\\_Recruitment\\_1.pdf](https://www.usg.edu/hr/assets/hr/hrap_manual/HRAP_Employee_Recruitment_1.pdf)

**I. PURPOSE OF THE PROCEDURE**

Recruiting and selecting the right people is paramount to the success of Valdosta State University and its ability to retain a workforce of the highest quality. This Recruitment and Selection Procedure document provides guidelines and policies to assist supervisors in hiring the best people on merit and ensuring that the recruitment process is free from bias and discrimination. Hiring Managers must ensure:

1. Recruitment and Selection procedures comply with the BOR/VSU/HRAP policies and procedures.
2. All hiring supervisors, search committee members, and employees hiring for full-time, part-time, or student employees complete the required training.
3. Recruitment procedures are free from affirmations, ideological tests, and oaths.

**II. RECRUITMENT AND SELECTION FRAMEWORK**

Supervisors and Department Directors hold the responsibility for ensuring this framework is followed. Human Resources/Employee & Organizational Development is available for advice and will assist in general administration of the recruitment process.

**A. Assess the need for the job and ensure adequate funding.**

- Upon resignation, transfer, retirement, or the authorization of a new position, the "recruitment, search, and selection" procedures will begin. This is an opportunity to review the need for the position and the way in which the position contributes and promotes unit, department, division, and university objectives.
- Hiring Managers need to:
  - Review the university's mission, vision, and strategic goals to ensure the new position aligns with long-term plans.
    - Regarding faculty:
      - Identify areas of academic and research focus that require additional support or expansion.
      - Evaluate the demand for existing courses and programs. High enrollment or waitlists can indicate the need for more instructors.
  - Analyze the current workload of prior incumbent. Consider metrics such as student-to-faculty ratios, advising loads, committee responsibilities, and research commitments.
  - Assess enrollment trends to determine if there are growing or declining areas that necessitate new positions.
  - Consider the need for additional support services such as counseling, career services, and academic advising.
  - Compare department/unit's staffing levels and structures with similar universities to identify potential gaps or areas for improvement.
  - In some cases, ensure that staffing levels comply with regulatory and accreditation requirements, which might mandate specific faculty-to-student ratios or support services.
  - Present the proposal to your supervisor up to VP/Cabinet level for approval.
- Determine how the position will be funded.
  - Permanent or fixed term contract?
    - The use of fixed term contracts is most appropriate for covering a particular

task/project/item of work or an interim appointment. They should not normally be used to fill permanent posts.

- Education and General Fund or fees
- Conduct a cost-benefit analysis to determine the financial impact of hiring a new position.
  - Consider salaries, benefits, and additional resources needed.
  - The beginning salary for classified personnel shall be determined by the job classification of the vacant position and the associated pay grade.
  - Employing departments should consult HR/EOD on classification issues and salary issues before posting the position.
  - Most importantly the department should consult with HR/EOD before making any salary commitments.
- If the decision is to hire for the position, it is the responsibility of the Supervisor/Director to ensure that the Personnel Action Request Form is completed and sent to HR/EOD as soon as possible.

**B. Ensure that the job has been approved to fill or refill at the VP/Cabinet level.**

- All rehires and new positions are required to get Cabinet level approval prior to sending the Personnel Action Request Form to HR/EOD. This approval process starts with the supervisor and goes up to the VP of the unit. Failure to get the required approval will delay the posting of the position.

**C. Complete the appropriate form and submit it to HR/EOD.**

- Depending on the position, once approved to move forward, the hiring manager must submit or ensure one of the following forms are submitted to HR/EOD.
  - Personnel Action Request Form
  - Student Personnel Action Request Form
  - Supplemental Pay Form
  - PT Agreement Form

**D. Work with HR/EOD to post the position through Careers.**

Once all approvals are received and the PAR form has been processed, the Hiring Manager or (Academic Affairs) will work with HR/EOD to post the position. Hiring Managers or (Academic Affairs) will provide supervisor expectations as needed. Human Resources/ Employee & Organizational Development will review the existing job profile and post a vacancy announcement for a minimum of five (5) days for internal only postings and ten (10) days for positions opened competitively in Careers, however the employing unit may designate that a position be posted open continuously until filled. It is not a requirement that search committees wait until the posting is closed to start their process.

