



Employee Recruitment and Direct Appointments

CITATION REFERENCE

OFFICIAL TITLE	POLICY ON EMPLOYEE RECRUITMENT AND DIRECT APPOINTMENTS
VOLUME	HUMAN RESOURCES
RESPONSIBLE OFFICE	USG HUMAN RESOURCES OFFICE
ORIGINALLY ISSUED	JULY 1, 2023
REVISED	JANUARY 6, 2025

[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 the Institution’s Legal Affairs (if applicable) 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.

Institutions must have institution specific recruitment procedures that include standards for recruitment screening and guidance as to who can make hiring and compensation decisions.

In accordance with the USG Statement on Principles, an Institution’s recruitment procedures and hiring decisions must be free of ideological tests, affirmations, and oaths, including diversity statements. The basis and determining factor for hiring, promotion, and tenure decisions 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. 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.

USG Institutions must have a formal search process for all senior administrator hires including details surrounding the search process, priorities, the committee members, hiring criteria, and the use of search firms, if search firms are to be used.

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT AND DIRECT APPOINTMENTS**

Senior administrators include provosts, vice presidents, vice provosts, deans, and similar level positions, i.e. directors, if considered a key leadership role.

Institutions must submit the documented formal search process to the Chancellor, or the Chancellor’s designee, annually for review and approval. See Guidance Template.

Institutions must comply with records retention policy related to all recruitment and hiring decisions and be able to produce documents related to hiring decisions.

Applicability

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

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.
- **Ideological Tests** – Tests or questions based on or relating to a system of ideas and ideals, especially concerning economic or political theory and policy.
- **Job Posting** – Main posting that contains the required information about the job.
- **Job Announcement/Advertisement** --abbreviated version of the Job Posting – must link back to main job posting.
- **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 below). See 29 C.F.R. § 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** as amended (**42 U.S.C. § 2000e et seq.**) (“**Title VII**”) – 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. § 1681 et seq.**) – Protects people from sex discrimination in educational programs and activities at institutions that receive

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT AND DIRECT APPOINTMENTS**

federal financial assistance.

Process and Procedures

Institutions must establish internal procedures to ensure compliance with the following guidelines regarding the recruitment and hiring of faculty and staff. These procedures must be published and available for viewing for those participating in the recruitment and hiring process and included in the mandatory recruitment training requirements. If the campus establishes a policy on recruitment, it should be an internal policy based on the tenets below.

Job Posting and Screening Requirements

- 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 [Employment Applications HRAP](#) (Human Resources Administrative Practices) governs the requisite data collection process for employment candidates.
- The Institution must establish a uniform screening and selection process to effectively assess the qualifications, knowledge, and skills of candidates. The process should not extend beyond the stated mission and values of the Institution and functional expectations of the role. Likewise, departmental units must not have mission or value statements that are not aligned with the overall institution's mission and values.

- A standard job posting template must be developed and then used for each job posting. The institution's template must include the USG Statement of Core Values below.

USG Core Values Statement. The University System of Georgia is comprised of our 26 institutions of higher education and learning, as well the System Office. Our USG Statement of Core Values are Integrity, Excellence, Accountability, and Respect. These values serve as the foundation for all that we do as an organization, and each USG community member is responsible for demonstrating and upholding these standards. More details on the USG Statement of Core Values and Code of Conduct are available in USG Board Policy 8.2.18.1.2 and can be found on-line at

https://www.usg.edu/policymanual/section8/C224/#p8.2.18_personnel_conduct

Additionally, USG supports Freedom of Expression as stated in Board Policy 6.5 Freedom of Expression and Academic Freedom found on-line at

<https://www.usg.edu/policymanual/section6/C2653>.

- Include Equal Employment Opportunity requirements. (Reference Board of Regents Policy 8.2.1 Equal Employment Opportunity)
- The institution's standard job posting template must be approved by the CHRO and President and be used for all job postings. The approved job posting language must also be used for outside recruitments/search firm recruitments.
- The CHRO or their designee must review and approve all job postings prior to posting to ensure compliance with BOR and HR policy. If this responsibility is delegated, a process must be in place where any concerns must be brought to the CHRO prior to the posting of

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT AND DIRECT APPOINTMENTS**

the job.

