



Recruiting and Hiring Procedures

Dalton State College seeks to provide an environment that supports effective teaching and learning, mutual respect among students, faculty, and staff, and productive, congenial working relations. In compliance with Section 8.2.1 of the Board of Regents' Policy Manual: Equal Employment Opportunity, no person shall be excluded from employment or participation in, denied the benefits of, or subjected to discrimination, harassment, or retaliation under any program or activity by Dalton State based on any characteristic protected by law. Incidents of discrimination, unlawful harassment, and retaliation will be met with appropriate disciplinary action, up to and including dismissal from Dalton State.

This process is guided by the Human Resources Administrative Practice Manual (HRAP): Employee Recruitment. In accordance with the USG Statement on Principles, Dalton State'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.

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 a diverse set of qualified applicants is made aware of the opportunity to serve and to apply for the position. The Human Resources Office reviews recruiting and selection documentation and provides guidance during all steps of this procedure. The AVP of HR serves as the College Equal Employment Opportunity Compliance (EEOC) Officer.

Process for Benefit Eligible Positions

Opportunities for benefit eligible staff and faculty recruitments occur through additional position allocations based on budget availability and institutional need. On these occasions, the supervisor submits a Position Request for review and approval by the Executive Cabinet and Assistant Vice President of Human Resources (AVP of HR). This team meets regularly to review vacancies and requests for positions to ensure each position remains viable for the mission of the institution. It is not guaranteed that a position will be backfilled in the current department or at all. This process helps to ensure the campus is always reviewing roles

through a critical hire lens while ensuring the best stewardship of our limited resources.

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, a Human Resources Business Partner (HRBP) 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.

Job Description Review

For each faculty vacancy to be filled, the Provost and Vice President for Academic Affairs, dean, assistant/associate dean, and department chair or immediate supervisor identify the minimum and preferred qualifications for the position. Options for rank, contract type (academic or fiscal year), tenure-track or non-tenure track status may be dependent on enrollment projections, allocation guidelines from the University System of Georgia, sources of funding, nature of the program, candidate availability and qualifications, time of the vacancy, and other considerations.

For each staff vacancy to be filled, the hiring manager identifies the major duties and the minimum and preferred qualifications for the position.

In either recruitment of staff or faculty, the supervisor prepares a position description, using the required template, that includes the major duties, which must be used as the basis for establishing the knowledge, skills, and ability qualification requirements for the position. If no job description exists, one must be developed based on the minimum and preferred qualifications and reviewed by Human Resources. If the position changes, the revised job description is sent to Human Resources for classification to determine if there are any pay grade changes and to ensure compliance with the applicable policies and procedures governing recruiting and hiring.

Request for Recruitment

After the hiring supervisor receives the Position Request approval to fill or create a position with an agreed-upon salary range, the supervisor initiates the recruitment process by following the job aid (“[Create a Standard 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. Administrative and full-time teaching faculty positions will be posted nationally for a

minimum of 30 calendar days. Posting requirements may be waived only in unusual or hardship cases.

Advertising

Open positions will be advertised on the DSC website, Excelencia in Education (edexcelencia.org), as well as www.higheredjobs.com. When appropriate, additional paid advertisements are placed in area or regional newspapers, professional journals, and regional or national professional organizations. Schools or departments 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.

Search/Screening Committees

Search committees (screening committees, used interchangeably) are required for all benefit eligible vacancies, and the hiring supervisor is responsible for following all recruitment procedures. To the extent possible, search committees should be composed of individuals from diverse backgrounds in order to provide a variety of perspectives and should include faculty of appropriate academic rank, and/or 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 committee.

Depending on the position, the College may appoint local individuals from the service region to serve on search committees. The HRBPs will provide an overview of proper screening procedures to the committee during its first scheduled meeting and will work with the committee chair throughout the process. Committee members may not write letters of recommendation for candidates. Repetitive use of committee members will not be permitted.

All hiring supervisors and search committee members are required to participate in recruitment training provided by Human Resources prior to hiring or serving on a search committee.

Screening Process

Search committee members will begin screening 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/letter of interest and current resume/curriculum vitae. Additional attachments for faculty positions include three current letters of recommendation, transcripts of all post-secondary institutions attended, and statement of teaching philosophy.

Search committee members will review the application materials by following the instructions

through the job aid, "[Manage Applicants for Search Committee](#)" and using the minimum and preferred qualifications included in the screening criteria. Social media shall not be used in the evaluation, screening, and/or selection of candidates. For faculty recruitments, the committee should carefully review the applicants' transcripts to ensure that the applicants have a minimum of a master's degree and 18 graduate semester hours in the teaching discipline (if applicable). If the recruitment renders fewer than three qualified candidates, the hiring supervisor may elect to re-open or extend the position recruitment. The search committee should select an alternate pool of candidates to recommend for interview in the event candidates in the first pool decline. The alternate pool 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 HRBP 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 interviewees.