Postings will be forwarded to the Georgia Department of Labor for their reference and applicant referral as well as other on-line sites. It is hoped that this procedure will create an awareness of positions available to ensure upward mobility in careers within the University and to encourage applicant referral from numerous sources. Hiring managers may also post on external sites; other advertising arrangements can be made.

Limited term, temporary, occasional, and part-time positions will be posted but do not require a search committee.

Standard Job Template Utilization Requirement

The purpose of this requirement is to establish guidelines for the utilization of the standard job template across all departments within the organization. This standardization aims to enhance clarity, consistency, and efficiency in the recruitment and hiring process.

- All departments and hiring managers are required to utilize the organization's standard job template for creating a job posting for vacant positions.
- The standard job template is available in Careers in OneUSG. All authorized personnel responsible for recruitment and hiring must use this template exclusively.

- The standard job template ensures consistency in the format and content of job profiles across all positions within VSU. It also ensures compliance with relevant laws, regulations, system level, and internal policies.

The standard job template includes the following components:

- About Us
- Blazer Creed
- USG Core Values
- Job Summary
- Job Responsibilities (Profile Information)
- Qualifications and Requirements
- Conditions of Employment
- EEO Statement
- Background Check
- Accommodations
- Proposed Salary

While utilizing the standard job template, hiring managers are allowed to add Supervisor Expectations and a description of the department/unit. However, any modifications must be approved by the HR department to maintain consistency and compliance.

All finalized job postings must be reviewed and approved by the HR department before posting or circulating for recruitment purposes.

HR/EOD will provide training and guidance to hiring managers and department heads on effectively utilizing the standard job template and adhering to the policy guidelines.

Non-compliance with this requirement may result in disciplinary action, up to and including termination of employment.

#### **E. Establish a search committee.**

All permanent positions must be conducted by a Search Committee. However, positions at the manager level and below are allowed to limit membership of the search committee to employees within the hiring department, so long as the committee is comprised of at least two diverse, full-time employees who serve as:

1. The hiring manager or their designee
2. An employee who has performed the duties sought
3. An employee who will be working with the position sought

Regardless of the methodology used, documentation to support the recruitment and selection of all full-time, part-time, or student employees must be maintained. All search committee documentation for full-time hires must be forwarded to HR/EOD upon completion of the search.

- Give the charge to the committee.
- Ensure search committee members complete all training requirements.
- Ensure each search committee member signs off on the Recruitment and Selection Acknowledgement Form

The primary goal in the formation of a search committee, elected or appointed, should be to create a body representative of the constituencies affected by the position. Persons accepting appointment to the committee disqualify themselves as candidates for the position.

The Hiring Manager is responsible for developing a representative list of appropriate staff to form a search committee. Depending on the nature of the search, faculty or administrative staff outside the department may be asked to serve on a search committee. Once complete, the Hiring Manager should contact the proposed members and invite them to serve on the committee.

Guidelines for selecting interview committee members:

1. Panel consist of at least three committee members (best practice 5-7 committee members)
2. The willingness and ability of potential panel members to attend all interviews for the duration of the

recruitment process, to maintain consistency, and to ensure fair treatment of all candidates.

- a. Questions regarding the committee member's ability to serve must be sent to HR/EOD immediately.
3. Consider gender, race, roles, potential peers, potential direct reports, departments, other campus constituents, and other factors that may be helpful as you conduct your interviews.

### Committee Roles

The Hiring Manager will designate one committee member as the chair of the committee. The chair is engaged in the following activities:

#### Leadership and Coordination

- Lead the search committee by organizing and directing meetings, setting agendas, and ensuring that discussions remain focused and productive.
- Coordinate all phases of the search process, from defining the position and developing the job description to the final recommendation for hire.

#### Search Process Management

- Establish and adhere to a timeline for the search process, ensuring that all stages, including advertising, reviewing applications, interviewing, and making recommendations, are completed on schedule.
- Maintain thorough documentation of the search process, including meeting minutes, candidate evaluations, and communication records.

#### Application Review

- Lead the committee in reviewing and evaluating applications based on predetermined criteria, ensuring consistency and fairness.
- Facilitate the process of shortlisting candidates, ensuring a fair and unbiased selection based on the established qualifications and job requirements.

