



## **Full-time Staff Hiring Process**

DSC seeks to provide an environment that supports effective teaching and learning, mutual respect among students, faculty, and staff, and productive, congenial working relations. All procedures relating to the recruitment, screening, and selection of College employees must be administered without regard to race, religion, color, sex/gender, national origin, sexual preference, sexual orientation, or disability in compliance with College policy and with Section 8.2.1 of the [Board of Regents' Policy Manual](#).

Opportunities for staff recruitment occur through additional position allocations based on budget availability and derived from increased student enrollment, retirements, resignations, non-renewals, terminations, or deaths. On these occasions, the President, the appropriate VP, and the hiring manager determine where the new or replacement staff could best serve the needs and goals of the institution. When a staff opening occurs due to termination, retirement, or separation from the college, replacement is *not* automatic to fill the vacated position.

In December 2019, Governor Kemp asked all state agencies to think strategically about workforce needs. As a result, all university system institutions are required to submit a Critical Hire Justification form in order to fill any vacant positions. This form includes a narrative that describes the role of the position, includes a justification for the position's continuance, and describes alternatives to filling the position that were considered. There is currently a 60-day wait period before a position can be filled. In cases where a 60-day delay would cause undue hardship, schools can seek a waiver using the [Request for Waiver of 60-Day Hiring Delay form](#). Update: The Critical Hire Justification is no longer required, however we still use the 60-Day Waiver.

The Human Resources Office ensures that recruitment procedures allow for a good faith effort to generate a representative pool of candidates for each position. A representative pool is defined as one in which there is a sufficient percentage of women and minorities who possess the minimum required qualifications advertised. The Human Resources Office reviews recruiting and selection documentation and provides guidance during all steps of this procedure. The Assistant Vice President of Human Resources (AVP of HR) serves as the College Equal Employment Opportunity Compliance (EEOC) Officer.

### OneUSG

Specific steps of the hiring process are detailed in the OneUSG [Creating a Job Opening Aid](#). Hiring supervisors new to the process are advised to contact Human Resources before navigating through the system. For each job search, Human Resources assigns a representative who will

guide the process and sit in on meetings with the search committee. The following is a description of general policies and procedures and is not intended to be a “how to” step-by-step guide.

## Recruitment

### Job Description Review

For each staff vacancy to be filled, the hiring manager identifies the major duties and the minimum and preferred qualifications for the position. Salary ranges must agree with those identified for each position in the [Classification and Compensation Plan for Dalton State College](#) prepared by the Carl Vinson Institute of Government. The supervisor prepares a position description using the position template format that includes the major duties, the knowledge, skills, and ability qualification requirements for the position. If it is a new position or the position changes, it is sent to Human Resources for classification to determine the pay grade.

### Request for Recruitment

After the hiring manager receives approval to fill or create a position with an agreed-upon salary range, the recruitment process is initiated by following the job aid function (“[Creating a Job Opening](#)”) in OneUSG.

### Recruitment Time Frame

Full-time staff positions will generally be posted for a minimum of five (5) consecutive workdays for a search that includes internal only candidates and a minimum of ten (10) consecutive workdays for a search that includes both external and internal candidates. Posting requirements may be waived only in unusual or hardship cases.

### Advertising

Open positions will be advertised on the DSC website as well as [www.higheredjobs.com](http://www.higheredjobs.com). When appropriate, paid advertisements are placed in area or regional newspapers, and regional or national professional organizations. Department must provide details for any additional venues to Human Resources (e.g., listservs, professional agencies associated with the department, newspapers). Any costs associated with advertising will be charged to the hiring supervisor’s budget. The DSC Facebook page is not an option.

### Search/Screening Committees

Search committees (screening committees) are required for all full-time vacancies, and the hiring supervisor is responsible for following all recruitment procedures. To the extent possible, search committees should be representative of women and minorities and should include a representative of the same job title of the position being filled, if one is available. The hiring supervisor typically selects the search committee as well as the committee chair, though supervisors may choose to chair the committee or to be a member of the screening committee. Depending upon the position, the College may appoint local individuals from the service region to serve on search committees. Repetitive use of committee members will not be permitted. The

committee chair will provide an overview of proper screening procedures to the committee during its first scheduled meeting and will consult with the assigned Human Resources recruiter throughout the process. Committee members may not write letters of recommendation for candidates.

### Screening Process

Screening will begin after the published date for the receipt of all required application materials; each application is checked for completeness and for correspondence with the advertised criteria. Applicants upload their documents in the portal and typically include a cover letter and resume.

The search committee members will review the application materials by following the instructions through the job aid, "[How Do I Manage Applicants for Search Committee](#)" and using the minimum and preferred qualifications included in the screening criteria.