If at any point in the screening and/or evaluation process it is determined that no acceptable candidates are available from a pool, the job posting may either be closed or 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.). The President will meet with candidates above a certain rank, e.g., Deans and AVPs at a minimum. For faculty positions, candidates typically meet with the Provost and VPAA, the dean, assistant/associate dean, or department chair, members of the

school or department, and others whom the search committee chair and hiring supervisor deem appropriate. Each faculty candidate **must** make a teaching presentation. All groups must follow the same process.

With advice from those who evaluate the candidates, (including feedback from other interview groups), the hiring supervisor (and/or dean) 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 and/or dean. The hiring supervisor (and/or dean) may disagree with the recommendation of the search committee and recommend hiring another candidate who was interviewed.

Reference Checks and Relocation

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 employers using the "Reference Check Form."

Any approved relocation allowances are charged to the department's budget and must be included in the offer letter. The [Relocation Expense Reimbursement Request Form](#) and the [Relocation Expense Policy](#) are available on the Human Resources page in the Roadrunner Portal.

Recommendation for Hire - Staff Positions

Upon completion of the reference checks, 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 hiring supervisor extends a *verbal, conditional* offer to the top candidate, noting that the offer is contingent on a successful background check. Background checks may take up to two weeks to clear, depending on such factors as the number of locations in which the candidate has lived. The hiring supervisor will advise HR of the candidate's decision to accept or decline the position.

After the candidate accepts the conditional, verbal offer, HR will send the official offer letter and process the appropriate background check.

If the verbal offer is not accepted, an offer is made to the next most 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.

Recommendation for Hire - Faculty Positions

Upon completion of the reference checks, the hiring supervisor will consult with the AVP of HR on an entry salary. The dean and the hiring supervisor discuss the qualifications, and the

dean requests approval from the Provost and VPAA to extend an offer. Any credit for prior service in full-time, tenure-track postsecondary teaching positions (usually within the University System), and possible relocation allowances is also determined by the dean and the Provost and VPAA at this time. The hiring decision rests with the dean and the Provost and VPAA. The supervisor should not discuss specific salary information with candidates until approval of job offer.

Once the job offer has received approvals, the dean, assistant/associate dean, or department chair extends a *verbal, conditional* offer to the top candidate, noting that the offer is contingent on a successful background check and the receipt of official transcripts for all institutions attended. These transcripts must be sent directly to the Office of Academic Affairs. Background checks may take up to two weeks to clear, depending on such factors as the number of locations in which the candidate has lived. The hiring supervisor will advise HR of the candidate's decision to accept or decline the position.

If the verbal offer is not accepted, an offer is made to the next most acceptable candidate after the dean, Provost and AVP of HR have had a new discussion of salary, possible credit for prior service, and possible relocation allowances. If there is no other viable candidate, the search is considered a failed search, and the process may begin again.

After the candidate accepts the conditional, verbal offer, the dean will notify the Provost and HR. The Office of Academic Affairs will create offer letter and email to the HRBP to submit to the candidate through OneUSG Connect. Once the candidate accepts the offer letter in the system, the HRBP will then contact the candidate to begin the background check process. Once the background check has cleared, the Office of Academic Affairs notifies the candidate of any additional materials that may be required for initial appointment in the University System (e.g., official transcripts). The official contract offer is signed by the President and processed through OneUSG Connect.

Steps to Follow Once the Applicant Accepts a Position

The hiring supervisor or designee (e.g., chair of the search committee) should notify unsuccessful candidates who were interviewed over the phone, interviewed on Teams, or interviewed on campus that the position has been filled. The HRBP will notify candidates who were not interviewed.

All notes, emails, files, and paper documents related to the search are sent to the HRBP.

See the checklist located at the end of this document on steps to follow once the faculty applicant accepts a position (full-time and part-time).

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 HR prior to employment. HR 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. The Office of Federal Contract Compliance Program (OFCCP) of the U.S. Department of Labor requires that there has been a nationwide vacancy announcement when hiring foreign nationals.

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 and all candidates for full-time faculty positions, may be reimbursed for eligible travel expenses subject to the availability of funds. Any exceptions must be pre-approved by the President or the VP for Fiscal Affairs. Guidelines for use of USG, DSC, and Foundation funds for any part of the interview process must be followed. Click [here](#) for more details on reimbursement for candidates.

Search Committee Interview Reimbursement

Faculty/staff are not eligible for reimbursement of their meal from their *departmental or school* budget when taking a candidate to breakfast, lunch, or dinner, as meals paid for candidates by faculty/staff are **not** eligible for reimbursement from state funds. However, in the case of interviews for faculty candidates, the Foundation will allow departments/schools to reimburse one interview meal from their Foundation funds to include no more than two College faculty participants and the interviewee (provided that such funds are available, and that the committee has prior approval from the dean). Tips for meal expenses are limited to 20% of the total bill before tax. See the [Dalton State Foundation Policy on Expenditures from Foundation Funds](#) on the Foundation web page in the Roadrunner Portal.