#### Interview Process

- Organize and coordinate the interview process, including scheduling interviews, preparing interview questions, and arranging campus visits or virtual meetings.
- Guide the committee in evaluating candidates during the interview process, ensuring that assessments are thorough, consistent, and objective.

#### Communication

- Serve as the primary point of contact between the search committee and other stakeholders, such as Department Heads, Deans, and Human Resources.
- Ensure timely and professional communication with candidates, including acknowledgments of applications, scheduling interviews, and informing candidates of their status throughout the process.

#### Decision-Making and Recommendations

- Lead the committee in reaching a consensus on the top candidates, ensuring that all voices are heard and considered.
- Prepare a comprehensive reports and recommendations for the hiring authority (e.g., Dean, Department Chair, or University President), summarizing the search process and the committee's evaluation of the top candidates.

#### Compliance and Ethics

- Ensure that the search process complies with university policies, state and federal regulations, and ethical standards.
- Maintain strict confidentiality regarding applicant information and committee deliberations.

#### Post-Search Activities

- Gather and provide feedback on the search process to identify areas for improvement in future searches.

- Assist in the onboarding process for the new hire, ensuring a smooth transition and integration into the university community.

#### **F. Design the selection process.**

- Determine the number and types of components.
- Determine the numbers and type(s) of selection devices to be used.

#### **G. Create evaluation tools for the search.**

Prior to reviewing any candidates, the Search Committee must create evaluation tools for both the prescreening and the interview process that consists of one or more of the following:

- Rubrics/Matrices and Scales
- Preliminary Screening Questionnaires
- Reference Check Forms
- Interview Guides and Question Banks
- Interview Evaluation Sheets
- Behavioral Response Standards
- Structured Interviews
- Assessment Tools (Teaching Demonstration Evaluation Forms, Research Presentation Evaluation Sheets, Skills and Competency Tests; Case Study Analyses, Rating Forms, Narrative Evaluations, etc.)

New criteria cannot be introduced to assess the candidates after the candidate has been reviewed. It is the responsibility of the people conducting the interviews to complete the short-listing and to ensure the process remains free of unlawful discrimination. If a committee is used, the entire committee should agree on the short list. If a committee is not used (for part-time, temporary, and student employees), it is desirable that a second person also participate in the short-listing process. In these situations, the criteria used to select the top candidates and all appropriate notes must be held or turned into HR/EOD. It is good practice that all employees that apply for a position within their department be interviewed.

HR/EOD will need to check the eligibility for rehire for all former employees. Former employees who have since retired must meet certain qualifications due to their retirement status. If there is a question about whether an applicant can or cannot be considered contact HR/EOD.

#### **H. Short list candidates using the prescreening matrix or pre-established rubric.**

Search Committees can opt not to advance a candidate for any of the following reasons. In all cases, documentation must be maintained and forwarded to HR/EOD as to the reason. Those items highlighted in yellow require a discussion with HR/EOD **prior to** disqualifying the candidate.

1. Failure to Meet Minimum Qualifications
2. Issues with Application Materials (incomplete application, formatting errors, typographical mistakes, etc.)
3. Lack of Fit with Institutional Needs
4. Misrepresentation of qualifications
5. Misalignment with Strategic Goals (research interests, teaching philosophy, or career goals)
6. Poor Performance in Interview

**7. Cultural Fit**

**8. Negative findings in background checks**

**9. Ethical Violations**

**10. Conflict of Interest**

**11. References**

**12. Unprofessional Behavior**

**13. Social Media Presence – See Social Media Policy**

**14. Funding Issues**

**15. Administrative and Procedural Issues (non-responsiveness)**

**I. Send short list over to HR/EOD for review.**

Before any candidate can be approved for an initial interview, the hiring manager or search committee chair must forward their short list and the matrix/rubric used to screen applicants, to Sherry Berry [slberry@valdosta.edu](mailto:slberry@valdosta.edu). Information sent should, at minimum, include:

- Job ID Number
- Prescreening rubric/matrix used.
- List of those selected for initial interview.
- Explanation for selection
- Explanation of exclusion for all non-selected applicants

Committees cannot proceed with interviews until HR has completed its review.