If the recruitment renders fewer than three qualified candidates, the hiring supervisor may elect to re-open or extend the position recruitment. The screening committee should select an alternate pool of candidates to recommend for interview in the event candidates in the first pool decline. This list should reflect the order of selection.

When fully qualified applicants are identified, the highest rated candidates are invited to visit the campus for an interview. At least two candidates should be invited.

### Candidate Interviews

Each interview must be conducted in the same manner, and the same questions must be asked of each candidate. Interview questions **must** be approved by Human Resources prior to interviews and cannot include questions that are not job-related and/or that violate [EEOC standards](#). The assigned Human Resources recruiter should be present for all interviews.

The search committee may initially offer interviews via phone and/or video format to all interviewees. Finalists may be selected from this group for an in-person interview, and search committees should participate as a group in the interview of each candidate.

All candidates who have been contacted for and have accepted an interview must be interviewed to be considered for further recommendation. Candidates who are unable to attend the scheduled interview need not be rescheduled. Should a committee member be unavailable to participate in an interview, he/she should review question responses of interviewee(s) prior to providing input on any candidate recommendations (this is the preference). If the decision to record the interview is made, all interviews must be recorded and communicated to the interviewee.

If at any point in the screening and/or evaluation process it is determined that no acceptable candidates are available from a pool, it is closed or may be left open for additional applicants.

During the campus interview, candidates typically meet with the search committee and hiring supervisor. Depending on the position, there may be other interview groups (e.g. direct reports, students, etc.). All groups must follow the same process.

With advice from those who evaluate the candidates (including feedback from other interview groups), the hiring supervisor determines if any meet the expectations of the institution for the position. Search committees generally provide an unranked listing of recommendations with an analysis of the top candidates to the hiring supervisor. The hiring supervisor may disagree with the recommendation of the search committee and recommend for hire another candidate who was interviewed.

Prior to making a final hiring recommendation, the hiring supervisor or search committee chair must conduct at least two reference checks with the candidate's current and/or previous employer using the "Reference Check Form." Upon completion of the reference check, the hiring supervisor will consult with the AVP of HR on an entry salary. The supervisor should not discuss specific salary information with candidates until approval of job offer.

Once the job offer has received approvals, the AVP of HR will make a verbal employment offer to the desired candidate pending the successful completion of a background check. The hiring supervisor will be advised by HR of the candidate's decision to accept or decline the position. Upon acceptance of the offer HR will send the official offer letter and process the appropriate background check. Any approved relocation allowances are charged to the department's budget and should be included in the position offer. The [Relocation Expense Reimbursement Request Form](#) and the [Relocation Expense Policy](#) are available on the Human Resources web page

If the verbal offer is not accepted, an offer is made to the next highest ranked acceptable candidate after the hiring supervisor and AVP of HR have had a new discussion of entry salary. If there is no other viable candidate, the search is considered a failed search, and the process may begin again.

The hiring supervisor or designee (e.g., chair of the search committee) should notify unsuccessful candidates who were invited to campus for an interview that the position has been filled. Human Resources will notify candidates who were not interviewed.

All notes, files, and paper documents related to the search are sent to Human Resources.

#### Hiring of Foreign Nationals

Search committees may ask candidates if they are eligible to work in the United States only if all candidates are asked about their eligibility. Any school or department hiring a nonresident foreign national must communicate this information to Human Resources prior to employment. Human Resources will work in conjunction with an approved lawyer and the department to assure DSC complies with applicable laws. Any costs associated with this process are charged to the hiring supervisor's budget.

## Travel Reimbursement

In order to be reimbursed for travel expenses, a candidate must perform a service to the institution, such as a presentation on a subject matter applicable to the position for which the candidate has applied. Staff positions at the Director level or higher, are eligible for travel reimbursement. Any exceptions must be approved by the VP for Fiscal Affairs and will be based on the availability of departmental budget funds. See reimbursement of candidates at <https://roadrunner.daltonstate.edu/skins/userfiles/files/reimbursement-for-job-candidates.pdf>.

## **Approval of Part-time Staff (Casual Labor Employment)**

If a department has a need for part-time staff, the hiring supervisor initiates the recruitment process by following the job aid function (“[Creating a Job Opening Aid](#)”) in OneUSG. Hiring supervisors new to the process should contact Human Resources before navigating through the system. The institution will follow the same process for full-time staff when recruiting part-time staff, except as follows:

- A search committee shall not be required for any part-time (non-benefited) position. The hiring supervisor shall be responsible for following the recruitment procedures performed by the search committee.
- The institution will recruit the part-time staff positions for a minimum of five (5) consecutive workdays.