Process for Non-Benefit Eligible Positions

If a department or school determines there is a need for part-time staff or faculty, the hiring supervisor and/or dean initiates the recruitment process by following the job aid ("[Create a Standard Job Opening](#)") in OneUSG. Hiring supervisors new to the process should contact the HRBP before navigating through the system. The institution will follow the same process for full-time employees when recruiting part-time, 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 a search committee.
- The institution will recruit part-time positions for a minimum of five (5)

consecutive workdays.

- Additional attachments for part-time faculty positions include two current letters of recommendation and transcripts of all post-secondary institutions attended.
- Part-time faculty may be asked to do a teaching demonstration.
- If the chair or dean finds the candidate acceptable, he or she will provide the Provost and VPAA with a complete faculty file and write a memo to the Provost requesting permission to add the candidate to the teaching pool.

Part-time faculty should not be added to the schedule until the background investigation is complete and the official transcripts are on file. By the end of the first week of classes, chairs and/or deans should provide the Office of Academic Affairs with a listing of all part-time appointments for the semester and ensure that part-time faculty have signed off on the Part-time Teaching Faculty Agreement form, which is submitted to the Office of Academic Affairs. Part-time instructors may not teach more than two (three credit) classes a semester.

Steps to Follow Once the Faculty Applicant Accepts a Position

1. If the applicant is NOT considered for the job, the HRBP will notify them.
2. If the applicant has a phone interview and is NOT considered, OR if the applicant is invited to campus for a formal interview, and is NOT offered the position, the hiring supervisor (Dean, Assoc./Asst. Dean, or Chair) will notify them.
3. The hiring supervisor sends ONE email to the following 4 people: the Human Resources Business Partner; lmccarty@daltonstate.edu; bhicks@daltonstate.edu; echadwick@daltonstate.edu outlining the offer (i.e., complete title, salary, start date, and any years of tenure granted or moving expenses, if applicable).
4. Bruno Hicks, Provost and Lori McCarty, Assistant VP of Human Resources will reply to the email to approve or not approve the offer.
5. Once approved, the hiring supervisor contacts the applicant to make a verbal offer (an email may be sent as well). Upon receiving the candidate's acceptance or rejection of the offer, the hiring supervisor will send a follow-up email to the addresses listed above outlining any changes to the offer, if accepted, or next steps, if rejected.
6. If the offer is accepted, download ALL application materials from the Careers system to one PDF and email to Elizabeth Chadwick echadwick@daltonstate.edu
7. Academic Affairs will send an offer letter to the HRBP outlining the details of the offer. Once background clears, Academic Affairs notifies the candidate of any additional materials that may be required for initial appointment.

Note: All new faculty MUST accept the official offer letter, have a clear background check, and send official transcripts BEFORE they begin working at Dalton State. The transcripts uploaded to the application are not official. Even if the transcript uploaded by the applicant is marked

“official,” the applicant must still request that the degree-granting institution issue official transcripts directly to Dalton State to be considered official.

Direct Appointments

An additional option for filling a vacant position is through a Direct Appointment. See HRAP: Employee Recruitment for more details. The Position Request form is required for approval of a direct appointment.

Direct appointments may be possible as part of the hiring process to:

- Appoint 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;
- 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.

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:

- 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;
- Rationale explaining how the appointment is expected to contribute to the DSC’s strategic vision;
- The candidate’s CV or resume, qualifications, appropriate references, and details of their current position (if applicable) within another organization or Institution.

Appointment Notification and Offer Letters

In consultation with the Hiring Supervisor, HR will ensure that all policies and requirements are met and will subsequently issue an offer letter to the preferred appointee and provide all information relevant to the appointment.

Procedural Fairness

Whenever the discretion not to advertise is exercised in accordance with this procedure, care must be taken to ensure that there is no other member of staff in the Institution, and in particular, the Department or School concerned, who could 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 8.2.18.2 Conflicts of Interest, Conflicts of Commitment, and Outside Activities).

Appendices

HRAP: General Criteria for Employment

https://www.usg.edu/hr/assets/hr/hrap_manual/HRAP_General_Criteria_for_Employment.pdf_rev1_.pdf

HRAP: Employee Recruitment

https://www.usg.edu/hr/assets/hr/hrap_manual/HRAP_Employee_Recruitment_1.pdf

HRAP: Employee Categories

https://www.usg.edu/hr/assets/hr/hrap_manual/HRAP_Employee_Categories_Classification,_Compensation,_and_Payroll.pdf

BOR 6.5 Freedom of Expression and Academic Freedom

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

BOR Policy 8.2.18.2 Conflicts of Interest, Conflicts of Commitment, and Outside Activities

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

Forms

[Position Request](#)

[Job Description Template](#)

[Reference Check](#)

Revisions

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