**J. Interview short-listed candidates.**

All short-listed candidates should be scheduled for interviews and notified of any selection tests that will be used. Remember, recruitment procedures (including selection tests) must be free from affirmations, ideological tests, and oaths.

Moreover, federal law prohibits certain questions in an employment interview. The application for employment has been developed to comply with Federal guidelines. Examples of such prohibited questions might refer to the applicant's age, disability, religion, ages of children, etc. To ensure consistent treatment of each applicant, a structured interview should be developed by the department to ask the same questions under the same conditions. The structured interview should include questions regarding job-related functions, skills required, and how the applicant's educational background, previous experience, etc. might be useful in the position if selected for employment.

**The Interview**

The purpose of interviewing is to appoint the best person for the job based solely on merit and suitability. The Valdosta State University recruitment and selection process achieves these using methods that are systematic, thorough, fair, unbiased and based on rational, objective, and job-related criteria.

At the interview, each candidate should be treated consistently. To achieve this the panel should:

- Ask the same initial questions of each candidate.
- Remain consistent among all candidates.
- Do not allow any prohibited questions or any other conduct which breaches the equal opportunities policy or code of conduct.
- Reach out to HR/EOD for candidates who have requested accommodations so that they can participate in the interview.
- Keep in mind that information obtained throughout the selection process is treated as confidential and is known only to parties involved in the selection process.

**K. Invite top scorers to face-to-face on campus interview.**

Only in rare emergency situations or remote only positions will VSU hire a candidate that has not participated in an on-campus interview.

**L. Advance through levels**

The Search Committee must determine the number of rounds, types and number of components, and the type and number of selection devices/methods. To that end, there can be multiple rounds (e.g., phone interview, face-to-face interview, final interview) if necessary. The Search Committee should consider using various methods like behavioral interviews, technical assessments, role play exercises, in basket exercises, presentations, and teaching demonstrations for academic roles. The Search Committee should seek advice from HR/EOD for assistance in creating such tests. Candidates will have to successfully advance through each level to be considered as a top candidate.

### **M. Select a top candidate.**

In selecting the successful candidate, the search committee must make a decision based on the merit and eligibility of the candidates as judged by:

- Content of application and qualifications
- Performance at Interview
- Outcome of any selection tests

Once the top candidate is selected, the committee will share the recommendation with the Hiring Manager. Keep in mind, notices do not go out to candidates until the applicant has been seated in the position. As such, Departments can create and send status updates to the candidates interviewed but not selected. If feedback is requested from an unsuccessful short-listed candidate, the manager should work with HR/EOD to provide a valid reason to the candidate for rejection together with constructive feedback. Written feedback will not normally be provided. HR/EOD will provide feedback to unsuccessful internal candidates if requested.

- Successful Candidates should only be contacted by the hiring administrator after the interview. If allowed by VP/Cabinet level leader, the informal offer may be verbal, but the official offer must come through HR/EOD from staff or Academic Affairs for faculty in writing and should include the specific terms of employment.
- Notification will be sent to all unsuccessful applicants who applied by HR/EOD in Careers once an applicant has been seated in the position.
- All active candidates will be notified by HR/EOD in Careers if the decision is made to close or extend the search.

After discussing the recommendation of the search committee with hiring authority (if appropriate) the Director makes a recommendation to the Vice President to accept, reject, or modify the committee recommendation.

### **N. Validate references, qualifications, and background checks.**

As part of assessing the merit of each candidate, the search committee must validate information that the candidate has given as it pertains to the candidate's:

1. Application -- work history
2. Qualifications (where a qualification is a requirement, supporting evidence or certification must be obtained from the candidate and recorded)
3. Evidence presented at interview.

The process for validating the information would include completing reference and background checks. While HR/EOD will complete the background check, the Search Committee or Hiring Manager is responsible for the reference check of each person provided by the candidate. The Search Committee may be able to call or reach out to an individual not on the reference list provided but must contact the candidate prior to moving forward. This would include the candidate's current supervisor. Should any of these not meet the required standards, VSU's HR/EOD must be contacted.

VSU shall require pre-employment drug tests of individuals selected for positions which may directly impact the health, safety, and welfare of others. Employment categories that are subject to pre-employment screening include: all certified police officer classifications, positions which require a commercial driver's license, and all health-related positions providing direct patient care in Student Health, e.g., physicians, staff nurses, medical technologist, pharmacists, etc.