Generally, hiring managers should conduct the following steps:

- (1) Work closely with their direct supervisor and Human Resources throughout the entire recruitment process to ensure adherence to all associated policies, guidelines, rules, or laws.
- (2) Identify the need for a recruitment 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 to conduct a job analysis for the position.
- (3) Job requirements, such as minimum and preferred qualifications, must be validated by human resources to ensure they are job-related and consistent with business necessity and complies with State law regarding certain educational requirements. 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 I for examples.
- (4) Utilize the institution's approved job posting template for the job posting.
 - Create a job announcement for advertising the job more broadly. Job announcements should be clear and accurately represent the open position and include a short summary of the role's purpose, a list of job responsibilities and how to apply.
- (5) Determine if a selection committee will be utilized. If a selection committee is utilized, each person serving on the selection committee must have received the recruitment training described in the HRAP on General Criteria for Employment.
- (6) Select appropriate recruitment source(s) (external or internal) for posting the opening and decide on the timeframe. Internal job postings should remain open for a minimum of three (3) business days. External job postings should remain open for a minimum of five (5) business days. Institutions may establish longer minimum timeframes, however in all cases, minimum time frames must be clearly stated as well as the process by which job postings are to be communicated to campus to ensure access to posted positions is fair and equitable. Institutions that have an affirmative action plan (AAP) must also follow those rules to ensure compliance with their own AAP.
- (7) Social media: Institutions that review social media for information regarding a potential applicant as part of their hiring process should have written procedures in place to support compliance with applicable equal employment opportunity laws. For assistance developing written procedures, seek guidance from the Institution's

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT AND DIRECT APPOINTMENTS**

Legal Office or USG Legal (usg-legal@usg.edu). An Institution that reviews social media during the hiring process should disclose to potential applicants, in a manner determined appropriate by the Institution, that information regarding the applicant found on publicly posted social media accounts may be examined during the application process.

- (8) 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.
- (9) Proceed through the screening and selection stages (including reviewing candidate's application materials, conducting interviews, verifying references, etc.) See the appendix for appropriate screening questions to be used during the screening and selection process.
- (10) Select the most suitable candidate. When an internal candidate is selected, follow Board Policy 8.3.3.1 (Intrasystem Recruitment) and USG HRAP on Eligibility for Rehire by contacting the appropriate manager or HR department. Ensure that the institution's requirements under the HRAP on General Criteria for Employment are met and that the candidate possesses required credentials and reference checks are completed and reviewed.
- (11) 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 steps could overlap or run concurrently.

Georgia New Hire Reporting Program. Federal and State law require 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 Hiring Managers, Hiring Committees Members and Employees.(Refer to the HRAP on General Criteria for Employment and Mandatory Training)

Direct Appointment Rules and Permissibility

- A direct appointment is the regular appointment of a person, where the normal advertising and competitive selection process is not applied, for an appointee whose unique skills and qualifications are documented. These direct appointment rules are not applicable to acting/interim appointments, reclassifications, or position changes that are due to reorganization
- Direct appointments must be used judiciously in support of a specific business need of the Institution. Prior to making a direct appointment care must be taken to consider other members of staff and in particular the department or school

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT AND DIRECT APPOINTMENTS**

concerned who could be qualified candidates for the position.

- Nominations and recommendations for direct appointments can only be made by a Vice President (or comparable senior level administrator) and above.
- Each Institution must have a process to ensure direct appointment rules are followed. All relevant employment policies (including background checks) must be followed.

Direct appointments may be considered to:

- appoint an internal candidate 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.

Nominations/recommendations shall contain the following information:

- 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;
- the candidate's CV or resume, qualifications, appropriate references, and details of their current position (if applicable) within another organization or Institution.
- The justification materials for the direct appointment nomination or recommendation may also be used for the HRAP Advanced Salary Increase request when necessary.

Direct Appointment Approvals

Each of 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 (USO) official, if there is shared reporting to the USO.

Direct Appointment Notification and Offer Letters

Prior to approval of the direct 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

**HUMAN RESOURCES ADMINISTRATIVE MANUAL
EMPLOYEE RECRUITMENT AND DIRECT APPOINTMENTS**

requirements are met and will subsequently issue an Offer of Employment to the appointee.

Conflicts of Interest

Particularly where the proposed direct appointment candidate is an internal candidate, the Vice President or other staff member proposing the 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 AND DIRECT APPOINTMENTS**

- [HRAP on Eligibility for Rehire](#)
- [HRAP on Equal Employment Opportunity](#)
- [HRAP on General Criteria for Employment](#)
- [USG Records Retention Schedule](#)
- Appendix I. USG Recruitment HRAP Appendix Document Regarding Appropriate Screening Questions
- [Senior Administrator Search Procedures Template.pdf](#)

Related Documents and Resources (External)

- State Law – Loyalty Oath

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