New positions created by Valdosta State University will be evaluated to determine the necessity for pre-employment drug screening. Current positions not requiring such screening are subject to re-evaluation and may be added to the list of those affected. All positions requiring pre-employment drug testing must be approved by the CHRO.



Any candidate selected for a covered position must submit to the pre-employment drug test prior to commencing employment or within ten days after commencing employment. The cost of the pre-employment drug test will be borne by the employing department.

Instructions on the drug test procedure will be made available to those departments normally employing individuals who are covered by this policy.

**O. Contact HR/EOD to share the selected candidate and initiate the formal offer.**

Having completed the interview process, a verbal offer of employment may be extended by the employing department (if allowed by the VP/Cabinet level member). However, the dept head must advise the candidate that the offer is conditional pending the formal offer through HR/EOD and the results of a criminal background check.

When a Hiring Manager believes he/she has a candidate who because of exceptional training or experience is deserving of more than the posted minimum for the classification, they may offer the candidate up to 10% over the minimum. However, prior to making the offer, the Hiring Manager must provide the justification to HR/EOD and have approval from the VP and the Budget Office confirming that the money is in his/her budget. In no case should the offer be made without sufficient departmental funds to meet the requirements of the hire.

**P. Discharge the search committee.**

Once all the steps have been completed and the candidate has received and accepted the offer, the Search Committee Chair should reach out to the Committee and thank them for their service. All search committee documents should be forwarded to HR/EOD.

## VSU Procedures for Using Social Media as part of the Hiring Process

Reference: Pre-employment Social Media Policy (USG HRAP)

[https://www.usg.edu/hr/assets/hr/hrap\\_manual/HRAP\\_Employee\\_Recruitment\\_1.pdf](https://www.usg.edu/hr/assets/hr/hrap_manual/HRAP_Employee_Recruitment_1.pdf)

### Purpose

These procedures are designed to meet the requirements of USG policy and reflect our purpose, values and principles, conduct, and legal requirements.

We recognize that Social Media provides a unique opportunity to gain a competitive advantage as departments and units use it as a tool in recruitment and selection.

Though popular, Social Media screenings can raise legal and ethical concerns.

Furthermore, how we use Social Media has the potential to affect VSU's reputation and/or expose VSU and each of us to risk.

Therefore, every employee has a personal responsibility to be familiar with and comply with USG HRAP's Pre-employment Social Media Policy and follow these VSU procedures.

### Scope

This procedure covers all forms of Social Media including Facebook, Instagram, LinkedIn, Twitter (X), Google+, Wikipedia, other social networking sites, and other internet postings, including blogs. It applies to the use of Social Media for both business and personal purposes, during work hours and in your own time to the extent that it may affect hiring decisions at VSU. The policy applies both when the Social Media is accessed using the institution's information systems and when accessed using equipment or software belonging to employees or others.

It also covers all employees and others including students, consultants, contractors. Breach of this policy may result in disciplinary action up to and including termination.

### Procedures

1. The VSU Office of Human Resources will clearly communicate through all postings that Social Media will be used as part of the screening process. This information must be repeated during the initial interview to ensure that candidates are aware.
2. Social Media must only be used to assess job-related qualities, skills, and abilities.
3. Social Media can only be used after the candidate has been invited to a face-to-face interview. Departments may not use Social Media prior to this phase or on non-viable candidates at any phase in the search process.
4. Information gained from Social Media can never be used as the sole reason for the disqualification of a candidate.
5. The use of Social Media must be fairly and consistently applied to all candidates within the search.

6. Only the Chair of the search committee or a designee on the committee and familiar with these procedures is authorized to conduct Social Media screenings.
7. The scope of the search is limited to publicly available information.
8. The Chair or designee must document any information used from Social Media in the total decision rationale for hiring or disqualifying a candidate.
9. The Office of Human Resources will partner with the hiring supervisor to provide, (in advance) a standardized list of potential negative information found in Social Media that could raise a red flag.
10. Candidates should be given the opportunity, during the interview, to address any potentially negative information found in Social Media that, otherwise, **will be considered** in the hiring decision.